

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



WILLIAM
& MARY

COMMITTEE MEETINGS

Board Rooms - Blow Memorial Hall

April 25 - 27, 2012

SCHEDULE

Board of Visitors Committee Meetings
The College of William and Mary

April 25-27, 2012
Blow Memorial Hall - College of William and Mary

WEDNESDAY, APRIL 25:

RECTOR'S OFFICE - EXECUTIVE COMMITTEE

4:30-6:00 p.m.

Executive Committee

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

Janet M. Brashear
Colin G. Campbell
Timothy P. Dunn
R. Philip Herget III

- A. Approval of Minutes
- B. Closed Session
- C. Discussion

BOARD CONFERENCE ROOM - COMMITTEE ON AUDIT

4:30-5:45 p.m.

Committee on Audit
(Mr. Stump)

John C. Thomas, Chair
Michael Tang, Vice Chair

Edward L. Flippen
Laura L. Flippin
Leigh A. Pence
L. Clifford Schroeder, Sr.

- A. Approval of Minutes
- B. Report from Auditor of Public Accounts
- C. Report from Director of Internal Audit
 - 1. Enclosure D, page 13
- D. Report from Compliance and Policy Officer
- E. Executive Session

PLUMERI HOUSE - 119 CHANDLER COURT

6:30 p.m.

Reception and Dinner

THURSDAY, APRIL 26:

BOARD DINING ROOM

7:30 a.m. Breakfast available

BOARD ROOM – COMMITTEE ON ATHLETICS

8:00-9:00 a.m. Committee on Athletics Todd A. Stottlemyer, Chair
(Mr. Driscoll) Timothy P. Dunn, Vice Chair
Janet M. Brashear
Colin G. Campbell
Leigh A. Pence
Peter A. Snyder

- A. Approval of Minutes
- B. Discussion topics

BOARD CONFERENCE ROOM - COMMITTEE ON ADMINISTRATION

8:00-9:00 a.m. Committee on Administration Dennis H. Liberson, Chair
(Provost Halleran, Ms. Martin) Charles A. Banks III, Vice Chair
Thomas R. Frantz
R. Philip Herget III
John C. Thomas

- A. Approval of Minutes
- B. Report from Provost
- C. Report from Vice President for Administration
 - 1. Annual Report on Sustainability
 - 2. Annual Report on Information Technology
- D. Closed Session (if necessary)

BOARD CONFERENCE ROOM - RICHARD BLAND COLLEGE COMMITTEE

9:00-9:45 a.m. Richard Bland College Committee Dennis H. Liberson, Chair
(President McNeer, Provost Binger) Laura L. Flippin, Vice Chair
Edward L. Flippen
Thomas R. Frantz
Leigh A. Pence

- A. Approval of Minutes
- B. General Reports
 - 1. Report from President
 - 2. Report from Provost

THURSDAY, APRIL 26:

Richard Bland College Committee (continued):

3. Report from Vice President of Administration and Finance
4. Institutional Advancement Report
5. Report from Faculty Representative
6. Report from Student Representative
- C. Action Material
 1. **Resolution 1**, page 18
 2. **Resolution 2**, page 19
 3. **Resolution 3**, page 20
 4. **Resolution 4**, page 21
 5. **Resolution 5**, page 22
 6. **Resolution 6**, pages 23-28
 7. **Resolution 7**, pages 29-31
 8. **Resolution 8**, pages 32-35
- D. Informational Material
 1. Enclosure A, pages 36-38
 2. Enclosure B, page 39
 3. Enclosure C, pages 40-41
- E. Closed Session (if necessary)

**BOARD ROOM - COMMITTEE ON ACADEMIC AFFAIRS / PROVOST REPORT /
FACULTY PRESENTATION**

9:00-10:30 a.m.

Committee on Academic Affairs
(Provost Halleran)
Timothy P. Dunn
Peter A. Snyder
Todd A. Stottlemyer
Michael Tang

Colin G. Campbell, Chair
Robert E. Scott, Vice Chair

- A. Approval of Minutes
- B. Closed Session (if necessary)
- C. Action Materials
 1. **Resolution 9**, page 44
 2. **Resolution 10**, pages 45-52
 3. **Resolution 11**, pages 53-55
 4. **Resolution 12**, pages 56-57
 5. **Resolution 13**, page 58
 6. **Resolution 14**, page 59
 7. **Resolution 15**, page 60
 8. **Resolution 16**, pages 61-66

THURSDAY, APRIL 26:

Committee on Academic Affairs (continued):

9. **Resolution 17**, pages 67-69
 10. **Resolution 18**, pages 70-71
 11. **Resolution 19**, pages 72-73
 12. **Resolution 20**, pages 74-75
 13. **Resolution 21**, pages 76-77
 14. **Resolution 22**, pages 78-79
 15. **Resolution 23**, pages 80-81
 16. **Resolution 24**, pages 82-83
 17. **Resolution 25**, pages 84-85
 18. **Resolution 26**, page 86
 19. **Resolution 27**, pages 87-88
 20. **Resolution 28**, pages 89-90
 21. **Resolution 29**, page 91
 22. **Resolution 30**, pages 92-93
- D. Provost Report and Faculty Presentation

BOARD ROOM

10:30-10:45 a.m. Annual Report – Professionals and Professional Faculty
Assembly / Staff Assembly

BOARD ROOM - COMMITTEE ON BUILDINGS AND GROUNDS

10:45-11:15 a.m. Committee on Buildings and Grounds Janet M. Brashear, Chair
(Ms. Martin) Leigh A. Pence, Vice Chair
Thomas R. Frantz
L. Clifford Schroeder, Sr.
Peter A. Snyder
Michael Tang

- A. Approval of Minutes
- B. Report from Building Official
 1. Enclosure E, page 95
- C. Report from Virginia Institute of Marine Science Dean/Director
 1. Enclosure F, pages 96-98
- D. Report from Vice President for Administration
 1. Enclosure G, pages 99-105
 2. **Resolution 31**, page 106
 3. **Resolution 32**, pages 107-108
- E. Closed Session (if necessary)

THURSDAY, APRIL 26:

- 11:20 a.m. Depart for groundbreaking
- 11:30 a.m. Fraternity complex groundbreaking

BOARD CONFERENCE ROOM – INVESTMENTS SUBCOMMITTEE

- 11:30 a.m.-
12:30 p.m. Investments Subcommittee Timothy P. Dunn, Chair
(Mr. Jones)
Charles A. Banks III
Todd L. Stottlemeyer

BLOW ROOM 201

- 12:15-1:15 p.m. Lunch with students

BOARD ROOM - COMMITTEE ON STUDENT AFFAIRS

- 1:30-2:15 p.m. Committee on Student Affairs Michael Tang, Chair
(Ms. Ambler) John C. Thomas, Vice Chair
- A. Report from Vice President for Student Affairs
1. Enclosure H, page 110
2. Vice President's Update
- B. Report from Student Liaisons

BOARD ROOM - COMMITTEE ON ALUMNI RELATIONS

- 2:15-2:45 p.m. Committee on Alumni Relations Laura L. Flippin, Chair
(Ms. Cottrell) Peter A. Snyder, Vice Chair
- A. Report from Executive Vice President of Alumni Association
1. D.C. Auction Update
2. Data Integrity Report

Board of Visitors
SCHEDULE
April 25-27, 2012

THURSDAY, APRIL 26:

BOARD ROOM - COMMITTEE ON DEVELOPMENT

2:45-4:00 p.m. Committee on Development R. Philip Herget III, Chair
(Mr. Pieri) Thomas R. Frantz, Vice Chair
L. Clifford Schroeder, Sr., Vice Chair

- A. Approval of Minutes
- B. Remarks from W&M Foundation Chair
- C. University Development Report
 - 1. **Resolution 33**, page 113
 - 2. **Resolution 34**, page 114
- D. Closed Session (if necessary)

BOARD ROOM

4:00-5:00 p.m. Full Board meeting

BLOW MEMORIAL HALL FRONT STEPS:

5:15 p.m. Annual Board Photograph (time permitting)

GREAT HALL and PORTICO - SIR CHRISTOPHER WREN BUILDING

5:30 p.m. Provost's Annual Faculty Reception

WREN COURTYARD

Annual Picnic Dinner with Faculty

FRIDAY, APRIL 27:

BOARD DINING ROOM

7:30 a.m. Breakfast available

BOARD ROOM - COMMITTEE ON STRATEGIC INITIATIVES

8:00-9:15 a.m. Committee on Strategic Initiatives Robert E. Scott, Chair
(Mr. Golden) Janet M. Brashear, Vice Chair

- A. Panel Discussion with Deans about Reallocation and Creative Adaptation
- B. Update on Strategic Planning Progress
 - 1. Overview of Proposed Strategic Plan for FY 2013-17
 - 2. Enclosure I, pages 116-117
- C. Discussion

BOARD ROOM - COMMITTEE ON FINANCIAL AFFAIRS

9:15-10:30 a.m. Committee on Financial Affairs * Timothy P. Dunn, Chair
(Provost Halleran, Mr. Jones) Charles A. Banks III, Vice Chair
Edward L. Flippen, Vice Chair

Colin G. Campbell
Laura L. Flippin
R. Philip Herget III
Robert E. Scott
Todd A. Stottlemyer

****agenda and material to be sent under separate cover***

10:30 a.m. Adjourn Committee meetings

BOARD ROOM - BOARD OF VISITORS MEETING:

10:40 a.m. FULL BOARD MEETING - see MEETING AGENDA Mr. Trammell

BOARD DINING ROOM:

Lunch available

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

April 25 - 27, 2012
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, page 18	Faculty Promotion – Lauran Johnson
Resolution 2, page 19	Faculty Promotion and Tenure – Carolina Yaber
Resolution 3, page 20	Faculty Promotion – Jill Mitten
Resolution 4, page 21	Retirement of B. Lee Woodruff Division of Science and Quantitative Methods
Resolution 5, page 22	Retirement of Virginia Rose Cherry Director of the Richard Bland College Library
Resolution 6, pages 23-28	2012-13 Tuition and Fees
Resolution 7, pages 29-31	Adoption of the Emergency Operations Plan
Resolution 8, pages 32-35	2012-13 Operating Budget Proposal
Enclosure A, pages 36-38	2011-12 Operating Budget Update
Enclosure B, page 39	Capital Outlay Progress Report
Enclosure C, pages 40-41	Advancement Report

COLLEGE OF WILLIAM AND MARY

Resolution 9, page 44	Appointment to Fill Vacancy in the Executive Faculty
Resolution 10, pages 45-52	Appointments to Fill Vacancies in the Instructional Faculty

Board of Visitors
AGENDA ITEMS
April 25-27, 2012

Resolution 11, pages 53-55	Appointments to Fill Vacancies in the Professional Faculty
Resolution 12, pages 56-57	Faculty Promotions
Resolution 13, page 58	Designated Professorships
Resolution 14, page 59	Term Distinguished Professorship for Associate Professor
Resolution 15, page 60	William and Mary Student Professorship
Resolution 16, pages 61-66	Changes to the Faculty Handbook
Resolution 17, pages 67-69	Revision of the Bylaws of the Faculty of Arts and Sciences
Resolution 18, pages 70-71	Retirement of William D. Barnes Department of Art and Art History
Resolution 19, pages 72-73	Retirement of George M. Bass, Jr. School of Education
Resolution 20, pages 74-75	Retirement of Craig N. Canning Department of History
Resolution 21, pages 76-77	Retirement Gregory M. Capelli Department of Biology
Resolution 22, pages 78-79	Retirement of George W. Grayson Department of Government
Resolution 23, pages 80-81	Retirement of William J. Kossler Department of Physics
Resolution 24, pages 82-83	Retirement Robert E. Noonan Department of Computer Science
Resolution 25, pages 84-85	Retirement of Ann M. Reed Department of English
Resolution 26, page 86	Retirement of Robert J. Solomon Mason School of Business

Board of Visitors
AGENDA ITEMS
April 25-27, 2012

Resolution 27, pages 87-88	Retirement of David W. Thompson Department of Chemistry
Resolution 28, pages 89-90	Retirement of Barbara A. Watkinson Department of Art and Art History
Resolution 29, page 91	Retirement of G. Thomas White Mason School of Business
Resolution 30, pages 92-93	Retirement Brenda Toler Williams School of Education
Resolution 31, page 106	Resolution to Approve Demolition of Graduate House – 234 Jamestown Road
Resolution 32, page 107-108	Naming of Capelli Cove in Lake Matoaka
Resolution 33, page 113	Charles E. Flynn '34 Memorial Chemistry Endowment and the Ruby Wright Bequest
Resolution 34, page 114	The Christopher Wren Association Fund Functioning as an Endowment
Enclosure D, page 13	Report of Internal Audit Activity Since February 1, 2012
Enclosure E, page 95	Report from College Building Official
Enclosure F, pages 96-98	Virginia Institute of Marine Science Capital Outlay Project Progress Report
Enclosure G, pages 99-105	College of William and Mary Capital Outlay Project Progress Report
Enclosure H, page 110	WCWM-FM Annual Report 2011-12
Enclosure I, pages 116-117	University Dashboard Update

EXECUTIVE COMMITTEE
April 25, 2012
4:30 – 6:00 p.m.
Rector's Office - Blow Memorial Hall

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

I. Introductory Remarks - Mr. Trammell

II. Approval of Minutes – February 1, 2012

III. Closed Session (if necessary)

IV. Open Session - Certification of Closed Session **Resolution**

Chair should review topic discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

V. Adjourn

EXECUTIVE COMMITTEE

MINUTES - FEBRUARY 1, 2012

MINUTES
Executive Committee
February 1, 2012
Rector's Office – Blow Memorial Hall

Attendees: Jeffrey B. Trammell, Chair; Charles A. Banks III, Vice Chair; Janet M. Brashear; Colin G. Campbell; Timothy P. Dunn; R. Philip Herget III; Dennis H. Liberson. Others in attendance: Board member Robert E. Scott, President W. Taylor Reveley III, and Michael J. Fox.

Chair Jeffrey B. Trammell called the meeting to order at 4:30 p.m. Recognizing that a quorum was present, Mr. Trammell moved adoption of the minutes of the meeting of December 8, 2011. Motion was seconded by Mr. Banks and approved by voice vote of the Committee.

Mr. Trammell moved that the Executive Committee of the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing the performance of specific college employees; and matters pertaining to honorary degrees, as provided for in Section 2.2-3711.A.1., and 10., of the Code of Virginia. Motion was seconded by Mr. Liberson and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 4:30 p.m.

The Executive Committee reconvened in open session at 5:30 p.m. Mr. Trammell reviewed the topics discussed during closed session, then moved adoption of the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Banks and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox (**Certification Resolution** is appended).

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

Executive Committee

Resolution EC-1

February 1, 2012

CERTIFICATION OF CLOSED SESSION

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

WHEREAS, §2.2-3711.A.10. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;


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

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:



Jeffrey B. Trammell
Chair
Executive Committee

COMMITTEE ON AUDIT
April 25, 2012
4:30 – 5:45 p.m.
Board Conference Room - Blow Memorial Hall

John C. Thomas, Chair
Michael Tang, Vice Chair

- I. Introductory Remarks - Mr. Thomas
- II. Approval of Minutes – February 1, 2012
- III. Report from Auditor of Public Accounts
- IV. Report from Director of Internal Audit - Michael L. Stump
 - A. Report of Internal Audit Activity Since February 1, 2012 - Enclosure D .
- V. Report from Compliance and Policy Officer – Kiersten L. Boyce
- VI. Closed Session (if necessary)
- VII. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.
- VIII. Discussion
- IX. Adjourn

COMMITTEE ON AUDIT

MINUTES – FEBRUARY 1, 2012

MINUTES
Committee on Audit
February 1, 2012
Board Conference Room - Blow Memorial Hall

Attendees: John C. Thomas, Chair, L. Clifford Schroeder, Sr. Others present: Kiersten L. Boyce; Samuel E. Jones; Jennifer B. Latour; Deborah A. Love; Anna B. Martin; James B. McNeer; and Michael L. Stump.

Chair John C. Thomas called the meeting to order at 4:30 p.m. and, recognizing that a quorum was not present, deferred approval of the minutes of the December 8, 2011, meeting to the full Board meeting.

Mr. Thomas asked Director of Internal Audit Michael L. Stump to discuss projects completed and underway. Mr. Stump referred the Committee to the Report of Internal Audit Activity, detailed in Enclosure E. He referenced the Auditor of Public Accounts (APA) just-released review of Intercollegiate Athletics and the finding concerning deposit controls. Internal Audit reviewed the deposit controls after the APA completed its work and found that the APA's concerns were largely addressed.

Mr. Stump then briefly discussed the four completed projects. There were no negative findings in the Richard Bland College audit of environmental, operational, and physical security controls. There were two minor findings in the financial aid audit; both have been corrected by management. Internal Audit completed its work involving a cash theft in the Sadler Center and two cash thefts in the Campus Center. All three were due to a number of missing or poor controls. Internal Audit recommended adding a number of controls and improvements to existing controls. Internal Audit finished its follow-up work in Accounts Receivable; all of the recommendations have been implemented. Mr. Thomas expressed concern that some areas may not be audited frequently enough, or at all. Mr. Stump explained that there are thresholds and a risk analysis that help determine areas for audit, given the audit resources available. He also explained that the APA audits many of these areas.

Mr. Stump briefly discussed the eight projects in process.

Mr. Thomas asked Ms. Boyce, the College's Compliance and Policy Officer, to discuss her efforts. Ms. Boyce explained the purpose and nature of the College's compliance program, including ensuring that compliance systems are in place and functioning. She is developing a 70+ page list of compliance matters, along with applicable laws and regulations. This list will be used to prioritize compliance risk assessments, which will be done in consultation with the Internal Auditor and University Counsel. Mr. Thomas asked what the most challenging area is. Ms. Boyce explained that discrimination compliance is a big challenge. Mr. Thomas asked if Richard Bland College (RBC) has a compliance officer. President McNeer said RBC did not have one and that the compliance function is effectively assigned to the admissions and counseling offices. Mr. Thomas asked Ms. Boyce if there was anything the Board of Visitors needed to address concerning compliance. Ms. Boyce responded that the Board could endorse and define its role with respect to the compliance program, such as through approval of a

Committee on Audit
MINUTES
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compliance charter or revisions to the Board's Bylaws. Ms. Boyce concluded her remarks with a brief discussion about the need for designated deputy compliance coordinators, particularly for Title IX, ADA and Rehabilitation Act matters.

There being no further business, the Committee adjourned at 5:11 p.m.

COLLEGE OF WILLIAM AND MARY and RICHARD BLAND COLLEGE
REPORT OF INTERNAL AUDIT ACTIVITY SINCE FEBRUARY 1, 2012

<u>Projects</u>	<u>Completion Date</u>
• Hotline	March 19
• Dining Services RFP – management request - cancelled	March 21
• Fraternity Housing Project – management request	March 23
• President's Honor System Review Committee – President's request	April 5

<u>Projects in process</u>	<u>Estimated Completion Date</u>
• Assist Auditor of Public Accounts	Ongoing
• Centralized billing and VA benefits – management request	Ongoing
• Payroll	May 2012
• Procurement	Dec 2012
• President's Business Innovation Committee – President's request	Ongoing
• Risk Management Steering Committee – management request	Ongoing
• Small Purchase Charge Card Program	Ongoing

COMMITTEE ON ATHLETICS
April 26, 2012
8:00 – 9:00 a.m.
Board Room – Blow Memorial Hall

Todd L. Stottlemyer, Chair
Timothy P. Dunn, Vice Chair

- I. Introductory Remarks – Mr. Stottlemyer
- II. Approval of Minutes – February 2, 2012
- III. Discussion Topics
 1. Athletic Department Vision
 2. Conference Update
 3. Awards and Recognition
 4. Spring Sport Update
 5. Athletic Event Calendar
- IV. Adjourn

COMMITTEE ON ATHLETICS

MINUTES - FEBRUARY 2, 2012

MINUTES
Committee on Athletics
February 2, 2012
Board Room – Blow Memorial Hall

Committee members present: Todd A. Stottlemeyer, Chair; Timothy P. Dunn, Vice Chair; Colin G. Campbell; Peter A. Snyder. Board members present: Edward E. Flippen, Laura L. Flippin, Robert E. Scott, Rector Jeffrey B. Trammell and Staff Liaison Mary S. Molineux.

W&M Foundation members present: Benjamin M. Berinstein; Russell E. Brown, Jr.; Juan Fernando Conde; Patrick Saint George Cousins; Sue H. Gerdelman; Wayne A. MacMasters; Craig P. Staub; Ellen R. Stofan; H. Thomas Watkins III.

Others present: Virginia M. Ambler, Karen R. Cottrell, Edward C. Driscoll, Jr., Robert T. Dwyer, Michael J. Fox, W. Fanchon Glover, Deborah A. Love, Todd A. Mooradian, Brian W. Whitson, Sandra J. Wilms, and other administrative staff.

Chair Todd A. Stottlemeyer called the meeting to order at 9:55 a.m. Noting that this was a joint meeting of the Board of Visitors' Athletics committee and the Athletics Subcommittee of the William and Mary Foundation, Mr. Stottlemeyer welcomed the members of the Foundation, and introduced Foundation Chair Tom Watkins.

In brief opening remarks, Mr. Watkins thanked the Board for inviting the Foundation members to participate.

Recognizing that a quorum was present, Mr. Stottlemeyer moved adoption of the minutes of the December 8, 2011, meeting. Motion was seconded by Mr. Dunn and approved by voice vote.

In his opening comments, Mr. Stottlemeyer reviewed the agenda and then asked Mr. Driscoll to introduce the staff members present.

Following brief introductions, Mr. Driscoll presented a PowerPoint presentation that provided an overview of the athletic program, focusing on the athletic profile, team and individual recognition and the characteristics of William and Mary coaches, noting the length of service illustrating their commitment to William and Mary athletics. Mr. Driscoll discussed coaching and teaching, using several examples of successful athletes to illustrate the real value of the challenges in a competitive athletic environment. A brief discussion ensued.

Mr. Driscoll reviewed the student athletic fee, providing educational context, then Mr. Stottlemeyer opened the floor to discussion regarding student fees. Comparative charts were used to illustrate the student fee analysis, and well as a comparison of revenue sources and athletics expenses at peer institutions, the Ivy League, the Patriot Conference and within the CAA Conference.

Following discussion, Mr. Driscoll discussed the financial challenges and opportunities facing the Athletics Department, reviewed the athletic donor giving profile for alumni athletes and non-athletes,

Committee on Athletics

MINUTES

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and discussed athletic contributions to the College, including building life-long relationships, fostering institutional pride, diversifying the campus and unifying the William and Mary family. A brief discussion ensued.

There being no further business, the Committee adjourned at 10:19 a.m.

COMMITTEE ON ADMINISTRATION

April 26, 2012

8:00 – 9:00 a.m.

Board Conference Room - Blow Memorial Hall

Dennis H. Liberson, Chair

R. Philip Herget III, Vice Chair

- I. Introductory Remarks – Mr. Liberson
- II. Approval of Minutes – February 2, 2012
- III. Report from Provost – Michael R. Halleran
- IV. Report from Vice President for Administration – Anna B. Martin
 - A. Annual Report on Sustainability
 - B. Annual Report on Information Technology
- V. Closed Session (if necessary)
- VI. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ADMINISTRATION

MINUTES - FEBRUARY 2, 2012

MINUTES
Committee on Administration
February 2, 2012
Board Conference Room – Blow Memorial Hall

Attendees: Dennis H. Liberson, Chair; Charles A. Banks, III, Vice Chair; Thomas R. Frantz; R. Philip Herget, III; John C. Thomas. Others present: Michael A. Halleran, Anna B. Martin, Deborah A. Love, and other administrative staff.

Chair Dennis H. Liberson called the meeting to order at 9:00 a.m. Recognizing that a quorum was present, Mr. Liberson requested a motion to approve the minutes of the meeting of December 8, 2011. Motion was made by Mr. Herget, seconded by Mr. Thomas, and approved by voice vote of the Committee.

Provost Halleran had no report.

Vice President Anna Martin reviewed with the Committee a power point presentation on Campus Safety & Security, including a discussion of the College's Emergency Response Plan. Ms. Martin reviewed the many different reports required by the Commonwealth for different aspects of emergency planning, and pointed out that these are living documents which undergo continuous review and improvement. Ms. Martin reviewed the progress and accomplishments over the past year, including conducting a multi-jurisdictional tabletop exercise; she noted that planning for a multi-jurisdictional field exercise in 2012 is underway. The Committee asked several questions, including use of social media. Ms. Martin introduced Kenton Towner, the College's emergency management coordinator.

Ms. Martin reviewed several campus initiatives, both completed and underway, for accident and incident prevention. One initiative, the upgrade to the College's (currently card-key) access control system, has wide-ranging implications as well as possibilities for the campus. A committee has been formed to develop and issue an RFP for a new ID card which would serve as the vehicle for functions such as access control.

The Committee requested emergency readiness standards against which the Committee could apply governance. Ms. Martin will prepare a draft for their review. Ms. Martin noted that standards will continue to emerge and be developed.

Ms. Martin took the Committee through the annual Clery Campus Crime statistics and explained how the College collects and reports its statistics in contrast to other higher education institutions. A brief discussion ensued.

The Committee expressed concern about the specificity in the College's Emergency Response Plan. Ms. Martin stated that sections could be redacted at the Committee's discretion; however, some form of it must exist as a public document. The highly detailed Emergency Response Protocols are held by the College's Police Department, and are not made public.

Committee on Administration
MINUTES
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Following brief discussion, Mr. Liberson requested a motion to approve **Resolution 5**, Resolution to Adopt 2012 Emergency Response Plan (ERP). Motion was made by Mr. Herget, seconded by Mr. Thomas, and approved by voice vote of the Committee.

The Committee requested that the compensation presentation on faculty be made at the April 2012 meeting. The reports completed, and there being no further business, the Committee adjourned at 9:45 a.m.

RICHARD BLAND COLLEGE COMMITTEE
April 26, 2012
9:00 – 9:45 a.m.
Board Conference Room - Blow Memorial Hall

Dennis H. Liberson, Chair
Laura L. Flippin, Vice Chair

- I. Introductory Remarks - Mr. Liberson
- II Approval of Minutes – February 2, 2012
- III. Closed Session (if necessary)
- IV. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

- V. General Reports
 - A. Report from President James B. McNeer
 - B. Report from Provost LeAnn Binger
 - C. Report from Vice President of Administration and Finance Russell E. Whitaker, Jr.
 - D. Institutional Advancement Report - Provost Binger
 - E. Report from Faculty Representative – Professor Steven Martin
 - F. Report from Student Representative – Ms. Emily Michalek
- VI. Action Material
 - A. Faculty Promotion – Lauran Johnson **Resolution** 1
 - B. Faculty Promotion and Tenure – Carolina Yaber **Resolution** 2
 - C. Faculty Promotion – Jill Mitten **Resolution** 3

RICHARD BLAND COLLEGE COMMITTEE
April 26, 2012

- D. Retirement of B. Lee Woodruff
Division of Science and Quantitative Methods **Resolution** 4
- E. Retirement of Virginia Rose Cherry
Director of the Richard Bland College Library **Resolution** 5
- F. 2012-13 Tuition and Fees **Resolution** 6
- G. Adoption of the Emergency Operations Plan **Resolution** 7
- H. 2012-13 Operating Budget Proposal **Resolution** 8
- VII. Informational Material
 - A. 2011-12 Operating Budget Update Enclosure A
 - B. Capital Outlay Progress Report Enclosure B
 - C. Advancement Report Enclosure C
- VIII. Discussion
- IX. Adjourn

RICHARD BLAND COLLEGE COMMITTEE

MINUTES - FEBRUARY 2, 2012

MINUTES
Richard Bland College Committee
February 2, 2012
Board Conference Room – Blow Memorial Hall

Attendees: Dennis H. Liberson, Chair; Laura L. Flippin, Vice Chair; Edward L. Flippen; Thomas R. Frantz. Others in attendance: Board member Charles A. Banks III; student representative Emily Michalek; faculty representative Steven E. Martin; William and Mary staff liaison Mary Molineux; President James B. McNeer, Provost LeAnn Binger, Assistant Attorney General Deborah A. Love; and members of the Faculty Liaison Committee.

Chair Dennis Liberson called the Richard Bland College Committee to order at 10:05 a.m. Recognizing that a quorum was present, Mr. Liberson asked for a motion to approve the minutes of the meeting of December 8, 2011. Motion was made by Mr. Flippen, seconded by Ms. Flippin, and approved by voice vote of the Committee.

President James McNeer reported on Governor McDonnell's 2012-2014 budget recommendations relating to Richard Bland College, noting that the College will continue to keep their area legislators informed about the College's budget priorities for the next two years. A main concern was securing planning money for the renovation and upgrading of Ernst Hall. A brief discussion ensued focusing on possible uses for the renovated space.

The President noted that the faculty was working on bylaws relating to the creation of a faculty senate. He advised that enrollment for the 2012 spring semester was 5% above spring 2011 and included a larger percentage of part-time students than last spring.

President McNeer introduced Richard Bland Police Chief Scott Davis, who reported on campus safety policies and procedures. A brief discussion ensued.

Provost Binger provided an update on articulation agreements, noting one had been signed with Regent University. With a 2.5 GPA and an associate degree a transfer student will be granted junior status. Discussions with the VCU School of Business are still ongoing.

The Provost noted that vacancies for faculty and staff positions are currently being addressed and reviewed the two resolutions.

Provost Binger reviewed **Resolution 1**, Resolution to Approve Final Regulation Regarding Weapons on Campus. Following a brief discussion, Mr. Liberson asked for a motion to adopt Resolution 1. Motion was made by Mr. Flippen, seconded by Mr. Frantz and approved by voice vote of the Committee

Provost Binger reviewed the background leading to the development of **Resolution 2**, Approval of Criteria for Course Credit: Cambridge Advanced (A/AS) Exams, noting that the Richard Bland policy was based on the Christopher Newport University policy. Following a brief

Richard Bland College Committee

MINUTES

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discussion, Mr. Liberson asked for a motion to adopt Resolution 2. Motion was made by Mr. Frantz, seconded by Mr. Flippen and approved by voice vote of the Committee.

Provost Binger provided an update on institutional advancement, as detailed in Enclosure D, and reviewed fund raising efforts, as well as pending gifts and grants and upcoming special events. A brief discussion ensued.

Faculty representative Professor Steven Martin reported on recent faculty activities and upcoming events, noting the positive faculty response to the efforts to address vacancies in the faculty. He advised that the faculty looked forward to the upcoming campus visits of the final candidates for the Richard Bland presidency.

Student representative Emily Michalek reported on recent student activities, including club sports and upcoming trips and events. A brief discussion ensued.

President McNeer reported that Assistant Attorney General Deborah Love now had an office on the Richard Bland campus. Ms. Love advised that she plans to establish a regular schedule and will be on campus once a week.

There being no further business, the Committee adjourned at 10:55 a.m.

**RICHARD BLAND COLLEGE
FACULTY PROMOTION – LAURAN JOHNSON**

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member:

LAURAN JOHNSON, Assistant Professor of Mathematics to Associate Professor of Mathematics, effective August 10, 2012

B.A., Psychology/Business Administration Composite,
 East Carolina University 1986
M.S., Mathematics, Virginia State University 2002

Lauran has served as an Adjunct Professor at Richard Bland College, 2004; a mathematics teacher at Colonial Heights High School, 2004-2009; and Assistant Professor of Mathematics at Richard Bland College, 2009 to present.

**RICHARD BLAND COLLEGE
FACULTY PROMOTION AND TENURE – CAROLINA YABER**

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

CAROLINA YABER, Assistant Professor of Biology to Associate Professor of Biology,

B.S., Biology, Universidad Simon Bolivar, Venezuela, 1990
Ph.D., Biological Sciences, Purdue University 2000

Carolina has served as a visiting Assistant Professor: James Madison University, 2007-2008, and at Hampden-Sydney College, 2000-2007. She has been an Assistant Professor of Biology at Richard Bland College 2008 to the present.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion in rank, effective August 10, 2012.

BE IT FURTHER RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the award of academic tenure, effective with the beginning of the 2013-2014 academic year.

**RICHARD BLAND COLLEGE
FACULTY PROMOTION – JILL MITTEN**

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member:

JILL MITTEN, Assistant Professor of English and Speech/Theatre to Associate Professor of English and Speech/Theatre, effective August 10, 2012

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

Jill came to Richard Bland College with experience in teaching Theatre and other speech communication courses at Mary Washington College and Central Texas College. Since coming to Richard Bland College she has directed theatrical productions and has served as advisor to the speech team and the student newspaper.

**RICHARD BLAND COLLEGE
RETIREMENT OF B. LEE WOODRUFF
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

Professor of Biology B. Lee Woodruff joined the faculty of Richard Bland College in September of 1972 as Instructor of Biology. In 1976, he rose to Assistant Professor, in 1981 to Associate Professor and in 1988 Full Professor. He was granted tenure in 1978. In 1978, Lee became Director of Institutional Research and Planning for one year while continuing to teach in the Biology Department. In 1979 he served temporarily as Director of Institutional Advancement.

Dr. Woodruff earned his Bachelor's degree in 1969 and his Masters degree in 1971 in Biology at Austin Peay State University. He received his Certificate of Advanced Studies in Higher Education in 1981 and his Ed.D. in Higher Education in 1986 from the College of William and Mary.

Before coming to Richard Bland College, Dr. Woodruff taught junior high science in the public school system of Fort Campbell, Kentucky, for many years. He coordinated annual science fairs involving area secondary schools and developed an enrichment program for gifted and talented students from the area;

Dr. Woodruff's service and commitment to the students and the College will be greatly missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of B. Lee Woodruff, expresses its appreciation to him for the many contributions he has made to Richard Bland College, and approves, with deep gratitude for his forty years of devoted service to the College, a change in status from Professor of Biology to Professor of Biology, Emeritus.

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

**RICHARD BLAND COLLEGE
RETIREMENT OF VIRGINIA ROSE CHERRY
DIRECTOR OF THE RICHARD BLAND COLLEGE LIBRARY**

Dr. Virginia Rose Cherry joined the administration of Richard Bland College in 1992. During her tenure, she served as Librarian, Associate Librarian and Director of Media Services. In 2005 she was appointed Director of the Library. Dr. Cherry will retire on June 30, 2012, after twenty years of service.

Dr. Cherry received her B.A. in Philosophy from the College of William and Mary in 1966, her M.L.S. from Emory University in 1969, and Ph.D. in 1999 from Virginia Commonwealth University.

In addition to her duties as Director, Dr. Cherry has been actively involved in the Richmond Academic Library Association (RALC) and the Virtual Library of Virginia (VIVA) professional organizations and has presented at American Library Association and Virginia Library Association meetings. Dr. Cherry was very involved in the 2006-2008 renovation of the Library; converted the library from the Dewey Decimal System to the Library of Congress Classification System; automated the library and brought it into the technological age with online databases and electronic books. She was instrumental in revitalizing the Friends of the Library and was very supportive of their many activities both on and off campus. Additionally, she sponsored the Rotaract Club at the College.

Dr. Cherry is a member of the American Library Association; Virginia Library Association; American Business Women's Association; Delta Kappa Gamma; Virginia Women in History Project sponsored by the Virginia Foundation for Women; Past President of Ex Libris, Swem Library; and many others too numerous to mention.

Dr. Cherry's service and commitment to the students and the College will be greatly missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Virginia Rose Cherry; expresses its appreciation to her for the many contributions she has made to Richard Bland College; and approves, with deep gratitude for her twenty years of devoted service to the College, a change in status from Director of the Richard Bland College Library to Director of the Richard Bland College Library, Emerita.

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

**RICHARD BLAND COLLEGE
2012-13 TUITION AND FEES**

Tuition and fee recommendations which follow are those the administration has agreed will meet the 2012-13 funding requirements for academic programs, residence hall operations and related support programs. Tuition and fees will increase an average of 5.47% for Virginia commuter students and 4.67% for Virginia residential students. Charges for out-of-state students will increase an average of 3.12% for commuter students and 3.67% for residential students.

RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves tuition, fee and rent charges for Richard Bland College for 2012-13.

Tuition and Academic Fees (Per Semester)

Virginia Students

Full Time

	<u>11-12</u>		<u>12-13</u>	
Tuition	1468.00	(5.99%)	1556.00	(6.00%)
Comprehensive Fee	14.00		14.00	
Technology Fee	<u>27.00</u>		<u>27.00</u>	
	1509.00	(5.96%)	1597.00	(5.83%)

Part Time Per Credit

	<u>11-12</u>		<u>12-13</u>	
Tuition	115.00	(5.50%)	121.00	(5.21%)
Comprehensive Fee	2.00		2.00	
Technology Fee	4.00		4.00	
Parking	5.00		5.00	
Auxiliary Ent. Fee	<u>2.00</u>		<u>2.00</u>	
	128.00	(5.78%)	134.00	(4.68%)

Total Cost of Attendance (Per Semester)

Virginia StudentsResidential

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	1509.00	(5.96%)	1597.00	(5.83%)
Auxiliary Fees	595.00	(7.20%)	620.00	(4.20%)
Housing	<u>4635.00</u>	(5.94%)	<u>4835.00</u>	(4.31%)
	<u>6739.00</u>	(6.05%)	<u>7052.00</u>	(4.67%)

Commuters

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	1509.00	(5.96%)	1597.00	(5.83%)
Auxiliary Fees	<u>227.00</u>	(4.12%)	<u>232.00</u>	(2.20%)
	<u>1736.00</u>	(5.72%)	<u>1829.00</u>	(5.47%)

Tuition & Academic Fees (Per Semester)

Out of State StudentsResidential

	<u>11-12</u>		<u>12-13</u>	
Tuition	6164.00	(6.00%)	6364.00	(3.24%)
Comprehensive Fee	14.00		14.00	
Technology Fee	27.00		27.00	
Capital Fee	<u>125.00</u>		<u>125.00</u>	
	6330.00	(5.87%)	6530.00	(3.15%)

Part Time Per Credit

	<u>11-12</u>		<u>12-13</u>	
Tuition	517.00	(5.94%)	533.00	(3.00%)
Comprehensive Fee	2.00		2.00	
Technology Fee	4.00		4.00	
Capital Fee	4.00		15.00	
Parking	5.00		5.00	
Auxiliary Ent. Fee	<u>2.00</u>		<u>2.00</u>	
	534.00	(5.82%)	561.00	(2.93%)

Total Cost of Attendance (Per Semester)

Out of State StudentsResidential

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	6330.00	(5.87%)	6530.00	(3.15%)
Auxiliary Fees	595.00	(7.20%)	620.00	(4.20%)
Housing	<u>4635.00</u>	(5.94%)	<u>4835.00</u>	(4.30%)
	<u>11560.00</u>	(5.98%)	<u>11985.00</u>	(3.67%)

Commuters

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	6330.00	(5.87%)	6530.00	(3.15%)
Auxiliary Fees	<u>227.00</u>	(4.12%)	<u>232.00</u>	(2.20%)
	<u>6557.00</u>	(5.80%)	<u>6762.00</u>	(3.12%)

Per Semester

Auxiliary Fee - Full Time - Residential

	<u>11-12</u>	<u>12-13</u>
Parking	50.00	50.00
Auxiliary Ent. Fee	125.00	110.00
Student Activities	90.00	95.00
Intramural Athletics	25.00	30.00
Health Services	75.00	75.00
Technology	175.00	200.00
Food Services	30.00	35.00
Room Change	25.00	25.00

Auxiliary Fee - Full Time - Commuters

Parking	50.00	50.00
Auxiliary Ent. Fee	15.00	15.00
Student Activities	45.00	45.00
Intramural Athletics	12.00	12.00
Health Services	75.00	75.00
Food Services	30.00	35.00

Auxiliary Fee - Part Time - Students

Student Parking	5.00	5.00
Auxiliary Ent. Fee	2.00	2.00

Other

Faculty/Staff Parking	35.00	35.00
Parking Tickets	30.00	30.00
Application Fee	25.00	25.00

RICHARD BLAND COLLEGE
ADOPTION OF THE
EMERGENCY OPERATIONS PLAN

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the Code of Virginia Chapter 1 of Titles 23 and 44 requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by Richard Bland College staff in coordination with the Virginia Department of Emergency Management, Richard Bland College departments and the Counties of Dinwiddie and Prince George Emergency Management;

NOW THEREFORE BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia does hereby officially adopt the Richard Bland College 2012 Emergency Operations Plan (*see separate booklet*), to include plans and procedures for both peace time and war-caused disasters.

RICHARD BLAND COLLEGE EMERGENCY OPERATIONS PLAN

EXECUTIVE SUMMARY

Introduction

Disasters or emergencies can happen suddenly, creating a situation in which the normal staff support services for the College can become overwhelmed. During crises, the College requires special procedures to address the needs of emergency response operations and recovery management. To address such emergencies, Richard Bland College has established an Emergency Operations Plan (EOP), which provides a guideline for the management of the immediate action and operations required to respond to an emergency or disaster.

The Plan complies with Code of Virginia Title 23 and Title 44 and is consistent with the National Incident Management System as implemented in the National Response Framework adopted January 2008.

Purpose

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

Situation

Richard Bland College is located in the Counties of Dinwiddie and Prince George, Virginia, which is immediately south of the City of Petersburg. Richard Bland College of The College of William and Mary in Virginia was founded in 1960. It is The Junior College of the Commonwealth of Virginia. Richard Bland College has a full time, professional Police Department, which is trained in responding to numerous types of emergencies. Mutual-aid agreements exist with numerous public-safety agencies in the region which can be implemented in the event of an emergency.

Concept of Operations

The President of Richard Bland College is ultimately responsible for emergency management activities within its boundaries. The Police Chief/Coordinator of Emergency Management is responsible for maintaining college emergency services in constant state of readiness. The Emergency Planner/Emergency Coordination Officer is responsible for implementing and updating the Emergency Operations Plan (EOP).

The EOP is based on the concept that the emergency functions assigned to the various groups, organizations, and individuals involved in this plan will parallel their normal day-to-day functions as closely as possible. The same personnel and material resources will be employed as much as possible in both normal and emergency functions. Those day-to-day functions that do not contribute directly to the emergency operations may be suspended for the duration of the emergency.

Organization

The Emergency Operations Plan is organized into a Basic Plan, Emergency Support Functions (ESF's) and Incident Annexes. Each ESF addresses a specific functional area and outlines in a more detailed manner the responsibilities and operation of that function. Incident Annexes provide procedures for specific emergencies.

Plan Development and Maintenance

Title 23-9 charges the president and vice-president of each public institution of higher education to annually review the institution's crisis and emergency management plan; certify in writing that the president and vice-president have reviewed the plan; and make recommendations to the institution for appropriate changes to the plan.

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

Anticipated fees, appropriations and transfers are projected to generate the following amounts to meet the operating needs of the College for 2012-13:

Educational & General Programs	\$ 9,632,000
Scholarships & Loan Assistance	441,736
Auxiliary Enterprises	3,310,000
Financial Assistance for E&G Services	25,000
Private Funds (Scholarships)	<u>22,000</u>
TOTAL	\$13,430,736

This budget is based on a proposed budget passed by the House of Delegates. Any adjustments or revisions required by the final actions of the General Assembly and the Governor will be reported in the 2013 operating budget reports. The following factors should be noted:

1. The proposed General Fund appropriations for Educational & General Programs has been increased by 6.84% as follows:

• Base Adequacy	\$ 21,561
• Degree Incentives	148,135
• Enrollment Growth	129,491
• Central Account Adjustment	<u>37,786</u>
TOTAL	\$ 336,973
2. The House removed the Governor's recommendation for a 3% bonus in FY13 and proposed a 2% salary increase in FY14 contingent upon state revenue.
3. The House restored payment of Auxiliary Enterprise interest to institutions in 2013.
4. No additional General Funds were recommended for Financial Aid.
5. This budget includes an operating contingency of \$360,000 with \$260,000 to be allocated after discussions with the new President.

RESOLVED, that, upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the operating budget for Richard Bland College for the 2012-13 fiscal year.

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

EDUCATIONAL & GENERAL

	<u>Actual</u> <u>2008-09</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Projected</u> <u>2011-12</u>	<u>Proposed</u> <u>2012-13</u>
<u>REVENUE</u>					
General Funds	\$ 6,119,777	\$ 6,062,200	\$ 5,234,621	\$ 4,908,736	\$ 5,245,000
Nongeneral	3,282,470	3,509,190	3,714,578	3,898,431	4,200,000
Central Appropriations	(35,083)	(148,222)	(133,352)	77,786	37,000
Prior Year Reappropriations	101,997	112	24,800	177,533	150,000
ARRA	-	155,539	200,000	520,569	-
General Fund Reversion	(295,397)	(819,526)	-	-	-
TOTAL REVENUE	\$ 9,173,764	\$ 8,759,293	\$ 9,040,647	\$ 9,583,055	\$ 9,632,000
<u>EXPENDITURES</u>					
Instruction	\$ 3,478,496	\$ 3,082,695	\$ 2,890,044	\$ 3,409,431	\$ 3,637,000
Public Service	-	-	-	1,000	1,000
Academic Support	339,316	329,583	291,137	450,000	400,000
Student Services	971,741	984,503	988,523	1,160,000	1,160,000
Institutional Support	2,888,116	2,766,213	2,773,697	2,650,000	2,750,000
Operation of Plant	1,544,941	1,415,317	1,719,711	1,300,000	1,324,000
ARRA	-	155,539	200,000	520,569	360,000
Contingency	-	-	-	112,055	-
TOTAL EXPENDITURES	\$ 9,222,610	\$ 8,733,850	\$ 8,863,112	\$ 9,583,055	\$ 9,632,000

¹ Does not include ARRA expenditures of \$520,569.

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

**SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID**

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Projected 2011-12	Proposed 2012-13
General Funds	\$ 308,417	\$ 313,819	\$ 331,255	\$ 394,778	\$ 381,736
Nongeneral Funds	30,000	40,000	50,000	60,000	60,000
TOTAL REVENUE	\$ 338,417	\$ 353,819	\$ 381,255	\$ 454,778	\$ 441,736
*Includes CS, CSAP, and VMSDEP					
EXPENDITURES					
Scholarships	\$ 308,417	\$ 353,819	\$ 381,255	\$ 441,736	\$ 441,736

**FINANCIAL ASSISTANCE FOR E & G PROGRAMS
SPONSORED PROGRAMS**

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Projected 2011-12	Proposed 2012-13
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds	35,869	10,364	25,000	25,000	25,000
TOTAL REVENUE	\$ 35,869	\$ 10,364	\$ 25,000	\$ 25,000	\$ 25,000
EXPENDITURES					
Sponsored Programs	\$ 34,633	\$ 10,364	\$ 7,863	\$ -	\$ -

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

AUXILIARY ENTERPRISES

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Projected 2011-12	Proposed 2012-13
<u>REVENUE</u>					
Fund Balance	\$ 358,885	\$ 1,704,628	\$ 1,655,677	\$ 1,291,000	\$ 1,006,000
Residences	1,477,489	1,832,350	2,073,819	2,000,000	2,250,000
Special Funds	9,480	9,480	9,840	35,000	30,000
General Auxiliary Income	155,299	159,304	164,692	150,000	150,000
Parking	135,294	147,640	144,915	135,000	140,000
Intramural Athletics	22,130	22,100	22,910	24,000	25,000
Health Services	142,147	151,503	148,635	150,000	150,000
Food Services	85,280	79,275	79,500	60,000	80,000
TOTAL REVENUE	\$ 2,386,004	\$ 4,106,280	\$ 4,299,988	\$ 3,845,000	\$ 3,831,000

<u>EXPENDITURES</u>					
Residences	\$ 212,807	\$ 1,981,918	\$ 1,957,553	\$ 2,200,000	\$ 2,300,000
General Operating	67,028	138,660	232,473	100,000	100,000
Parking	43,047	9,000	138,013	50,000	70,000
Intramural Athletics	14,805	12,640	18,805	24,000	25,000
Health Services	16,028	14,142	20,150	135,000	40,000
Food Services	83,345	98,726	87,778	60,000	75,000
Indirect Costs	244,317	194,317	186,000	200,000	175,000
Renewal/Replacement	-	-	-	70,000	525,000
TOTAL EXPENDITURES	\$ 681,377	\$ 2,449,403	\$ 2,640,772	\$ 2,839,000	\$ 3,310,000

PRIVATE FUNDS

<u>REVENUE</u>					
Private Funds	\$ 21,329	\$ 14,215	\$ 7,690	\$ 22,000	\$ 22,000
<u>EXPENDITURES</u>					
Scholarships	\$ 13,000	\$ 15,600	\$ 21,193	\$ 22,000	\$ 22,000

**RICHARD BLAND COLLEGE
2011-12 OPERATING BUDGET UPDATE**

EDUCATIONAL & GENERAL

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Approved 2011-12	To Date 3/31/2012
REVENUE					
General Funds	\$ 6,119,777	\$ 6,062,200	\$ 5,234,621	\$ 4,908,736	\$ 4,908,736
Nongeneral	3,282,470	3,509,190	3,714,578	3,898,431	3,774,047
Central Appropriations	(35,083)	(148,222)	(133,352)	77,786	86,971
Prior Year Reappropriations	101,997	112	24,800	177,533	177,533
ARRA	-	155,539	200,000	520,569	520,569
General Fund Reversion	(295,397)	(819,526)	-	-	-
General Fund Carryover	-	-	-	-	-
TOTAL REVENUE	\$ 9,173,764	\$ 8,759,293	\$ 9,040,646	\$ 9,583,055	\$ 9,467,856
EXPENDITURES					
Instruction	\$ 3,478,496	\$ 3,082,695	\$ 2,890,044	\$ 3,409,431	\$ 2,039,044
Public Service	-	-	-	1,000	-
Academic Support	339,316	329,583	291,137	430,000	245,425
Student Services	971,741	984,503	988,523	1,160,000	934,353
Institutional Support	2,888,116	2,766,213	2,773,697	2,650,000	2,236,628
Operation of Plant	1,544,941	1,415,317	1,719,711	1,200,000	1,618,555
ARRA	-	155,539	200,000	520,569	520,579
Contingency	-	-	-	212,055	-
TOTAL EXPENDITURES	\$ 9,222,610	\$ 8,733,850	\$ 8,863,114	\$ 9,583,055	\$ 7,594,584

**RICHARD BLAND COLLEGE
2011-12 OPERATING BUDGET UPDATE**

**SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID**

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Approved 2011-12	To Date 3/31/2012
REVENUE					
General Funds	\$ 308,417	\$ 313,819	\$ 331,255	\$ 398,528 *	\$ 398,528
Nongeneral Funds	30,000	40,000	50,000	60,000	60,000
TOTAL REVENUE	\$ 338,417	\$ 353,819	\$ 381,255	\$ 458,528	\$ 458,528
*Includes CS, CSAP, and VMSDEP					
EXPENDITURES					
Scholarships	\$ 308,417	\$ 353,819	\$ 381,255	\$ 458,528	\$ 458,528

**FINANCIAL ASSISTANCE FOR E & G PROGRAMS
SPONSORED PROGRAMS**

REVENUE					
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds	35,869	10,364	25,000	25,000	-
TOTAL REVENUE	\$ 35,869	\$ 10,364	\$ 25,000	\$ 25,000	\$ -
EXPENDITURES					
Sponsored Programs	\$ 34,633	\$ 10,364	\$ 7,863	\$ -	\$ -

**RICHARD BLAND COLLEGE
2011-12 OPERATING BUDGET UPDATE**

AUXILIARY ENTERPRISES

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Approved 2011-12	To Date 3/31/2012
REVENUE					
Fund Balance	\$ 358,885	\$ 1,704,628	\$ 1,655,677	\$ 1,291,000	\$ 1,659,215
Residences	1,477,489	1,832,350	2,073,819	2,000,000	2,017,087
Special Funds	9,480	9,480	9,840	35,000	5,100
General Auxiliary Income	155,299	159,304	164,692	150,000	171,528
Parking	135,294	147,640	144,915	135,000	128,663
Intramural Athletics	22,130	22,100	22,910	24,000	23,813
Health Services	142,147	151,503	148,635	150,000	141,975
Food Services	85,280	79,275	79,500	60,000	86,365
TOTAL REVENUE	\$ 2,386,004	\$ 4,106,280	\$ 4,299,988	\$ 3,845,000	\$ 4,233,746

EXPENDITURES

Residences	\$ 212,807	\$ 1,981,918	\$ 1,957,553	\$ 2,200,000	\$ 2,007,226
General Operating	67,028	138,660	232,473	100,000	88,004
Parking	43,047	9,000	138,013	50,000	2,223
Intramural Athletics	14,805	12,640	18,805	24,000	17,395
Health Services	16,028	14,142	20,150	135,000	9,929
Food Services	83,345	98,726	87,778	60,000	67,387
Indirect Costs	244,317	194,317	186,000	200,000	-
Renewal/Replacement	-	-	-	70,000	-
TOTAL EXPENDITURES	\$ 681,377	\$ 2,449,403	\$ 2,640,772	\$ 2,839,000	\$ 2,192,164

PRIVATE FUNDS

REVENUE					
Private Funds	\$ 21,329	\$ 14,215	\$ 7,690	\$ 22,000	\$ 10,018
EXPENDITURES					
Scholarships	\$ 13,000	\$ 15,600	\$ 21,193	\$ 22,000	\$ 15,700

Board of Visitors

Enclosure B

April 25-27, 2012

Page 1 of 1

RICHARD BLAND COLLEGE
CAPITAL OUTLAY PROGRESS REPORT

Maintenance Reserve

The appropriation of \$51,900 for each year of the 2010-2012 Biennium will be used to replace aging HVAC units in the Humanities and Social Sciences Building.

Umbrella Maintenance Project - Renovation of Student Commons

An intent to award a contract has been issued to RMT Construction Company of Richmond, Virginia. The bid for this project is within the budget of \$1,551,000. Construction is scheduled to begin May 1, 2012 with completion by September 1, 2012. McKinney and Company of Ashland, Virginia are architects for the project.

RICHARD BLAND COLLEGE
ADVANCEMENT REPORT

April 3, 2012

Annual Fund 08-09	\$370,324.44
Annual Fund 09-10	254,889.92
Annual Fund 10-11	225,748.25
Annual Fund 11-12	<u>132,476.17</u>
Total: 4-3-12	\$983,438.78
Golf Tournament - Fall 2008	\$9,049.00
Golf Tournament - Fall 2009	\$11,759.40
Golf Tournament - Fall 2010	\$11,600.00
Golf Tournament - Fall 2011	\$12,000.00
Wine Tasting & Silent Auction - Spring 2009	\$9,522.10
Wine Tasting & Silent Auction - Spring 2010	\$11,500.00
Wine Tasting & Silent Auction - Spring 2011	\$9,534.17
Wine Tasting & Silent Auction – Spring2012	\$3,050.00 in progress
Night at the Bistro	<u>\$842.00</u>
Total: 4-3-2012	\$78,856.67

Quarterly Figures for Fiscal Year 2011-12:

1st Quarter

Unrestricted: \$22,632.50

Restricted: \$10,062.00

Total: \$32,694.50

2nd Quarter

Unrestricted: \$26,659.00

Restricted: \$61,467.67

Total: \$88,126.67

3rd Quarter

Unrestricted: \$4,264.00

Restricted: \$7,051.00

Total: \$11,315.00

4th Quarter

Unrestricted: \$224.00

Restricted: \$116.00

Total: \$340.00

Total for Fiscal Year 2011-12 4-3-2012: \$132,476.17



Richard Bland College
of the College of William and Mary in Virginia



Emergency Operations Plan
2012

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Privacy Statement

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2. Accordingly, Richard Bland College is withholding this plan from full public disclosure. Refer any request for a copy of this document to Richard Bland College's legal counsel or Deborah A. Love, Assistant Attorney General, and Special Counsel for Richard Bland College.

Promulgation of the Richard Bland College Emergency Operations Plan

By virtue of the authority vested in me as President of Richard Bland College and as the administrator ultimately responsible for emergency management on campus, I hereby promulgate and issue the Richard Bland College Emergency Operations Plan (“the Plan”) dated April 26, 2012. The Plan provides for Richard Bland College’s response to emergencies and disasters in order to save lives; to protect public health, safety, and property; to restore essential services; and to enable and assist with economic recovery.

The Plan complies with The Code of Virginia Chapter 1, Titles 23 and 44 and is consistent with the National Incident Management System as implemented in the National Response Framework adopted January 2008.

The Richard Bland College Coordinator and Deputy Coordinator of Emergency Management, on behalf of the President, is hereby authorized to activate the Richard Bland College Emergency Operations Center (“EOC”) in order to direct and control Richard Bland College emergency operations. Augmentation of the EOC shall constitute implementation of the Plan.

Furthermore, Richard Bland College Coordinator of Emergency Management is hereby authorized, in coordination with the President’s Office, to amend the Plan as necessary to ensure the continued health and safety of the students, faculty, staff and property of the Richard Bland College.

In accordance with the duties and responsibilities assigned in the Plan, the head of each designated Richard Bland College department or program shall appoint a lead and at least one alternate Emergency Coordination Officer for the department or program. The Emergency Coordination Officer is assigned the following responsibilities:

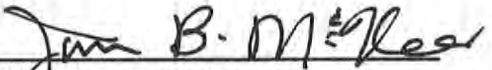
1. Coordinate with the Coordinator of Emergency Management on emergency preparedness, response, and recovery issues;
2. Prepare and maintain designated parts of the Plan for which the department or program is responsible;
3. Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the Plan;
4. Maintain a roster of department or program faculty and staff to assist in disaster operations and ensure that persons on the roster are accessible and available for training, exercises, and activations of the Plan;
5. Coordinate appropriate training for department personnel assigned to disaster operations;
6. Prepare and maintain internal emergency preparedness, response, and recovery plans for the department or program’s resources (facilities, personnel, and assets) that outline a comprehensive and effective program to ensure continuity of operations under all circumstances;

7. Assure the Coordinator of Emergency Management that preparedness plans for its department facilities are coordinated with the applicable local emergency management agency.

This Promulgation rescinds the Emergency Operations Plan issued April 16, 2010 by Dr. James B. McNeer, President.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by further promulgation.

Given under my hand and under the Seal of Richard Bland College, this 12 day of March, 2012.


Dr. James B. McNeer
President of Richard Bland College

Attest:
Witness



RESOLUTION OF ADOPTION

WHEREAS, the Board of Visitors for The College of William and Mary in Virginia is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the Code of Virginia Chapter 1 of Titles 23 and 44 *that* any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by Richard Bland College Staff in coordination with the Virginia Department of Emergency Management, Richard Bland College departments and the Counties of Dinwiddie and Prince George Emergency Management;

NOW THEREFORE BE IT RESOLVED that The College of William and Mary Board of Visitors, on this ____ day of _____, 2012, does hereby officially adopt the Richard Bland College Emergency Operations Plan, to include plans and procedures for both peace time and war-caused disasters.

I, Jeffrey B. Trammell, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors for The College of William and Mary in Virginia at a meeting held on this ____ day of _____, 2012.

Jeffrey B. Trammell, Rector
Board of Visitors, for the College of William and Mary in Virginia

Record of Changes

Change Number	Date of Change	Page or Section Changed	Summary of Change	Name of Person Authorizing Change
1				
2				
3				
4				
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Purpose

A crisis or emergency can happen at any time and could impact one individual, a single building, or the entire college campus. This document is referred to as the Richard Bland College Emergency Operation Plan (EOP). Emergencies cause confusion and stress for all involved. In order to minimize these effects, initial activation and implementation of the emergency plan should always be handled in a calm, consistent manner. Efficient implementation of the plan will provide clear direction, responsibility, and continuity of control for key officials and administrators. The basic idea to any well-constructed emergency plan is to minimize the possible threat to individuals and properties during an actual emergency. In order to minimize the impact of an emergency, annual evaluation, review, and updates must take place.

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

This plan consists of the basic plan, the appendices, and the emergency support function and incident annexes. The basic plan provides an overview of Richard Bland College's approach to emergency response and operations. It explains the policies, organization and tasks that would be involved with the response to an emergency. The appendices give definition to the terms and acronyms used throughout the basic plan, and are the location for any supporting figures, maps, and forms. The emergency support function annexes detail the specific responsibilities, tasks and operational actions to complete a specific emergency operations function; while the incident annexes focus on any additional special planning or response needs beyond the basic response plan for particular event scenarios.

Scope

This plan and all its contents apply to all of the Richard Bland College students, faculty, staff and visitors. Major emergencies may impact the surrounding community(s) in addition to the campus. If this occurs, Richard Bland College will make every effort to coordinate and cooperate with local, state, and federal officials in their delivery of emergency services. Personnel or partners who have a roll will have access and be knowledgeable of the EOP.

Situation

Richard Bland College is co-located in the Counties of Dinwiddie and Prince George Virginia, which is immediately south of the City of Petersburg by two miles. Richard Bland College of The College of William and Mary in Virginia was founded in 1960. It is The Junior College of the Commonwealth of Virginia. The College offers a traditional curriculum in the liberal arts and sciences leading to the associate degree, and other programs appropriate to a junior college. The curriculum is intended to allow students to acquire junior status after transferring to a four-year college, or to pursue expanded career opportunities.

Established by the General Assembly of Virginia as a branch college of The College of William and Mary, the College was named for the Virginia statesman and champion of public rights, Richard Bland. Son and grandson of successful planters, Richard Bland was educated at The College of William and Mary. From 1742 until his death in 1776, he was a representative in the House of Burgesses, and later, with the adoption of a state constitution, in the House of Delegates. He also served as a delegate from Virginia in the First and Second Continental Congresses. Because of his careful study of the ancient records of the colony, he was respected not only as a political leader, but also as the leading authority on Virginia's history.

The campus of Richard Bland College encompasses over 700 acres east of Halifax Road along the north and south of Carson Drive, (Dinwiddie County) crossing Johnson Road into Prince George County. Richard Bland College is situated in a rural setting surrounded by undeveloped woodland, the Country Club of Petersburg, and two small residential subdivisions.

The total enrollment for Richard Bland College for the fall 2011 semester was 1629. Richard Bland College has 103 full-time and 59 part-time faculty/staff. The College can provide housing for 251 students. During the summer semester, enrollment decreased to 609 students.

Hazard, Threat and Vulnerability Analysis

Richard Bland College conducted a hazard identification and threat analysis in 2010. In addition, the Virginia State Police conducted a security analysis during the same year. The following chart is based on history, hazard identification and those risk assessments.

The “Significance Rating” is None, Limited, Moderate, or Significant. The hazards that were determined as most likely to impact Richard Bland College are:

Hazard	Significance Ranking
Natural	
Hurricane	Limited
Tornado	Limited
Severe Weather	Moderate
Wildfire	Limited
Conflagration	Limited
Resource Shortage	Limited
Earthquake	Limited
Flood	Limited
Human-Caused	
Terrorism	Limited
Criminal Activity	Limited
Internal Threat Assessment	Limited
Pandemic	Moderate
Mass Casualty	Limited
Civil Unrest	Limited
Chemical Incident (Internal)	Limited
Chemical Incident (External)	Moderate
Radiological Incident	Limited
Biological Incident	Limited
Explosive Incident	Limited
Nuclear Incident	Limited
Communication Failure	Moderate
Infrastructure Failure	Limited

Assumptions

An emergency or a disaster may occur at any time of the day or night, weekend or holiday, with little or no warning.

The Coordinator of Emergency Management or designee will mobilize resources and personnel as required by the situation.

Incidents are managed initially by Richard Bland College.

Richard Bland College uses the “Preparedness Organization” concept described in the National Incident Management System, (NIMS) for preparedness and maintenance of the EOP.

Disasters may affect residents in the geographical location of the College; therefore, City, County and Federal emergency services may not be immediately available. A delay in off-campus emergency services may be expected.

Richard Bland College maintains mutual aid agreements with neighboring jurisdictions and other colleges and universities.

Law Enforcement – Local, Regional, and State-wide.

Fire – Regional and State-wide between the stations serving Richard Bland College.

EMS – Regional and State-wide between the EMS agencies serving Richard Bland College.

Richard Bland College will use the National Incident Management System (NIMS) and the Incident Command Structure (ICS).

Resources and assistance will be available from within the local community. (e.g. law enforcement, fire protection, emergency medical services, and other life agencies)

A college administrator within the decision-making chain will be able to implement the necessary requirements needed within the emergency plan.

The succession of events in an emergency is not predictable; hence, published support and operational plans will serve as standard guidelines and may require field modification in order to meet the requirements of the emergency.

Full cooperation between faculty, administrative staff, staff members and students will be present.

A major emergency may be declared if information/intelligence indicates that such a condition is developing or is likely to occur.

Concept of Operations

General

This Plan is designed to provide an organized management system for Richard Bland College to follow during times of emergencies. The system is flexible where parts of or the entire plan may be activated as appropriate to the situation. It is based on a worst-case scenario and is a management tool for providing critical functions and roles during an emergency. Emergency response leadership at Richard Bland College will be provided by the Emergency Management Committee.

The primary goal of Richard Bland College is to provide a safe environment for the students, faculty, staff, and visitors. The President or his/her designee will be responsible for implementation of the emergency plan.

The emergency plan will only be employed when there is an actual or imminent threat to the college. If and when an emergency or crisis strikes, Richard Bland College will take all actions necessary to handle the initial impact of the disaster until further assistance can be received. The number of casualties and the amount of destruction suffered during an emergency could be significantly reduced if the emergency plan is followed and order is maintained.

In the event an incident exceeds the college emergency response capabilities, outside assistance will be requested, either through mutual support agreements with nearby jurisdictions or volunteer emergency organizations. College resources must be fully committed before local, state or federal assistance is requested.

Emergency Management Committee

The Emergency Management Committee will be drawn from the College's senior administration, campus police, academic leaders, and other key personnel, which include: Provost, Vice President of Administration and Finance, Police Chief, Facilities Director, Director of Residence Life, Director of Student Services, Director of Human Resources, Director of Institutional Effectiveness, Network Administrator, Emergency Planner, Professor of Sociology and Criminology, Safety and Special Projects.

Direction and Control

Succession of Authority

Continuity of emergency operations is critical to the successful execution of emergency operations. Therefore, the following lines of succession are specified in anticipation of any contingency that might result in the unavailability of the ranking member of the administrative hierarchy. The decision-making authority for each organization or service function is listed below by position in decreasing order.

<u>Organization/Service Function</u>	<u>Authority in Line of Succession</u>
Direction and Control	<ol style="list-style-type: none"> 1. President 2. Vice President of Administration and Finance 3. Chief of Police/Emergency Management Coordinator
Emergency Public Information	<ol style="list-style-type: none"> 1. President 2. Vice President of Administration and Finance 3. Chief of Police/Emergency Management Coordinator
Richard Bland Police Department	<ol style="list-style-type: none"> 1. Chief of Police 2. Police Lieutenant 3. On-duty Police Sergeant
Fire & EMS (Prince George)	<ol style="list-style-type: none"> 1. Director of Fire & Rescue 2. Station Chief 3. Station Assistant Chief
Fire & EMS (Dinwiddie)	<ol style="list-style-type: none"> 1. Chief of Fire & Rescue 2. Station Chief 3. Station Assistant Chief
Facilities Management	<ol style="list-style-type: none"> 1. Facilities Director 2. Facilities Manager 3. Maintenance Supervisor
Information Technology	<ol style="list-style-type: none"> 1. ITS Director 2. Network Administrator

Preparedness

1. Public information and educational materials will be provided to the students, faculty and staff via newsletters, brochures, e-mail, web-site, and other media.
2. Develop, review, exercise and update emergency operations plans and standard operating procedures.
3. Develop training curricula and implement drills to enhance readiness of emergency response.
4. Test and maintain emergency resources and equipment.
5. Test and maintain the Richard Bland College Emergency Notification System, "RBC Alert."
6. Assure the viability and accuracy of emergency contact lists, resource lists and emergency contracts.
7. Assure that all relevant continuity of operations plans (COOP) is current.

Pre-Incident

1. Brief the governing body of the impending situation.
2. Establish communications link with the local EOC.
3. Access hazard-specific experts to determine potential impacts.
4. Determine any protective action measures that need to be implemented in preparation for the situation.
5. Alert emergency response personnel and develop a staffing pattern.
6. Set up and activate the college EOC.
7. Prepare the financial tracking structure for potential costs related to the event.
8. Notify students, faculty and staff, when determined appropriate, of the situation and any protective actions measures they should take, including staffing patterns. Utilize all appropriate sources of alert notification.



Response

1. Daily functions of Richard Bland College that do not contribute directly to the emergency operation may be suspended for the duration of the emergency response.
2. Efforts and resources may be redirected to accomplish an emergency task.
3. If not already completed, set up and staff the EOC.
4. If not already completed, establish communication with the local EOC.
5. Implement delegations of authority for emergency response activities.
6. Monitor the situation and adjust response actions as needed.
7. Implement evacuation orders as needed.
8. Maintain security of the college.
9. Close routes of ingress and egress as deemed necessary for the situation.
10. Open and staff college emergency shelters as needed.
11. Assure public information is accurate, appropriate and timely to all populations including media. Set up a briefing location for media if necessary. Designate a Public Information Officer (PIO).
12. Assure all available resources are applied directly and effectively to disaster response.
13. Monitor resource needs and request additional resources through appropriate means as required.
14. Implement debris clearance if needed to assist with the response and eventual recovery.
15. If the Crisis is a criminal act, the Richard Bland College Police Chief or his designee will notify the local Point of Contact, (POC) so that appropriate notifications can be made to the Virginia Department of Criminal Justice Services (VDCJS) and the Virginia Criminal Injury Compensation (VCICF) Fund on behalf of Richard Bland College.
16. Protect and restore all critical infrastructures of Richard Bland College.
17. Accurately track financial costs utilizing prepared event cost-tracking system.
18. If state resources are needed by the institution during an emergency, the request should be made by the local government on the institution's behalf.

Recovery

Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations, and if applicable, hazard mitigation.

1. Provide traffic and crowd control to assure site security.
2. Assure continued public information that is accurate, appropriate and timely to all populations including media. Set up a briefing location for media if necessary.
3. Within 72 hours of impact, have the locality complete an Initial Damage Assessment and submit to the VEOC or locality as determined by normal structure.
4. Assess the mental and behavioral health impacts to students, faculty, staff and responders and request appropriate resources to address issues as needed. Set up a Family or Victim's Assistance Center if needed.
5. Assist with local, state or federal investigations as necessary.
6. Assist with identification of injured or deceased individuals as needed.
7. Assess infrastructure and determine viability for re-entry.
8. Begin immediate repairs to electric, water and sewer lines and associated facilities.
9. Re-establishment of habitats and prevention of subsequent damage to natural resources.
10. Protection of cultural or archeological resources during other recovery operations.
11. Complete disaster-related expense records. Begin request for reimbursement through the state or federal public assistance program if eligible.

Mitigation

1. Review the Disaster Resistant University or local All-Hazard Mitigation Plan and update as necessary any mitigation actions that could be of value in preventing similar impacts for a future disaster.
2. Work with the Virginia Department of Emergency Management Mitigation Program to develop mitigation grant projects to address the most at risk areas.
3. Implement mitigation measures in the rebuilding of infrastructure damaged in the event.
4. Pursue grant programs for loss reduction measures.
5. Conducting flood recovery mapping to permit expedited and accurate implementation of both recovery and mitigation programs.
6. Provide community education and outreach necessary to foster loss reduction.

Activation of the RBC Emergency Operations Center (EOC)

The President of Richard Bland College or his designee may activate the EOC if this becomes necessary. However, the Coordinator of Emergency Management or chief law enforcement officer may activate the EOC if the following conditions exist:

- There is an imminent threat to public safety or health on a large scale;
- An extensive response and coordination will be required to resolve or recover from the emergency or disaster event;
- The disaster will affect not only the institution but also its surrounding jurisdictions which may utilize the same response resources; and/or
- The Richard Bland College's emergency operations plan is implemented to control the major emergency or disaster event.

Availability of staff and operational needs may allow or require positions to be combined, or positions to not be filled (responsibilities held by the next higher position).

Communication, alert and warning will be provided to students, staff, and faculty by the Richard Bland College Emergency Notification System, phone trees, on-foot alerts, and NOAA Radio. The public will be notified by the Emergency Alert System (EAS) and NOAA Radio.

Organization

The plan identifies the Richard Bland College personnel that will participate in the emergency response. Detailed descriptions of their roles are provided in the ESF annexes. Richard Bland College will use the Incident Command System (ICS) and National Incident Management System (NIMS).

The following structures are included:

- Incident Commander;
- Incident Command Posts, on-scene using the Incident Command System (ICS);
- Area Command (if needed);
- Emergency Operations Centers;
- Joint Field Office (which is responsible for coordinating Federal assistance and supporting incident management activities locally);
- Local Emergency Management;
- Senior Administrative Officer (President or designee); and
- Coordinator of Emergency Management / Deputy Coordinator;

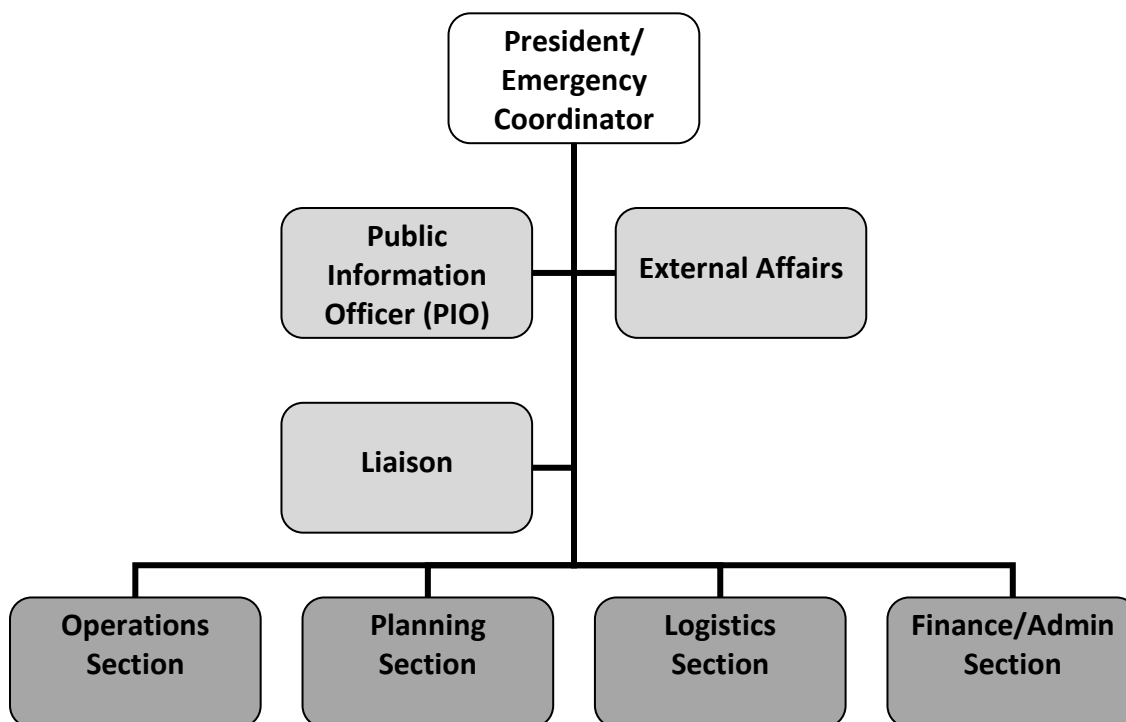
It is realized that not all components of the ICS may be needed. Therefore only ESFs, Command, and Operational components necessary to manage the operation shall be activated.



When the Richard Bland College emergency operations center (EOC) is activated, there should be coordination between the EOC manager and the incident commander to ensure a consistent response. In some cases, the EOC manager and incident commander may be the same person.

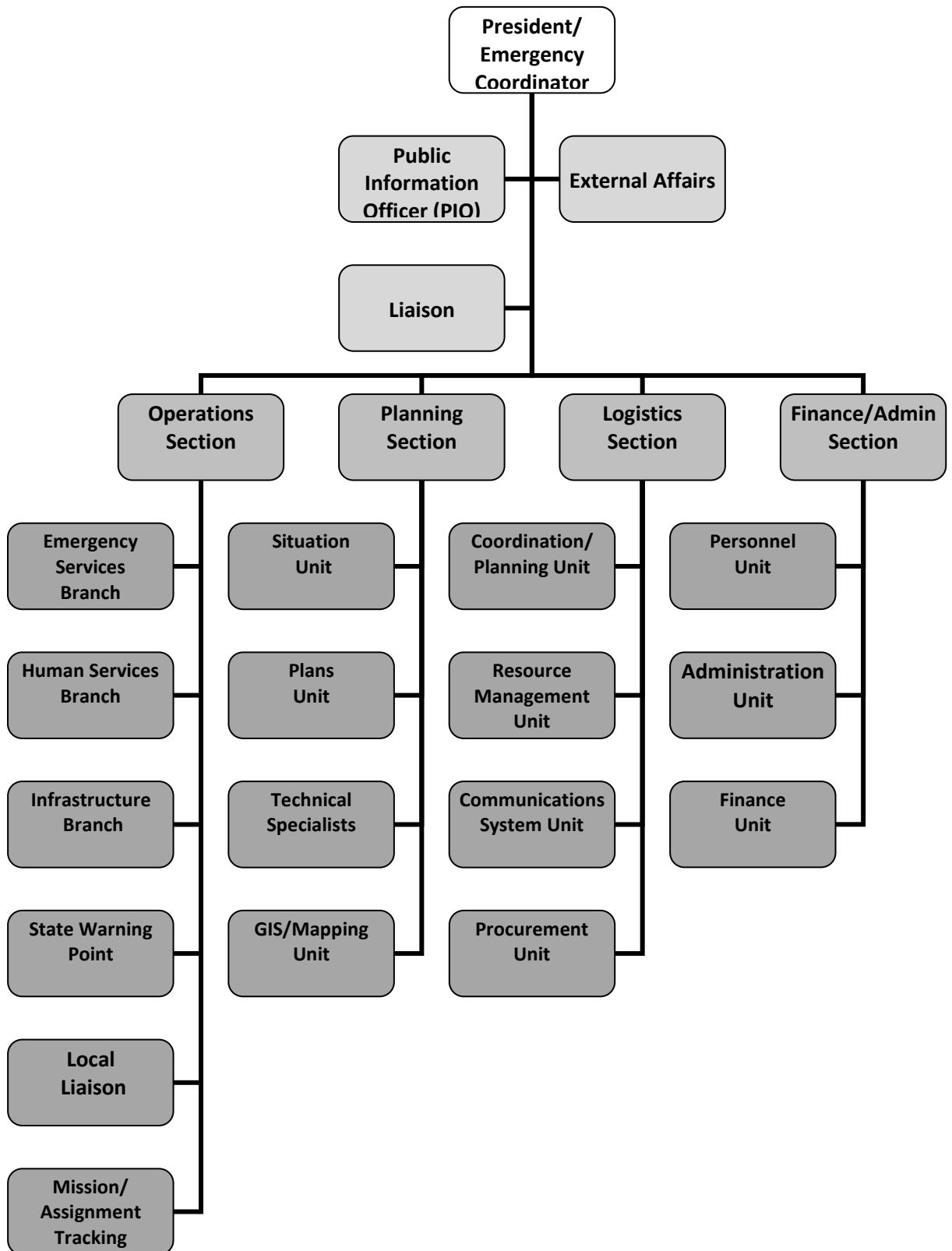
Activities and assignments in the EOC will follow ICS structure. Emergency Support Functions (ESF's) should be aligned with ICS staff.

Basic EOC Structure



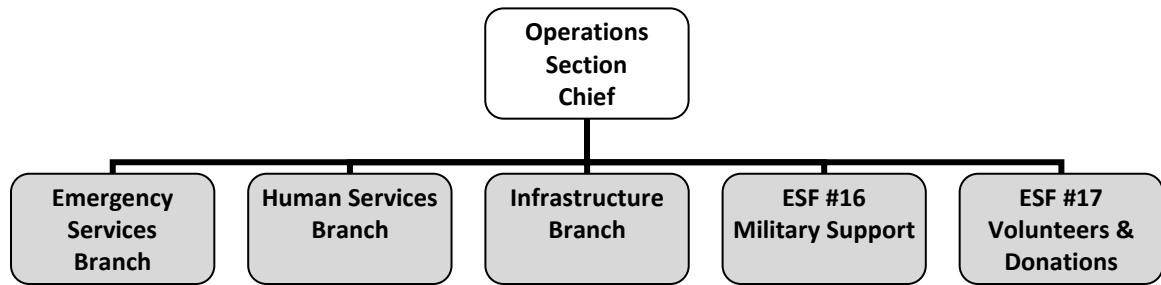


Complex EOC Structure

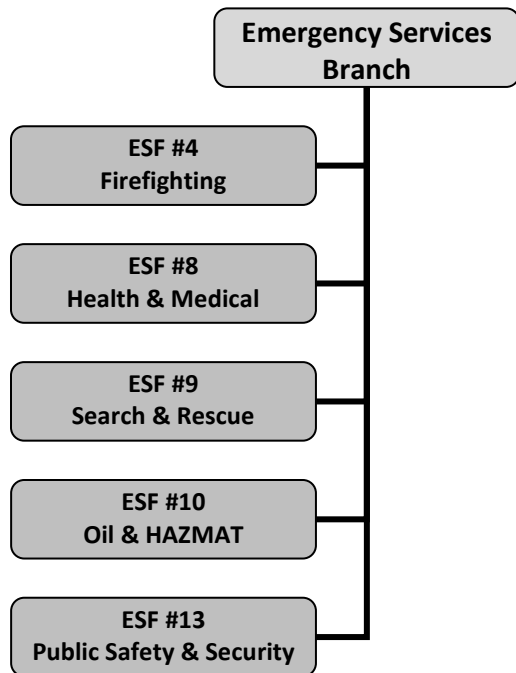




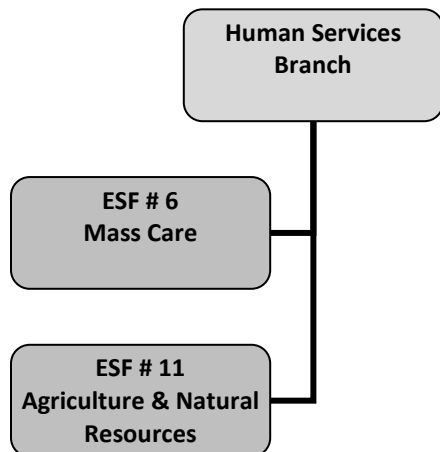
Operations Section



Emergency Services ESFs

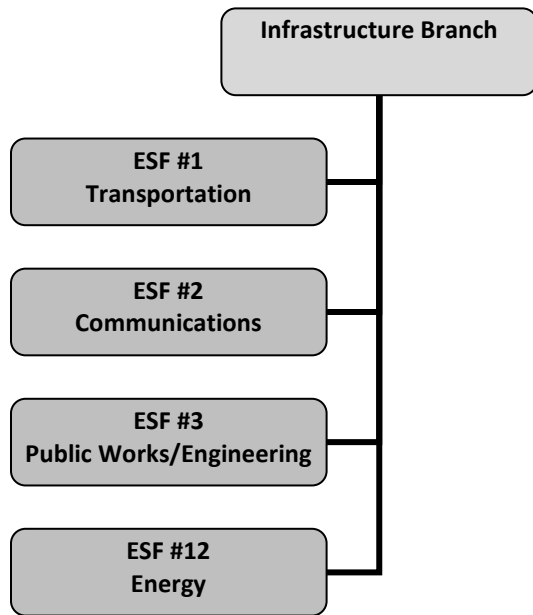


Human Services ESFs

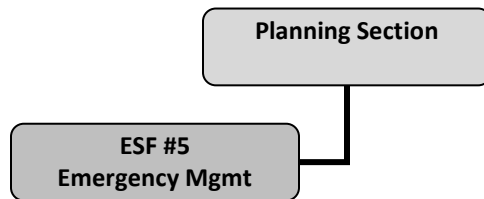




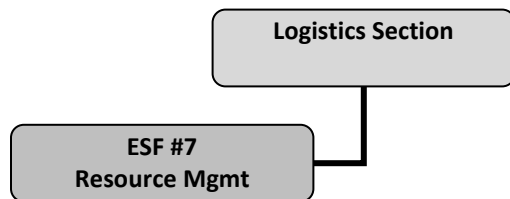
Infrastructure Support ESFs



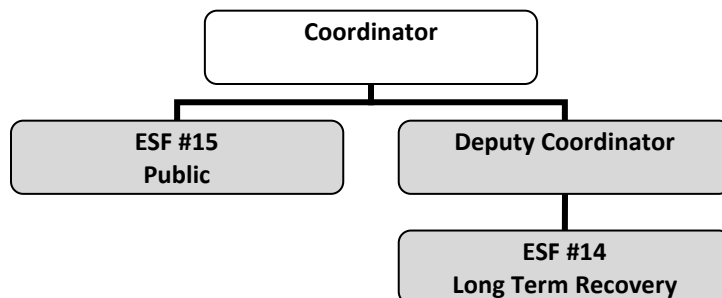
Planning Section ESFs



Logistics Section ESFs



Command Staff



Roles and Responsibilities

A successful emergency management program involves certain designated personnel to organize the emergency response plan. A successful emergency management program also involves all parties including college officials, departments, students, faculty and staff, private sector and non-profit organizations. The following contributors provided planning, expertise, and direction in the development of the plan and have an important role in emergency management.

Board of Visitors

- Protect the lives of students, faculty and staff and the property and assets of Richard Bland College;
- Provide authority to establish Richard Bland College's emergency management program;
- Designate the administrator ultimately responsible for emergency management (President); and
- Adopt and promulgate the College Emergency Operations Plan (EOP).

President

- Work with Richard Bland College law enforcement, the College Coordinator of Emergency Management, Emergency Planner, Local Emergency Management Officials and other emergency responders to determine the need to evacuate an endangered area;
- Working with the same officials, consider the need to alter the normal business or class schedule of the institution, including delayed openings, early closings or total closings;
- Exercise direction and control from the EOC during disaster operations;
- Support the Coordinator of Emergency Management and Emergency Planner; and
- Hold overall responsibility for the maintaining, exercising and updating the plan.

Emergency Planner

- Maintain the EOC in a constant state of readiness;
- Develop and maintain the Emergency Operations Plan (EOP);
- Assume relevant duties as directed by the President and Chief of RBC Police;
- Develop and implement a test, training, exercise and drill schedule to assure all involved parties for emergency response and recovery are fully prepared to fulfill their tasks. A relevant exercise should be held at least annually; and
- Ensure that the EOP is reviewed, revised and adopted every two years.

Emergency Coordination Officer (ECO)

The ECO serves as the communication liaison between the Office of Commonwealth Preparedness, VDEM and each agency. Pursuant to Executive Order 65 (2004), the ECO is assigned the following responsibilities which may have been delegated to others within the organization. This position is filled when the plan is activated. The day-to-day functions are the responsibility of the Emergency Planner:

- Coordinate with the Department of Emergency Management on emergency preparedness, response, and recovery issues;
- Prepare and maintain designated parts of the COOP plan for which the institution is responsible;
- Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the plan;
- Maintain a roster of institution's faculty and staff to assist in disaster operations and ensure that persons on the roster are accessible and available for training, exercises and activations of the plan;
- Coordinate appropriate training for institution's faculty and staff assigned to disaster operations;
- Prepare and maintain internal emergency preparedness, response, and recovery plans for the institution's resources (facilities, faculty, staff and assets) that outline a comprehensive and effective program to ensure continuity of essential state functions under all circumstances;
- Assure the State Coordinator of Emergency Management that preparedness plans for its facilities are coordinated with the applicable local emergency management agency.

Emergency Management Committee

- Provide technical input in the development of the EOP.
- Review of the EOP.
- Assist with planning and implementation of the EOP.
- Participation and evaluation of exercises.

Local Emergency Manager (County Administrator, Dinwiddie and Prince George respectively)

The day-to-day activities of the emergency preparedness program have been delegated to the Coordinator of Emergency Management. The Director, in conjunction with the Coordinator of Emergency Management, will direct and control emergency operations for the local government in time of emergency and issue directives to other services and organizations concerning disaster preparedness.

Local Emergency Coordinator

Maintain a primary Emergency Operations Center (EOC) from which to direct operations in time of emergency.

The local government will appoint an individual by title to serve as a point of contact to the institution of higher education within its jurisdiction. This position will contact the VEOC with requests for resources on behalf of the institution.



Emergency Support Functions (ESFs)

An ESF is a grouping of Richard Bland College departments, local, State and Federal capabilities, and certain private-sector resources into an organizational structure to provide support, resources, program implementation, and emergency services that are most likely to be needed during incidents. Operating departments and programs participate in the Emergency Support Functions (ESF) structure as coordinators, primary response agencies, and/or support agencies and/or as required to support incident management activities.

Student, Staff and Faculty Involvement

Richard Bland College's Emergency Response Team consists of student volunteers who provide non-transporting emergency services on campus. Volunteers hold a variety of safety certifications and licenses. Members of this organization provide emergency aid until the arrival of EMTs or other professional emergency personnel.

Administration

All assets (human resources, facilities, and equipment resources) of Richard Bland College will become the purview of the President or his designee to direct in any way to respond to an emergency on campus. Additional details are contained in [ESF 7](#) (Resource Support).

Reassignment of Staff and Faculty

Richard Bland College essential personnel may be required to respond to work upon notification if needed and may be temporarily reassigned to other departments as determined by the President or his/her designee during a declared or non-declared emergency event.

The following departments and their personnel are considered Essential Personnel:

Advancement Office	Business Office	Grounds Department
Housekeeping Department	Human Resources/Payroll	Information Technology
Maintenance Facilities	Medical Clinic	Police Department
President's Office	Provost Office	Purchasing Department
Residence Life	Student Affairs	

Volunteers and Liability

In the event the College must solicit the assistance of volunteers and volunteer organizations during any phase of the emergency it will be done in coordination with the local governing EOC and made through the Virginia Emergency Operations Center.

Richard Bland College, its employees, emergency response team members, volunteers and volunteer organizations who come to the assistance of Richard Bland College shall be protected during a declared emergency under 44-146.23. (Immunity from liability). Additional details are contained in [ESF 17](#) (Donations and Volunteer Management).

Mutual Aid

Law Enforcement

Richard Bland College Police Department is engaged in a direct mutual aid agreement with the Dinwiddie County Sheriff's Office, and the Prince George County Police Department. In addition, the Dinwiddie County Sheriff's Office and Prince George County Police Department are engaged in a regional mutual aid agreement between the Cities of Colonial Heights, Hopewell, and Petersburg, and the counties of Sussex and Surry. Additional details are contained in [ESF 13](#) (Public Safety and Security)

Fire Suppression and Emergency Medical Services

Fire Protection for Richard Bland College is provided primarily by Dinwiddie County Fire & EMS and Prince George County Fire & Rescue. The counties of Dinwiddie and Prince George are engaged in direct mutual aid agreements with the cities of Colonial Heights, Hopewell, and Petersburg, and the counties of Chesterfield, Sussex, and Surry. In addition, all of the responding agencies are included in the Virginia Statewide Mutual Aid Agreement. Additional details are contained in [ESF 4](#) (Firefighting) and [ESF 8](#) (Public Health and Medical Services).

Temporary Educational Support

Richard Bland College has entered into an agreement with the Colonial Heights Baptist Church to provide for temporary educational space in the event one or more of its classrooms on its campus located in Dinwiddie and Prince George counties become unusable due to a catastrophic event. Additional details are contained in [ESF 7](#) (Resource Support).

Commonwealth of Virginia State Managed Shelter Program

Richard Bland College has established a Memorandum of Understanding with the Virginia Department of Social Services to provide limited resources and infrastructure for use as an emergency shelter. Additional details are contained in [ESF 6](#) (Mass Care, Housing, and Human Resources).

Finance and Purchasing

Richard Bland College will establish a Finance Unit under the Finance and Administration Section during emergency operations. That unit will be responsible for the continuity of the day-to-day financial obligations and functions as well as tracking expenditures associated with the event.

Coordination and management of that Unit will be provided by the Richard Bland College procurement coordinator.

Richard Bland College Purchasing Department will adhere to the guidelines set forth by the Commonwealth of Virginia Emergency Operations Plan (Chapter 9) regarding “Emergency Procurement.”

Additional details are contained in [ESF 5](#) (Emergency Management).

Plan Development and Maintenance

The Code of Virginia Title 23 and Title 44, as amended, require public institutions of higher education to develop, adopt, and keep current a written crisis and emergency management plan;

Every two years, the Emergency Planner in concert with the Emergency Management Committee shall conduct a comprehensive review and revision of its emergency management plan to ensure the plan remains current.

The revised plan shall be adopted formally by the Board of Visitors.

Such review shall also be certified in writing to the Department of Emergency Management.

Drafting an emergency plan is a community effort and relies heavily on Richard Bland College's administrators and experts to provide comprehensive guidance to the President on hazard analysis, exercise design, evacuation planning, emergency management, mitigation, recovery, emergency preparedness, and educational awareness.

Plan Participants

- President of Richard Bland College
- Coordinator of Emergency Management
- Emergency Planner
- Richard Bland College Police
- Representatives from internal groups included in the Emergency Management Committee:
 - Richard Bland College Facility Management
 - Student Affairs
 - Provost and Faculty
 - Department of Finance
 - Department of Human Resources
- Representatives from external groups:
 - Dinwiddie County Emergency Management
 - Dinwiddie County LEPC
 - Prince George County Emergency Management
 - Prince George County LEPC
 - Dinwiddie County Fire & Emergency Medical Services
 - Prince George County Fire & Rescue
 - Dinwiddie County Sheriff's Department
 - Prince George County Police Department
 - Southside Regional Medical Center
 - Crater Area Chapter of Red Cross
 - Crater Health District
 - Virginia Department of Social Services
 - Virginia Department of Emergency Management



Emergency Planner/Coordinator of Emergency Management

The Emergency Planner will update the Emergency Operations Plan annually. The Coordinator will coordinate with each emergency resource organization and assure the development and maintenance of an appropriate emergency response capability.

It is the responsibility of the Coordinator of Emergency Management to assure that the plan is tested and exercised on a scheduled basis.

The Coordinator will maintain the schedule and assure that the appropriate resources are available to complete these activities.

After each drill, exercise or actual event, a hot wash and after-action review will take place. Any findings from these post-event reviews will be incorporated into an update of the plan.

Authorities and References

Authorities

Succession of Authority

Continuity of emergency operations is critical to the successful execution of emergency operations. Therefore, the following lines of succession are specified in anticipation of any contingency that might result in the unavailability of the ranking member of the administrative hierarchy. The decision-making authority for each organization or service function is listed below by position in decreasing order.

<u>Organization/Service Function</u>	<u>Authority in Line of Succession</u>
Direction and Control	<ol style="list-style-type: none"> 1. President 2. Vice President of Administration and Finance 3. Chief of Police/Emergency Management Coordinator
Emergency Public Information	<ol style="list-style-type: none"> 1. President 2. Vice President of Administration and Finance 3. Chief of Police/Emergency Management Coordinator
Police Department	<ol style="list-style-type: none"> 1. Chief of Police 2. Police Lieutenant 3. Police Sergeant
Fire & EMS (Prince George)	<ol style="list-style-type: none"> 1. Director of Fire & Rescue 2. Station Chief 3. Station Assistant Chief
Fire & EMS (Dinwiddie)	<ol style="list-style-type: none"> 1. Chief of Fire & Rescue 2. Station Chief 3. Station Assistant Chief
Facilities Management	<ol style="list-style-type: none"> 1. Facilities Director 2. Facilities Manager 3. Maintenance Supervisor
Information Technology	<ol style="list-style-type: none"> 1. Director 2. Network Administrator

Federal

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
2. The Homeland Security Act
3. National Response Framework
4. Local and Tribal NIMS Integration: Integrating the National Incident Management System into Local and Tribal Emergency Operations Plans and Standard Operating Procedures, V. 1, Department of Homeland Security

State

1. Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
2. The Code of Virginia, Title 1 Chapter 23 and Chapter 44.
3. The Commonwealth of Virginia Emergency Operations Plan, September 2007
4. Executive Order 44

Richard Bland College

1. Promulgation of the Richard Bland College Emergency Operations Plan
2. Resolution and Adoption of the Richard Bland Emergency Operations Plan

References

Local

1. Dinwiddie County Hazard Mitigation Plan
2. Dinwiddie County Emergency Operations Plan
3. Prince George County Hazard Mitigation Plan
4. Prince George Emergency Operations Plan

Regional

1. Crater Regional Hazard Mitigation Plan

Richard Bland College

1. Disaster Resistant University Plan
2. Richard Bland College Comprehensive Plan
3. Continuity of Operations Plan (by Executive Order 44)
4. Annual Agency Preparedness Assessment
5. Pandemic Flu Plan
6. Terrorism and Security Awareness Orientation
7. SEC 2001 and SEC501 Security Audit Review and Checklist
8. VITA Risk Management
9. Information Technology Contingency Planning
10. Information Technology Systems Security
11. Facilities Security
12. Personnel Security
13. Threat Management
14. Information Technology Asset Management
15. Agency Risk Management and Internal Control Standards (ARMICS)
16. CFATS: Critical Facility Anti-terrorism Standards

Emergency Support Function # 1 - Transportation

Purpose

Maintain access to and from the college; and coordinate available transportation resources to respond to an emergency at Richard Bland College.

- Richard Bland College will identify the need for resources for; Emergency debris removal and emergency evacuation.
- The College will protect and maintain ingress and egress.
- Richard Bland College will coordinate emergency transportation and request resources if needed through Dinwiddie and/or Prince George County to assist with emergency debris removal and transportation associated with evacuation of the College.

Scope

The full scope of ESF 1 is based on the institution's resources and capabilities.

Evacuation – The majority of students commute to RBC via personal vehicles. If evacuation becomes necessary, students will be instructed to evacuate the College area by specific routes using their private transportation.

Maintain ingress/egress – The College will protect and maintain ingress and egress by providing traffic control and direction. Debris impeding routes will be cleared by the Grounds Department and the Virginia Department of Transportation.

Traffic Control – Traffic control will be provided by law enforcement from the RBC Police Department and/or local and State law enforcement agencies.

Mass Evacuation – If mass evacuation becomes necessary and not feasible by private vehicles; Richard Bland College will request bus transportation through Dinwiddie and/or Prince George County to assist with emergency transportation as identified in their respective EOP's.

Primary Agency

Richard Bland College Police Department

Secondary/Support Agencies

Richard Bland College Grounds Department
Virginia Department of Transportation
Dinwiddie County School Transportation
Prince George County School Transportation
Private Contractors (current contracts)



Policies

Richard Bland College transportation policies shall be reviewed and revised if necessary to provide for an emergency response.

- Richard Bland Police will provide traffic control on the campus and coordinate with local government to control movement of relief personnel, equipment, and supplies.
- Richard Bland Emergency Management will facilitate the prompt deployment of resources, through an interagency process led by the institution.
- Richard Bland College will request additional resources if it is unable to provide services contained in this Emergency Support Function.

Concept of Operations

General:

- The Richard Bland College EOP provides guidance for managing the use of transportation services and request for relief and recovery resources.
- Access routes should remain clear to permit a sustained flow of emergency relief.
- All requests for transportation support will be submitted to the Institutions Emergency Operations Center for coordination, validation, and/or action in accordance with this Emergency Support Function.
- Richard Bland College's EOC will coordinate requests through the local EOC. (Dinwiddie/Prince George)

Organization:

Richard Bland College is responsible for any transportation infrastructure on the campus.

The respected locality (Dinwiddie/Prince George) is responsible for coordinating resources needed to restore and maintain transportation routes to the institution if necessary to protect lives and property during an emergency or disaster.

Actions/Responsibilities

- Richard Bland College will develop, maintain, and update plans and procedures for use during an emergency
- Richard Bland College personnel will stay up to date with education and training that is required for a safe and efficient response to an incident.
- Alert the institution, and local primary agency representative of a possible incident, and begin preparations for mobilization of resources.



- Keep record of all expenses through the duration of the emergency.
- Follow emergency policies and procedures for evacuation.
- Identify viable transportation routes to, from and within the emergency or disaster area.
- Coordinate all external ESF # 1 activities with the respective local EOC.

Emergency Support Function # 2 - Communications

Purpose

To use available communication resources to respond to and manage all incidents; Alert and warn the campus community of a threatened or actual emergency and to provide continued communications and protective actions to the students, faculty, staff and visitors.

Scope

- Inform the campus community of a threatened or actual emergency.
- Ensure that all RBC alerting media has the ability to notify the campus community of a disaster or emergency.
- Support the institution with the restoration and reconstruction of telecommunications equipment, networks, computers, and other technical resources.
- Maintain and support all forms of communications including transmission, emission, or reception of signs, signals writing, images, and sounds or intelligence of any natures by wire, radio, optical, or other electromagnetic systems.

Primary Agency(s)

Richard Bland College Emergency Management
Richard Bland College Administration
Richard Bland College Information Technology Department
Richard Bland College Police Department

Secondary/Support Agencies

Dinwiddie County ECC
Prince George County ECC
Richard Bland College Facility Management
RACES
Media

Policies

RBC Emergency Management will review the institutions communications policies and revise when needed.

- Richard Bland College Emergency Communications Center (ECC) operates routinely M-F from 0800 to 1600 hours and 24 hours during declared emergencies.
- Richard Bland College ECC has limited VCIN capabilities (M-F, 0800-1700).
- Richard Bland College ECC is accessible to authorized personnel only.
- Primary E-911 responsibility (PSAP) is both Dinwiddie and Prince George County depending on the origin of the call.

- Both Dinwiddie and Prince George County PSAP's are a 24 hour a day, 365 day operation.
- Both Dinwiddie and Prince George County PSAPs are accessible to authorized personnel only.
- Richard Bland College Police have integrated communications with both Dinwiddie and Prince George County ECC's.
- Richard Bland College ECC/Police Department Headquarters serves as the Primary EOC for college emergency operations.
- Richard Bland College EOC staff includes the President or his designee, Coordinator of Emergency Management, and key department heads or their designated representatives.
- To call in support personnel to assist with communications, logistics, and administration.
- Richard Bland College ECC will initiate notification and warning of appropriate personnel.
- The Dinwiddie and/or Prince George EOC are the primary EOC for emergency operations that extend beyond the boundaries of Richard Bland College and/or exceed the College EOC capabilities.
- Richard Bland College will have a representative in the local EOC when the local EOC is active.

Concept of Operations

General:

- Richard Bland College ECC is the point of contact for receipt of all warnings and notification of actual or impending emergencies or disaster.
- The communications officer on duty will notify other key personnel, chiefs and department heads as required determined by the type of incident and standard operating procedures (SOP).
- E-911 calls specific to Richard Bland College that are received by the local PSAP will be directed to the Richard Bland College ECC during emergency operations.
- All Richard Bland College personnel will use "Plain English" during emergency operations.
- Any information that must be broadcasted using the Emergency Alert System will be relayed to the Dinwiddie or Prince George ECC for transmission.
- Richard Bland College primary alert system is identified as RBC Alert and is an electronic mass notification system with audible siren and social media interface.

- Richard Bland College secondary alert system is via mobile PA from police vehicles.
- Richard Bland College Facility Management will coordinate with the local telephone company for services.
- RACES and ARES operators in the Tri-Cities will be notified during expected interruptions in communications.

Information that may be disseminated:

- Evacuation notices and related information.
- Potential secondary hazards
- Protective actions
- Other information as determined by the event and factors

Organization:

Richard Bland College Police Department will maintain and update all communication General Orders, GO's.

Richard Bland College Police Department will maintain a current notification roster.

The Public Information Officer will be the President or his designee during emergency operations and will be at the EOC. The incident commander will maintain communications with the EOC.

Public Information Officer

- Establishes liaison with the news media for dissemination of information.
- Arranges for photographic and audio-visual services.
- Obtains news concerning the extent of the disaster affecting the campus and disseminates information as appropriate.
- Prepare news releases for dissemination to media

Actions/ Responsibilities

- Richard Bland College maintains an agreement with Dinwiddie County and Prince George County which interfaces the College EOC with the local EOC during emergency operations.
- Richard Bland College will disseminate information through the PIO which will be the President or his designee to the local news media and in concert with the locality PIO.



- The ECC will initiate notification and warning of appropriate personnel.
- The Coordinator of Emergency Management or his/her designee must authorize the use of the Emergency Alert System, EAS.
- Develop and maintain an emergency communications program and plan.
- Develop and maintain a list of bilingual college personnel.
- Ensure that the campus is alerted of any emergency warnings it receives from federal, state or local authorities that may impact the institution.

Tab 1 to Emergency Support Function # 2

Emergency Notification Procedures

Until the EOC is activated, Richard Bland Emergency Communications Center will notify the following officials upon receipt of a severe weather flash flood or tornado watch or warning, or when directed by an on-scene incident commander:

Official	Home Phone	Work Phone
President	Confidential Phone List	804-862-6220
Vice President	Confidential Phone List	804-862-6200
Chief of Police	Confidential Phone List	804-862-6456
Police Lieutenant	Confidential Phone List	804-862-6460
Coordinator of Emergency Management	Confidential Phone List	804-862-6456
Emergency Planner	Confidential Phone List	804-862-6203
Local Government Officials	Confidential Phone List	Dinwiddie ECC 804-469-3755 Prince George ECC 804-733-2770

Tab 2 to Emergency Support Function # 2

Media Contacts

Agency	Phone	FAX/E-Mail
WRIC News 8	804-330-8814	804-330-8883 news@wric.com
WTVR News 6	804-254-3684	804-254-3697 newstips@wtvr.com
WWBT News 12	804-233-1212	newsroom@nbc12.com
WRVA – 1160 AM	804-474-0166	804-474-0167 DeannaMalone@ClearChannel.com
WRVQ – Q96 FM	804-474-0166	804-474-0167 DeannaMalone@ClearChannel.com
Progress Index	804-732-3456	804-732-8417 newsroom@progress-index.com
Richmond Times Dispatch	804-649-6990	649-6331 news@timesdispatch.com

Emergency Support Function # 3 – Public Works

Purpose

Officially ESF 3 is Public Works. At Richard Bland College ESF # 3 functions are performed by Richard Bland College Facility Management, and Grounds Department. Public utilities that are located on college property are the responsibility of the local public works department.

- Maintain facility utilities.
- Assess the overall damage to the campus after a disaster.
- Assist with recovery efforts.

Scope

The full scope of Richard Bland College’s ESF 3 is based on the institution’s resources and capabilities on campus.

Repair and Maintenance - Provide maintenance of the buildings and grounds and engineering-related support.

Damage Assessment – Perform overall damage assessment and to provide specific damage details to Richard Bland College Emergency Management.

Debris Removal – Provide assistance to the Grounds Department for debris removal.

Local Public Works – Provide maintenance to local utilities that are owned by the county; and to provide support to Richard Bland College Facility Management.

Primary Agency

Richard Bland College Facility Management

Secondary/Support Agencies

Richard Bland College Police Department
Richard Bland College Grounds Department
Dinwiddie County Utilities Department
Prince George County Public Works

Policies

- Personnel will stay up to date with procedures through training and education.
- Richard Bland College Facility Management will develop work priorities in conjunction with other agencies when necessary.
- Richard Bland College and local authorities may obtain required waivers and clearances related to ESF #3 support.

- Richard Bland College Facility Management will acquire outside assistance with repairs to the facility that are beyond the capability of the institution.
- Ensure that Richard Bland College's plan is coordinated with the local government's EOP.

Concept of Operations

General

- Determine if buildings are safe or need to be closed.
- Coordinate with other ESF's if there is damage to Richard Bland College and/or local utilities, water or plumbing system.
- Clear debris.
- Coordinate with campus law enforcement to secure damaged buildings adjacent areas that may be unsafe.
- Coordinate with insurance companies.

Organization

The Emergency Manager or the ESF 3 Branch Director will determine what tasks are to be completed and designate responsible individuals by title that is responsible for the following:

- Assessing damaged facilities.
- Inspect for structural, electrical, gas, plumbing and mechanical damages.
- Determine what type of assistance will be needed.
- Facilitation of the building-permit process.
- Debris removal.
- Manage contracts with private firms

Actions/Responsibilities

- Alert personnel to report to the EOC.
- Review plans.
- Begin keeping record of expenses and continue for the duration of the emergency.
- Prepare to make an initial damage assessment (IDA).

- Activate the necessary equipment and resources to address the emergency.
- Assist in assessing the degree of damage to Richard Bland College facilities.
- Assist in coordinating response and recovery.
- Prioritize debris removal.
- Inspect buildings for structural damage.
- Post appropriate signage to close buildings.

Emergency Support Function # 4 – Firefighting

Purpose

Directs and controls operations regarding fire prevention, fire detection, fire suppression, rescue, and hazardous materials incidents; as well as to assist with warning and alerting, communications, evacuation, and other operations as required during an emergency.

Scope

ESF 4 manages and coordinates firefighting activities including the detection and suppression of fires, and provides personnel, equipment, and supplies to support the agencies involved in the firefighting and rescue operations.

Primary Agency(s)

Dinwiddie Fire County & EMS and/or Prince George County Fire & Rescue

Secondary/Support Agencies

Richard Bland College Police Department
Richard Bland College Facility Management
Richard Bland College Grounds Department
Richard Bland Student Emergency Response Team
Virginia Department of Forestry
Assisting Mutual Aid Fire Departments

Policies

- Firefighting priorities are Life Safety, Incident Stabilization and Property Conservation. **In that order.**
- Richard Bland College Personnel will stay up to date with procedures through education and training.
- Fire extinguishers will be checked monthly by Richard Bland College staff. Fire alarm and suppression systems are inspected quarterly and annually by a licensed fire suppression system contractor.
- Fire suppression contractors are managed by Richard Bland College Facility Management.

Concept of Operations

General:

Richard Bland College and/or the Alarm Monitoring Company contacts the Dinwiddie County and/or Prince George County Fire Departments to request firefighting resources. The first arriving Fire Department will assume primary operational control using ICS principals in fire prevention strategies, fire suppression, rescue and hazardous material incidents. Fire department personnel who are not otherwise engaged in emergency response operations may assist the institution in warning and alerting the public, evacuation, and communications as is necessary and appropriate during an emergency situation. When ESF 4 is activated, all requests for firefighting support will be submitted to the local PSAP or EOC for coordination, validation, and/or action.

The Richard Bland College Director of Emergency Management or designee will determine the need to evacuate and issue orders for evacuation and/or other protective action as needed. The incident commander may order an immediate evacuation prior to requesting or obtaining approval, if in his/her judgment this action is necessary in order to safeguard lives and property. Warning and instructions will be communicated through the appropriate means. The institution will utilize the Richard Bland College Police Department to aid in the evacuation. The Operations Section Chief or Emergency Services Branch Director will ask for assistance from local and state law enforcement to aid in the evacuation.

Law Enforcement will use mobile loudspeakers, bullhorns, RBC Emergency Alert System, or go door to door to ensure that all affected residents have received the warning.

Organization:

A fire representative will be assigned to the EOC in order to coordinate the fire service response. The fire representative will be a part of the EOC staff and will assist with the overall direction and control of emergency operations.

Responding Fire and EMS will implement evacuations and if necessary, will be assisted by the RBC Police Department. RBC Police will provide security for the evacuated area. In the event of a hazardous materials incident, the Incident Commander will implement immediate protective actions to include evacuation as appropriate.

Actions / Responsibilities

- Richard Bland College will develop and maintain plans and procedures to provide fire and rescue services in time of an emergency.
- Document expenses and continue documentation processes for the duration of the emergency.
- Check fire suppression systems and communications equipment.

- A fire service representative will report to the Local Emergency Operations Center to assist with operations.
- Fire department personnel may need to assist with warning and alerting, evacuating, communications, and emergency medical transport.
- Follow established procedures in responding to fires and hazardous materials incidents and in providing rescue services.
- Request mutual aid from neighboring jurisdictions if needed.
 - Fire prevention and suppression
 - Emergency medical treatment
 - Hazardous materials incident response and training
 - Technical rescue incident response
 - Radiological monitoring and decontamination
 - Assist with evacuation
 - Search and rescue
 - Temporarily shelter evacuees
 - Assist in initial warning and alerting
 - If requested, provide qualified representative to assist in the State EOC
 - Requests assistance from supporting agencies when needed
 - Arranges liaison with fire chiefs from Dinwiddie County and Prince George County
 - Implements mutual aid.

Tab 1 to Emergency Support Function # 4

Local Fire & Emergency Medical Resources - Prince George County (In Response Order)

Prince George County		Carson Station 3	
Phone #	804-731-7859	Ambulances	0
Alternate #	434-246-3400	Trained EMTs	10
Fire Stations	2 (1 main & 1 sub)	First Responders	1
Base Stations	2	Sedans	0
Mobile Radios	12	Utility Trucks	1
Pagers	40	Pick-up Trucks	0
Hand-Held Radios	29	SCBAs/Spare Bottles	20/20
Paid Manpower	0	Generators	2
Volunteers within Dept.	58	Light Systems	4
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	1	Boats	0
c. 1000 GPM	1	Mutual Aid with:	
d. 1250 GPM	3	a. Dinwiddie County	b. City of Petersburg
e. 1500 GPM	0	c.	d.
Ladder Trucks	1	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	4	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.	
Crash-Fire Rescue(Yes/No)	Yes	TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Underwater Rescue(Yes/No)	No	Air Bags, High and Low Pressure	
Rescue Squads (Yes/No)	Yes (Heavy Duty)		

Prince George County (continued)

Prince George County		Prince George Station 1	
Phone #	804-733-2797	Ambulances	0
Alternate #	804-733-9147	Trained EMTs	12
Fire Stations	1	First Responders	0
Base Stations	2	Sedans	1
Mobile Radios	16	Utility Trucks	1
Pagers	45	Pick-up Trucks	1
Hand-Held Radios	43	SCBAs/Spare Bottles	32/34
Paid Manpower	0	Generators	2
Volunteers within Dept.	36	Light Systems	1
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	1	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Colonial Heights	b. City of Hopewell
e. 1500 GPM	2	c. Fort Lee	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	1	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	Yes (Swift Water)		
Rescue Squads (Yes/No)	No		

Prince George County (continued)

Prince George County		Disputanta Station 2	
Phone #	804-991-2405	Ambulances	0
Alternate #	804-691-2267	Trained EMTs	2
Fire Stations	1	First Responders	0
Base Stations	2	Sedans	1
Mobile Radios	9	Utility Trucks	0
Pagers	35	Pick-up Trucks	1
Hand-Held Radios	20	SCBAs/Spare Bottles	15/15
Paid Manpower	0	Generators	4
Volunteers within Dept.	35	Light Systems	1
Pumper/Engines		Wreckers	0
a. 500 GPM	1	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Sussex County	b. City of Petersburg
e. 1500 GPM	2	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No	Hydraulic Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Rescue Squads (Yes/No)	Yes (Heavy Duty)	Technical Rescue Equipment	

Prince George County (continued)

Prince George County		Jefferson Park Station 5	
Phone #	804-458-2089	Ambulances	1
Alternate #	804-943-3952	Trained EMTs	21
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	1
Mobile Radios	10	Utility Trucks	2
Pagers	67	Pick-up Trucks	0
Hand-Held Radios	28	SCBAs/Spare Bottles	19/19
Paid Manpower	0	Generators	3
Volunteers within Dept.	55	Light Systems	3
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	2	a. City of Hopewell	b. Fort Lee
e. 1500 GPM	0	c. Colonial Heights	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Light Duty)		

Prince George County (continued)

Prince George County		Burrowsville Station 4	
Phone #	804-458-1525	Ambulances	0
Alternate #		Trained EMTs	5
Fire Stations	1	First Responders	0
Base Stations	2	Sedans	1
Mobile Radios	17	Utility Trucks	1
Pagers	44	Pick-up Trucks	1
Hand-Held Radios	35	SCBAs/Spare Bottles	18/24
Paid Manpower	0	Generators	7
Volunteers within Dept.	45	Light Systems	6
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	1	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Surry County	b. Fort Lee
e. 1500 GPM	1	c. Charles City	d. City of Hopewell
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

Local Fire & Emergency Medical Resources - Dinwiddie County (In Response Order)

Dinwiddie County		Carson Station 6	
Phone #	804-731-7859	Ambulances	0
Alternate #	434-246-3400	Trained EMTs	10
Fire Stations	2 (1 main & 1 sub)	First Responders	1
Base Stations	2	Sedans	0
Mobile Radios	12	Utility Trucks	1
Pagers	40	Pick-up Trucks	0
Hand-Held Radios	29	SCBAs/Spare Bottles	20/20
Paid Manpower	0	Generators	2
Volunteers within Dept.	58	Light Systems	4
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	1	Boats	0
c. 1000 GPM	1	Mutual Aid with:	
d. 1250 GPM	3	a. Dinwiddie County	b. City of Petersburg
e. 1500 GPM	0	c.	d.
Ladder Trucks	1	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	4	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit. Air Bags, High and Low Pressure	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Heavy Duty)		

Dinwiddie County (Continued)

Dinwiddie County		Namozine Station 4	
Phone #	804-861-5891	Ambulances	2
Alternate #		Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	9	Utility Trucks	3
Pagers	55	Pick-up Trucks	0
Hand-Held Radios	15	SCBAs/Spare Bottles	21/25
Paid Manpower	(2) 24/7 EMS	Generators	3
Volunteers within Dept.	60	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Prince George	b. City of Petersburg
e. 1500 GPM	0	c. Chesterfield	d.
Ladder Trucks	1	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Ladder carries Tech Rescue Equipment for Rope and Vehicle Rescue	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

Dinwiddie County (Continued)

Dinwiddie County		Dinwiddie Station 1	
Phone #	804-469-3066	Ambulances	2
Alternate #	804-469-4549	Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	8	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	18/20
Paid Manpower	(2) 24/7 EMS	Generators	2
Volunteers within Dept.	35	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Haz-Mat Trailer- Ops Level	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

Dinwiddie County (Continued)

Dinwiddie County		Ford Station 2	
Phone #	804-265-5858	Ambulances	1
Alternate #		Trained EMTs	15
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	6	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	19/22
Paid Manpower	0	Generators	2
Volunteers within Dept.	38	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Medium Duty Rescue Truck	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Medium Duty)		

Dinwiddie County (Continued)

Dinwiddie County		Old Hickory Station 5	
Phone #	804-478-4949	Ambulances	0
Alternate #		Trained EMTs	3
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	6	Utility Trucks	0
Pagers	30	Pick-up Trucks	0
Hand-Held Radios	12	SCBAs/Spare Bottles	15/40
Paid Manpower	0	Generators	2
Volunteers within Dept.	30	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	No	Other Resources:	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes		

Dinwiddie County (Continued)

Dinwiddie County		McKenny Station 3	
Phone #	804-478-4661	Ambulances	1
Alternate #		Trained EMTs	5
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	7	Utility Trucks	0
Pagers	40	Pick-up Trucks	0
Hand-Held Radios	15	SCBAs/Spare Bottles	19/20
Paid Manpower	0	Generators	3
Volunteers within Dept.	40	Light Systems	1
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	1	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Air Unit.	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

Local Fire & Emergency Medical Resources – City of Petersburg (In Response Order)

Petersburg		Station 5	
Phone #	(804) 733-0217	Ambulances	0
Alternate #	E-5 (804) 892-3030	Trained EMTs	4
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	1	Utility Trucks	0
Pagers	0	Pick-up Trucks	2
Hand-Held Radios	5 1 Mutual Aid Radio	SCBAs/Spare Bottles	7 packs, 1 RIT 14 Bottles
Paid Manpower	4	Generators	1 Station 2 Unit
Volunteers within Dept.	0	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Prince George	b. Dinwiddie County
e. 1500 GPM	1	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. Haz-Mat Trailer, Mass Casualty Trailer, Mobile Air Unit w/ Air Compressor/Cascade System, ATV w/ Fire Pump and EMS Slide Unit, Mobile Command Unit w/ 1 portable and 1 stationary generator, 250 GPM Brush Truck	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

City of Petersburg (Continued)

Petersburg		Station 4	
Phone #	(804) 733-4542	Ambulances	Yes
Alternate #	E-4 (804) 892-2440 FM-4 (804) 400-7233	Trained EMTs	6
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	3	Utility Trucks	0
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	5	SCBAs/Spare Bottles	12 packs, 1 RIT 7 Bottles
Paid Manpower	6	Generators	1 Station 1 Unit
Volunteers within Dept.	0	Light Systems	1
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Prince George	b. Dinwiddie County
e. 1500 GPM	2	c. Colonial Heights	d. Fort Lee
Ladder Trucks	1 Quint	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. Four Gas Monitor, Extrication Equipment, Gas and Electric Saws, Fill Station	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

City of Petersburg (Continued)

Petersburg		Station 3	
Phone #	(804) 733-3301	Ambulances	Yes
Alternate #	E-3 (804) 731-1789	Trained EMTs	4
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	3	Utility Trucks	0
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	3	SCBAs/Spare Bottles	12 packs, 1 RIT 6 Bottles
Paid Manpower	4	Generators	1 Station
Volunteers within Dept.	0	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Chesterfield	b. Dinwiddie County
e. 1500 GPM	2	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. Four Gas Monitor	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

City of Petersburg (Continued)

Petersburg		Station 2	
Phone #	(804) 732-7127	Ambulances	0
Alternate #	Co 2 (804) 861-6383 530 (804) 691-9369 T-1 (804) 892-2663 E-2 (804) 731-6385	Trained EMTs	10
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	4	Utility Trucks	1
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	9	SCBAs/Spare Bottles	10 packs, 3 RIT 15 Bottles
Paid Manpower	10	Generators	1 Station 2 Unit
Volunteers within Dept	0	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Colonial Heights	b. Dinwiddie County
e. 1500 GPM	1	c. Chesterfield	d. Fort Lee
Ladder Trucks	1	e. Prince George	f. Hopewell
Elevated Platforms	1 (2,000 GPM)	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. Extrication Equipment, Gas and Electric Saws, Four Gas Monitor, Rope Rescue, SCBA Fill Station	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	Yes		
Rescue Squads (Yes/No)	No		

Emergency Support Function # 5 – Emergency Management

Purpose

Directs, controls and coordinates emergency operations from the Richard Bland College Emergency Operation Center (EOC).

Scope

ESF #5 coordinates the response of all Richard Bland College departments and the use of institution resources to provide emergency response.

This document is applicable to all agencies that have assigned roles and responsibilities in the EOP in support of emergency management in ESF #5. The Emergency Management activities outlined in this annex will be accomplished through the Coordinator of Emergency Management and ESF #5 at the Emergency Operations Center (EOC). Prior to the activation of the EOC, ESF #5 activities will be accomplished through the Emergency Management Team, Emergency Planner, and RBC Police Department.

ESF #5 addresses direction and control responsibilities of emergency management during emergencies and disasters affecting the College. ESF #5 is also focused on the coordination, collection, and analysis of information and the facilitation of operational planning. ESF #5 is responsible for the staffing and operation of the EOC, financial management, and other support functions required for response to major disasters and emergencies.

ESF #5 Identifies actions to be taken in the pre-incident prevention phase; Coordinate with agencies, organizations, and outside institutions when capabilities are exceeded; and Identifies post-incident response phase activities.

Functions that support and facilitate Richard Bland College planning and coordination:

- Alert and notification
- Deployment and staffing of emergency response strike teams and taskforces
- Incident action planning
- Coordination of operations with Dinwiddie and Prince George Counties for logistical support and material
- Direction and control
- Information management
- Facilitation of requests for assistance
- Resource acquisition and management (to include allocation and tracking)
- Worker safety and health
- Facilities management
- Financial management
- Other support as required

Primary Agency

Richard Bland College Emergency Management

Secondary/Support Agencies

Richard Bland College Police Department

Richard Bland College Student Health and Wellness

Richard Bland College Facilities Management

Dinwiddie County Emergency Management

Prince George County Emergency Management

Criminal Injury Compensation Fund and Va. Department of Criminal Justices Services

Virginia Volunteer Organizations Active in Disaster, VVOAD

Policies

- The local government will make contact with VDCJS and VCICF on behalf of Richard Bland College if in the event there are crime victims as defined by Code of Virginia §19.2-11.01,. The request will be made by Dinwiddie County Sheriff's Office or Prince George County Police Department through the Virginia Department of Emergency Management.
- Manage operations at Richard Bland College.
- The Incident Command System shall be used in any size or type of disaster to control response personnel, facilities, and equipment.
- The Incident Command System principles include use of common terminology, modular organization, integrated communications, unified command structure, coordinated action planning, and manageable span of control, pre-designated facilities, and comprehensive resource management.
- Emergency Management staff supports the implementation of mutual aid agreements to ensure seamless resource response.
- Provides representative to the local EOC if activated.
- All Richard Bland College Departments participate in the incident action planning process which is coordinated by Emergency Management.



Concept of Operations

General:

The institutions Coordinator of Emergency Management:

- Assures development and maintenance of SOPs on the part of each major emergency support function.
- Each support function shall maintain current notification rosters.
- Designate staff to the Emergency Operations Center.
- Establish procedures for reporting appropriate emergency information.
- Coordinate emergency response planning with local government.
- Develop and maintain mutual aid agreements with the local government.
- Designate a representative to the local EOC if the local plan is implemented and a representative is needed.
- Develop threat and monitor levels.

The Coordinator of Emergency Management will assure that all actions are completed as scheduled. Procedures for these support operations should be established and maintained.

Planning Section:

- Prepare situation reports, which will be distributed to the EOC staff, on-scene incident command staff, locality and VEOC.
- Support short term and long term planning activities.
- Develop short/concise plans.
- Record the planned activities.
- Track progress. The response priorities for the next operational period will be addressed in the Incident Action Plan (IAP).

Organization:

- Emergency operations will most often be directed and controlled from the institution's Emergency Operations Center (EOC).
- Identify the responsibilities of the Emergency Manager.
- Identify the role of the institution's EOC if local plan is implemented.

- Identify EOC staff.
- Identify the departments that have a role in the institution’s emergency management organization.
- Identify succession of authority within all departments of the College.
- Develop and scale the Incident Command System to the particular incident.
- Exercise the plan annually pursuant to The Code of Virginia.

When the local EOP is implemented to assist the institution, the incident commander may be subordinate to the local incident commander.

The Coordinator of Emergency Management will assure the development and maintenance of established procedures on the part of each major emergency support function.

The President or his designee may close facilities, programs, and activities in order that employees who are not designated “Essential Personnel” are not unnecessarily placed in harm’s way.

The Coordinator of Emergency Management will coordinate training for this emergency support function and conduct exercises involving the EOC.

Actions/Responsibilities

- Maintain current contact information for the Criminal Injury Compensation Fund and the Virginia Department of Criminal Justice Information Services, pursuant to Code of Virginia, §23-9.2:9.
- Maintain a notification roster of EOC personnel and their alternates.
- Establish a system and procedure for notifying EOC personnel.
- Coordinate Emergency Management mutual aid agreements with adjoining jurisdictions and applicable relief organizations.
- Maintain plans and procedures for providing timely information and guidance to the public in time of emergency through ESF #2.
 - a. Identify and maintain a list of essential services and facilities, which must continue to operate and may need to be protected.
 - b. Test and exercise plans and procedures.
 - c. Conduct outreach/mitigation programs for the institution’s community.
- Ensure compatibility between this plan and the emergency plans and procedures of key facilities and private organizations within the institution.
- Develop accounting and record keeping procedures for expenses incurred during an emergency.

- Define and encourage hazard mitigation activities, which will reduce the probability of the occurrence of disaster and/or reduce its effects.
- Prepare to provide emergency information to the campus community in coordination with ESF #2.
- Provide logistical support to on-scene emergency response personnel.
- Maintain essential emergency communications.
- Provide reports and requests for assistance to the local and Virginia EOC.
- Update the Richard Bland College Crisis and Emergency Operations Plan, and coordinate with local Emergency Management pursuant to Code of Virginia 3.2 §44-146.

The EOC is organized in accordance with the NIMS/ICS and consists of a command staff and four sections: Operations, Logistics, Planning, and Finance and Administration.

The EOC will establish operational periods as a basis for the incident action planning process at the EOC. Typically, the operational periods are 0700 to 1900 and 1900 to 0700 during 24-hour operations. The planning process is designed around identifying tasks and/or goals to accomplish over the next operational period. An Incident Action Plan (IAP) will be produced for each operational period to communicate overall EOC objectives.

The EOC will schedule and conduct an operational period (or shift change) briefing at the beginning of each operational period to ensure EOC staff are briefed on the operational elements of the IAP and are aware of the objectives that are expected to be accomplished.

Operations within the EOC will be organized and conducted with established operational procedures, checklists, and job aids.

Operations will continue at the EOC until the local emergency declaration is terminated or as otherwise directed. ESF #5 will develop a demobilization plan for closing down EOC operations and transferring open actions and issues to the day-to-day County organization.

Within 30 days of the closure of the EOC, the Coordinator of Emergency Management will facilitate an after-action review to identify issues for corrective action.

Tab 1 to Emergency Support Function # 5

Emergency Management Organization and Telephone Listing

<u>Position</u>	<u>Work Phone</u>	<u>Home Phone</u>
<u>Campus</u>		
Director of Emergency Management	804-862-6220	Confidential List in EOC
Coordinator of Emergency Management	804-862-6456	Confidential List in EOC
Emergency Planner	804-862-6203	Confidential List in EOC
Richard Bland Campus Police	804-863-4085	
<u>Dinwiddie County</u>		
Dinwiddie County EOC	804-469-5388	
Dinwiddie County E-911 Center	804-469-3755	
Dinwiddie Sheriff's Office	804-469-4550	
Dinwiddie Fire & Rescue	804-469-3755	
<u>Prince George County</u>		
Prince George County EOC	804-862-4931	
Prince George County E-911 Center	804-733-2770	
Prince George Police Department	804-733-2773	
Prince George Fire & EMS	804-733-2770	
<u>Campus Facilities</u>		
Facilities Director	804-862-6212	Confidential List in EOC
Facilities Manager	804-863-4001	Confidential List in EOC
Grounds Manager	804-862-6277	Confidential List in EOC
Housekeeping	804-862-6102	Confidential List in EOC
Purchasing Department	804-862-6468	Confidential List in EOC
Information Technology	804-862-6259	Confidential List in EOC
Residence Life	804-863-1675	Confidential List in EOC
Student Affairs	804-862-6231	Confidential List in EOC
Student Health and Wellness Center	804-863-1603	Confidential List in EOC

RBC Alert System

Emergency contact information is maintained on all RBC staff and faculty in the RBC Alert System.

Tab 2 to Emergency Support Function # 5

EOC Staffing

Skeletal Staffing:

Coordinator of Emergency Management
Chief of Police or Designee
Message Clerk/Phone Operator

Full Staffing:

Director of Emergency Management
Coordinator of Emergency Management
Emergency Planner
Chief of Police or Designee
Facilities Director
Student Affairs (If students are on campus)
Public Information Officer

Emergency Support Function # 6 – Mass Care, Housing and Human Services

Purpose

Richard Bland College President or his designee shall have overall responsibility for ESF 6 activities.

It is the policy of Richard Bland College to provide shelter to student residents of the College. Sheltering “in place” is the first choice. Resident students that cannot be sheltered in place can be relocated to other facilities on the campus. If an evacuation becomes necessary for the entire campus, students will be directed to relocate to their home residence. If students are from out of state, they will be sheltered at another college facility or at a local established emergency management shelter.

Scope

ESF# 6 is intended to address non-medical mass care, housing and human service needs for individuals and family members of Richard Bland College which are affected by a disaster on the campus or one that impacts the larger community or region in which Richard Bland College is situated.

The services and programs may include the following:

- Sheltering
- Food service
- Counseling
- Family Assistance Center (FAC)
- Reunification services: Collecting information regarding individuals in the campus community and making the information available to immediate family members outside the campus or the larger affected area.
- Virginia Criminal Injuries Compensation Fund

Primary Agency(s)

Richard Bland College Residence Life
Dinwiddie County and/or Prince George County Social Services

Secondary/Support Agencies

Richard Bland College Student Health and Wellness
Richard Bland College Student Counseling Services
Richard Bland College Police Department
Dinwiddie County Sheriff’s Office and/or Prince George County Police Department
Richard Bland College - Campus Dining
Red Cross

Policies

- Richard Bland College may provide sheltering based on its resources, facilities and capabilities of staff. If the College does not have the resources for sheltering, the local emergency coordinator will be contacted.
- Richard Bland College will maintain information about persons identified on shelter lists, casualty lists, hospital admission, etc., and will be made available to family members to the extent allowable under confidentiality regulations.
- All sheltering activities will be coordinated initially through Richard Bland College EOC.
- Richard Bland College will ensure that students with special needs and/or service animals will be accommodated.

Concept of Operations

General

Richard Bland College will provide sheltering if the need is short term and within its capabilities.

If sheltering is provided on campus, Richard Bland College Emergency Management will coordinate for the following services:

Food Service

- Issue emergency purchase order with existing food service contractor.
- Continue food service at institution's facilities if possible.

Counseling

- Richard Bland College Student Health and Wellness will coordinate counseling services for the institution based on the scale of the emergency and the capabilities of the counseling services.
- Richard Bland College will request outside assistance if Student Health and Wellness services are not appropriate to the scale of the emergency, or if service providers are personally impacted by the incident. All efforts will be made to ensure that victims do not serve victims, and that victim's rights are protected in accordance with the Code of Virginia.
- Events in which there are mass casualties and injuries will not be managed by the institution's counseling service.
- Richard Bland College Emergency Management will make requests for such counseling services to the local EOC.

- Outside counseling from the Department of Criminal Justice's Victims' Services Section, the Department of Mental Health, Mental Retardation, and Substance Abuse Services, Emergency Mental Health Section, and Virginia Emergency Medical Services will be requested through the local EOC.

Security

- Richard Bland College Police Department will have the primary responsibility of providing security during an emergency event or disaster.
- All evacuated areas will be secured by Richard Bland College Police Department.
- Richard Bland College Police Department will provide and/or coordinate security to the shelter if on campus sheltering is required. **EXCEPTION – When RBC is being used as a State Managed Shelter, SMS.**
- Richard Bland College Emergency Management will coordinate and make requests through the local EOC for assistance from Social Services and non-profit organizations in the event that the campus is not able to provide sheltering on campus.

Transportation

- Richard Bland College Police Department will be responsible for coordinating transportation during an emergency event or disaster.
- Richard Bland College Emergency Management will ensure that students are transported safely and sheltered safely off campus if necessary.

Media

- If the campus is sheltering victims, survivors, or family members of an incident, all media representatives will be staged in a separate area to ensure privacy of those individuals.

Family Assistance Center (FAC)

The purpose of the FAC is to provide the seamless delivery of services and the dissemination of information to victims and families following a large scale incident or one in which there are mass casualties, as stated in the Commonwealth of Virginia Emergency Operations Plan, ESF 6 (COVEOP).

The scope of services that the FAC may provide include: reunification, behavioral health care, medical records collection communication services, benefits application entry points, and personal care.

The FAC plan will be coordinated with the local government's emergency management program and based on the Commonwealth of Virginia FAC.

All requests for resources on behalf of the Richard Bland College FAC will be made through the local EOC. This is consistent with state policy that directs an institution to make resource requests through the local government EOC, in the emergency management jurisdiction in which it is located.

If the services of the Virginia Criminal Injuries Compensation Fund (CICF) are required by the FAC, the State Program should be contacted, who will deploy the appropriate personnel to the FAC. These services will be necessary in cases where there are victims of crime in need of financial or advocacy assistance. VDEM and CICF recommend that the institution adopt the policy of contacting the program directly through the local government.

The current* contact information for the program is:

CICF
P.O. Box 26927
Richmond, Virginia 23261

PHONE: (804) 367-1018 Toll Free: (800) 552-4007

Tab 1 to Emergency Support Function # 6
Dinwiddie County Shelter Locations and Addresses

Facility Information	Address	Pet Friendly	Back Up Power
Dinwiddie Elementary School	13811 Boydton Plank Road Dinwiddie,VA	Y	Y
Sutherland Elementary School	6500 R.B. Pamplin Drive Sutherland, VA	N	Limited
Dinwiddie Senior High School	11501 Boisseau Road Dinwiddie, VA	N	Limited
Sunnyside Elementary School	10203 Sunnyside Road McKenney, VA	N	N
Eastside Community Center	7301 Boydton Plank Road Petersburg, VA	Y	N

Prince George County Shelter Locations and Addresses

Facility Information	Address	Pet Friendly	Back Up Power
J. E. J. Moore middle School	11455 Prince George Drive, Disputanta, VA	N	Y
N. B. Clements Middle School	7800 Prince George Drive, Prince George, VA	N	Y

Emergency Support Function # 7 – Resource Support

Purpose

Emergency Support Function (ESF) #7—Resource Support conducts logistical support services to identify, procure, and distribute critical resources for Richard Bland College in coordination with other local and State governments, the Federal government, the private industry, and volunteer organizations.

Scope

Richard Bland College will determine what resources are available and identify potential sites for receiving resources if outside assistance is needed.

Resource support may continue until the disposition of excess and surplus property is completed.

If demand for resources exceeds the capabilities of Richard Bland College, then outside requests will be made based on MOUs, Mutual Aid agreements and state policy through the local EOC, if activated, and through the State EOC, if the local EOC is not activated.

Primary Agencies

Richard Bland College Emergency Management
Richard Bland College Purchasing Department
Richard Bland College Finance Department

Secondary/Support Agencies

Virginia Department of Emergency Management
Red Cross
Virginia Volunteer Organizations Active in Disaster, VVOAD

Policies

- Richard Bland College will use its own resources and equipment during incidents and will have control over the management of the resources as needed to respond to the situation.
- Individuals involved in distributing and/or obtaining resources will be aware of emergency procurement policies and have the authority to do so in an emergency situation.
- Each department with an emergency management role will be responsible for identifying its resources that could be used in an emergency.
- Richard Bland College EOP conforms to state policy regarding requesting resources.



Concept of Operations

General

Potential sites for distribution centers will be identified. Additional centers will be identified, if necessary, and their location coordinated with the local EOC to facilitate recovery efforts.

Priorities will be set regarding the allocation and use of available resources.

Organization

ESF #7 will identify sites and facilities that may be used to receive and distribute relief commodities that may be needed in the event of a disaster or emergency.

Resource lists will be developed and maintained by each department that detail the type, location, contact arrangements, and acquisition procedures of the resources identified as being critical.

The President or his designee may authorize necessary emergency procurements to support emergency operations and delegate contracting authority to ESF #7.

Requests for resource and logistical support from on-scene incident commanders and/or other ESF representatives will be assigned to ESF #7 through the Coordinator of Emergency Management. ESF #7 will manage all assigned requests for resources and logistical support, and coordinate directly with the requester as necessary.

When requesting resources, RBC departments will use the SALTT format recommended by VDEM as follows:

- S** = Size (of resource needed)
- A** = Amount (How many)
- L** = Location (Where is it needed)
- T** = Type (What type of resource needed)
- I** = Time (When and how long needed)

ESF #7 will coordinate with the primary and secondary agencies listed in ESF#1 (Transportation) as needed for transportation support for delivering and distributing resources.

ESF #7 will coordinate with the RBC Police Department as the primary agency for ESF #13 (Public Safety and Security), to provide for traffic management and security at logistical support facilities established by ESF #7.

The primary agency will task support agencies as needed to provide assets in order to meet operational requirements. If necessary, private sector resources will be acquired to augment the College resources.

ESF #5 (Emergency Management) will provide technical assistance in identifying resources that may be available through statewide and national mutual aid agreements.

The following are sources or potential sources for resources that may be available to the College in responding to disasters and emergencies:

- Resources available from neighboring jurisdictions through local mutual aid agreements.
- Resources available from the private sector through acquisition/purchasing.
- Resources of the Commonwealth of Virginia including the National Guard.
- Mutual aid resources from other states through the Emergency Management Assistance Compact (EMAC).
- Mutual aid available through the Statewide Mutual Aid Program.
- Resources available from the Federal government under the National Response Framework (NRF).

Priorities will be set by the Coordinator of Emergency Management regarding the allocation and use of available resources.

Actions/Responsibilities

- Designate local department(s) within Richard Bland College responsible for resource management.
- Develop resource lists that detail type, location, contact arrangements, and acquisition procedures for critical resources.
- Prepare mutual aid agreements with local government, and surrounding jurisdictions to aid the College.
- Develop SOPs to manage the processing, use, inspection, and return of resources coming to the institution.
- Identify actual or potential facilities and ensure they are ready and available to receive, store, and distribute resources (government, private, donated).
- Develop training/exercises to test plan, and to ensure maximum use of available resources and understanding of policies to obtain resources from outside resources.
- Ensure Richard Bland College community is aware of available resources.

Emergency Support Function # 8 – Public Health and Medical

Purpose

To provide for coordinated medical, mental health, and emergency medical services to save lives in the time of an emergency. These health and medical needs are to include veterinary and/or animal health issues when appropriate.

Richard Bland College has limited resources available to support this ESF. The College maintains a Student Health and Wellness Center which is staffed predominantly M-F, 9-2. Staff includes a physician, nurse and one support person. The College must rely on local resources to support veterinary and/or animal health issues.

Primary Agency

Richard Bland College Student Health and Wellness Center
Dinwiddie County Fire & EMS and/or Prince George County Fire and Rescue

Secondary/Support Agencies

Richard Bland College Student Emergency Response Team
Richard Bland College Student Counseling Services
Health Department (Crater Health District)
Virginia Department of Health
Local Area Hospitals

Scope

The scope is an all hazards approach based on Richard Bland College ability to provide medical resources.

When an incident exceeds the institution's capabilities, outside assistance will be requested through MOUs, mutual aid agreements and through the coordination with the local government's EOP.

Policies

- Richard Bland College Student Health and Wellness Center has established treatment guidelines consistent with standard and accepted medical practice.
- Richard Bland College Student Health and Wellness Center has privacy policies in place and operates within the boundaries established by the Health Insurance Portability and Accountability Act, (HIPAA).
- Richard Bland College Student Health and Wellness Center has established a "Disaster Counseling Policy." See Tab 1 – Disaster Counseling Policy
- When Richard Bland College Student Health and Wellness Center capabilities are exceeded, outside assistance will be requested.



Concept of Operations

General

- Richard Bland College Student Health and Wellness Center will respond with available resources as designated in the plan.
- Support and assistance from the local government will be requested based on mutual aid agreements and coordination with local government plans.
- If Richard Bland College EOC is activated during the response, a representative from Student Health and Wellness will be assigned to the EOC.

Responsibilities/Actions

- Richard Bland College will provide available personnel, equipment, supplies and other resources necessary to coordinate plans and programs for a medical response during an incident.
- Designate an individual from Student Health and Wellness to coordinate medical, health, and rescue services.
- Develop and maintain procedures for providing a coordinated response with Richard Bland College resources and then with local government and private organizations.
- Maintain a roster of key officials in each medical support area.
- Review emergency plans with local governments.
- Implement mutual aid agreements as necessary.

Tab 1 to Emergency Support Function # 8

Emergency Medical Resources – Prince George Fire and Rescue

Dinwiddie County		Prince George Emergency Crew	
Phone #	804-733-2798	Ambulances	5
Alternate #	804-733-2769	Trained EMTs	46
EMS Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	8	Utility Trucks	0
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	26	SCBAs/Spare Bottles	2/2
Paid Manpower	6	Generators	0
Volunteers within Dept.	40	Light Systems	0
Pumper/Engines	0	Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. City of Hopewell	b. City of Petersburg
e. 1500 GPM	0	c. Colonial Heights	d. Dinwiddie County
Ladder Trucks	0	e. Chesterfield	f. Stony Creek
Elevated Platforms	0	g. Town of Waverly	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources:	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

Emergency Medical Resources - Dinwiddie County Fire & EMS (In Response Order)

Dinwiddie County		Namozine Station 4	
Phone #	804-861-5891	Ambulances	2
Alternate #		Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	9	Utility Trucks	3
Pagers	55	Pick-up Trucks	0
Hand-Held Radios	15	SCBAs/Spare Bottles	21/25
Paid Manpower	(2) 24/7 EMS	Generators	3
Volunteers within Dept.	60	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Prince George	b. City of Petersburg
e. 1500 GPM	0	c. Chesterfield	d.
Ladder Trucks	1	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. Ladder carries Tech Rescue Equipment for Rope and Vehicle Rescue	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

Emergency Medical Resources - Dinwiddie County (continued)

Dinwiddie County		Dinwiddie Station 1	
Phone #	804-469-3066	Ambulances	2
Alternate #	804-469-4549	Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	8	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	18/20
Paid Manpower	(2) 24/7 EMS	Generators	2
Volunteers within Dept.	35	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. Haz Mat Trailer- Ops Level	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

Emergency Medical Resources - Dinwiddie County (continued)

Dinwiddie County		Ford Station 2	
Phone #	804-265-5858	Ambulances	1
Alternate #		Trained EMTs	15
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	6	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	19/22
Paid Manpower	0	Generators	2
Volunteers within Dept.	38	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment. Medium Duty Rescue Truck	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Medium Duty)		

Emergency Medical Resources - Southside Virginia Emergency Crew (City of Petersburg)

City of Petersburg		Southside Virginia Emergency Crew	
Phone #	(804) 861-0982	Ambulances	6
Alternate #	(804) 861-2739	Trained EMTs	55
Fire Stations	0	First Responders	0
Base Stations	1	Sedans	1
Mobile Radios	8	Utility Trucks	0
Pagers	0	Pick-up Trucks	1
Hand-Held Radios	12	SCBAs/Spare Bottles	0
Paid Manpower	17	Generators	1
Volunteers within Dept.	30	Light Systems	1
Pumper/Engines	0	Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Colonial Heights	b. Dinwiddie
e. 1500 GPM	0	c. Prince George	d. Chesterfield
Ladder Trucks	0	e. Fort Lee	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Light Duty)		

Tab 2 to Emergency Support Function # 8

Health and Medical Resources

Southside Regional Medical Center Hospital

1. Number of Physicians - 201 active, (260 on staff)
2. Number of RNs - 499
3. Number of LPNs - 75
4. Number of Certified Nursing Assistants - 14

John Randolph Regional Medical Center Hospital

1. Number of Physicians - 95 staff
2. Number of RNs - 180
3. Number of LPNs - 19
4. Number of Certified Nursing Assistants - 32

Health Department (Crater Health District)
Medical Reserve Corp, MRC

Tab 3 to Emergency Support Function # 8

Air Medical

In the event Air Medical is needed, Richard Bland College will coordinate that response with the responding EMS agency. Requests for Air Medical will be made through the Virginia Emergency Operations Center. (See highlighted)

If Air Medical from the ODEMSA region is unavailable a request can be made to the next closest Air Medical service.

Air Medical/Helicopter	Alert	Non-Emergency
ARIES – (Fairfax County Police)	(703) 877-3840	
EAGLE – 182 – (U.S. Park PD, D.C.)	(202) 690-0738	(202) 690-0808
LIFEGUARD 10 (Carillion)	(703) 344-4357	(703) 342-7503
MED STAR (D.C.)	(800) 824-6814	(202) 877-7234
MED-FLIGHT – 1 (VSP Chesterfield)	(800) 468-8892	(804) 674-2400 (VAEOC)
MED-FLIGHT – 2 (VSP Abingdon)	(800) 433-1028	
PHI Air Medical (NOVA-Fairfax)	(800) 258-8181	(703) 776-2930
NIGHTINGALE (Sentara)	(800) 572-4354	(757) 388-2500
PEGASUS (UVA Charlottesville)	(800) 522-1826	(434) 978-4426
VCU LifeEvac (Dinwiddie Airport)	(877) 902-7779	

Highlighted Services are Closest to Richard Bland College

Tab 4 to Emergency Support Function # 8

Richard Bland College Disaster Counseling Policy

In the event of a campus wide disaster, Counseling support services will be provided by calling on the providers that currently serve the students as well as working with the Office of Student Affairs.

Counselors to be contacted will include:

Carlton Starke and his associate Coretha Claiborne at CSS & Associates LLC
P.O. Box 37114
Richmond, VA 23234
804-855-8625
804-586-1587
804-651-0876

Dr. James F. Jacobs
211 N. 5th Ave
Hopewell, VA 23860
804-586-7017

Poplar Springs Hospital
350 Poplar Drive
Petersburg, VA 23805-9367
804-733-6874804

District-19 Mental Health Services
Crisis Line 804-862-8000

Tab 5 to Emergency Support Function # 8

Mortuary Disaster Plan Organization - Virginia Funeral Directors Association, Inc.

A. Mission:

1. To develop an efficient and effective management response system in mass fatality disaster situations to facilitate the preparation, processing, and release of deceased human remains to the next of kin or family representative.

B. Concept of Operations:

1. In the event of a mass fatality disaster situation, the State EOC will contact the Office of the Chief Medical Examiner (OCME), who will notify the Virginia Funeral Directors Association (VFDA). Once contacted by the OCME, the VFDA will activate the Mortuary Response Plan and response teams. The VFDA Response Teams will operate under the direction of the District Medical Examiner of the district in which the incident occurred.
2. In order to ensure a prompt and professional response, the Virginia Funeral Directors Association maintains a resource manual of needed supplies, equipment, and vehicles. If additional resources are necessary to effectively respond to a disaster, the VFDA Executive Director has emergency purchasing authority up to a specified limit. The VFDA also has a specially equipped disaster trailer to assist the State Medical Examiner's Office and other funeral directors in the state with disaster field response.

C. Organization:

1. The Virginia Funeral Directors Association (VFDA) is responsible for the statewide coordination of the mortuary activities in the state. Each district has a response team comprised of members who have completed training in the VFDA-approved program that qualifies them as certified disaster coordinators. The VFDA response teams will provide support in recovery, evacuation, and identification of the remains.
2. The OCME is by law responsible for the deceased. Virginia is divided into four medical examiner districts that include the Northern Virginia District based in Fairfax, the Western District based in Roanoke, the Central District based in Richmond, and the Tidewater District based in Norfolk. Prince George County is located in the Central District.

Emergency Support Function # 9 – Search and Rescue

Purpose

Provide for coordination and effective use of search and rescue activities and resources to assist people in potential or actual distress.

Scope

Richard Bland College is susceptible to natural and technical hazards that may result in the damage or collapse of structures within the campus. Search and Rescue must be prepared to respond to emergencies and provide specialized assistance. Operational activities can include locating, extricating, and providing on site medical treatment to victims trapped in collapsed structures. Additionally, people may be lost, missing, disoriented, traumatized, or injured in which case the agency must be prepared to respond to these incidents and implement appropriate tactics to assist those, in distress or imminent danger. Predominately, these search operations occur in “open field” situations, such as parks, neighborhoods, or other open terrain.

Primary Agency(s)

Richard Bland College Emergency Management
Richard Bland College Police Department

Secondary/Support Agencies

Dinwiddie County Fire & EMS and/or Prince George County Fire & Rescue
Dinwiddie County Sheriff’s Office and/or Prince George County Police Department
Virginia Department of Emergency Management
Richard Bland College Grounds Department
Richard Bland College Facility Management
Virginia State Police

Policies

- The EOP provides the guidance for managing the acquisition of Search and Rescue resources.
- All requests for Search and Rescue will be submitted to Richard Bland College EOC, or local EOC, for coordination, validation, and/or action.
- Communications will be established and maintained with ESF #5 – Emergency Management and VEOC to report and receive assessments and status information.
- Richard Bland College will coordinate with local, state, and federal agencies.
- Richard Bland College emergency management personnel will stay up to date with procedures through training and education.

- Search and rescue task forces are considered federal assets under the Robert T. Stafford Act only when requested for a search and rescue for a collapsed structure.
- All emergency response and recovery operations conducted under ESF #9 will be in accordance with the National Incident Management System (NIMS).

Concept of Operations

General

During a search and rescue operation, Richard Bland College will call upon the local fire and law enforcement departments to assist in the operation. Emergency Medical Services (EMS) providers will also assist with other functions of search and rescue as set forth in the Virginia Association of Volunteer Rescue Squad's Operation Plan.

Organization

The Fire Department will, typically, be the primary agency in any SAR operation. EMS, law enforcement, public works and environmental services will assist when required for structural evaluation of buildings and structures. Local Law Enforcement will be the primary agency in any ground searches. Prince George and/or Dinwiddie County GIS will assist with maps and staff. In a secondary role local law enforcement will assist with perimeter security, communications, and assistance as required. The Fire Department and EMS as a secondary role will provide medical resources, equipment and expertise.

Actions/Responsibilities

- Richard Bland College has developed and maintains plans and procedures to implement search and rescue operations in time of emergency.
- Provide warning, evacuation and relocation of students during a disaster.
- A representative from Richard Bland College emergency management will report to the local EOC when requested.
- Richard Bland College will follow established procedures when requesting urban search and rescue resources.
- Richard Bland College emergency management will record disaster related expenses.
- Richard Bland College emergency management will provide status reports on search and rescue operations throughout the affected area.

Emergency Support Function # 10 – Oil and Hazardous Materials

Purpose

Emergency Support Function (ESF) #10 –Oil and Hazardous Materials provides response to hazardous materials incident and assists the Local Emergency Planning Committee (LEPC) in meeting its requirements under the Emergency Planning and Community Right to Know Act – SARA Title III.

Dinwiddie County Fire & EMS and/or Prince George County Fire & Rescue will be contacted immediately in the event of a hazardous materials spill or release. The Fire Chief or Officer-in-Charge will likely assume primary operational control of all hazardous materials incidents upon their arrival.

Richard Bland College Police and Facility Management personnel will provide support to the fire department, depending on their capabilities.

The Crater Hazardous Materials Team will be requested by the first arriving fire chief or officer-in-charge. In addition, Richard Bland College Police Department may request the Crater Hazardous Materials Team upon their arrival and initial assessment.

Scope

- The initial response will be managed by the local fire department, Richard Bland College Police, and Facilities Management personnel.
- Other regional and state agencies may be called upon depending on the nature of the incident.
- Richard Bland College in concert with the local fire department, will determine which departments have the capability to support a hazard material response.

Primary Agency(s)

Prince George County Fire and Rescue and/or Dinwiddie County Fire & EMS
Crater Hazardous Materials Team

Support Agencies

Richard Bland College Emergency Management
Richard Bland College Police Department
Dinwiddie County Sheriff's Office and/or Prince George County Police Department
Virginia State Police
Virginia Department of Emergency Management

Policies

The institutions resources as well as its policies and procedures regarding hazardous material incidents shall be reviewed every two years and revised if necessary.

- There are no fixed facilities at Richard Bland College that require reporting under SARA Title III.
- Richard Bland College will notify the campus community of the need to evacuate or shelter in place if an event takes place on Richard Bland College property.
- Mutual aid agreements will be implemented if assistance is required.
- Establish communications with ESF # 5 and ESF #15.

Concept of Operations

General

- The local fire chief or designee will assume primary operational control of all hazardous materials incidents.
- Mutual aid agreements between the institution and the local government will be implemented if necessary.
- The local fire chief may request Virginia Department of Emergency Management's (VDEM) Regional Hazardous Materials Officer and the Crater Regional Hazardous Materials Response Team.
- In conjunction with Richard Bland College Emergency Management, the fire chief will determine the need to evacuate or shelter in place.
- Campus law enforcement will coordinate the evacuation of the area.
- Richard Bland College through ESF# 2 and ESF# 15 will coordinate the dissemination of public information.

Actions/Responsibilities

- Richard Bland College Emergency Management will review procedures for a hazard material incident.
- Richard Bland College Emergency Management has developed procedures aimed at minimizing the impact of an unplanned release of a hazardous material to protect life and property.
- Richard Bland College will work in concert with the Dinwiddie and Prince George Local Emergency Planning Committee (LEPC) and assure compliance with the "Community's Right to Know Act."



- Richard Bland College personnel that will be engaged in “first response” will be trained in hazardous materials response and mitigation.
- All Richard Bland College personnel will follow established procedures in responding to hazardous materials incidents.
- Keep record of all expenses through the duration of the emergency.

Emergency Support Function # 11 – Agriculture and Natural Resources

Purpose

ESF# 11 is Agriculture and Natural Resources; however, for Richard Bland College the focus of this emergency support function is to identify key agencies that would assist in performing similar tasks and functions.

Agriculture and Natural Resources works to address the provision of nutrition assistance; control and eradication of an outbreak of a highly contagious or economically devastating animal disease, highly infective plant disease, or economically devastating plant pest infestation; assurance of food safety and security; and protection of cultural resources and historic property resources during an incident.

Primary Agency

Richard Bland College Student Health and Wellness

Support Agencies

Richard Bland College Residence Life
Richard Bland College Facility Management
Virginia Department of Agriculture and Consumer Services
Virginia Department of Social Services
Virginia Department of Health Department
Red Cross
Local/Regional Food Banks
Virginia Voluntary Organizations Active in Disaster (VVOAD)
Federation of Virginia Food Banks

Scope

Determined based on the institutions capabilities and may include:

- Richard Bland College will identify food assistance needs.
- Obtain appropriate food supplies.
- Arrange for transportation of food supplies to the designated area.
- Inspect and verify food safety in distribution and retail sites
- Conduct food borne disease surveillance.
- Coordinate appropriate response actions to conserve, rehabilitate, recover, and restore natural, cultural, and historic properties resources.



Policies

- Each supporting agency is responsible for managing its assets and resources after receiving direction from the Department of Social Services.
- Actions will be coordinated with agencies responsible for mass feeding.
- This ESF will encourage the use of mass feeding as the primary outlet for disaster food supplies.
- Schools and institutions may be able to feed affected population for several days depending on food inventories.
- Transportation and distribution may be arranged by volunteer organizations.
- Priority is given to moving supplies into areas of critical need and then to areas of moderate need.
- Animal depopulation activities and disposal will be conducted as humanely as possible.
- Richard Bland College will ensure food safety.

Concept of Operations

General

- Provide for an integrated response to an outbreak of highly contagious or economically devastating animal/zoonotic disease, exotic plant disease, or economically devastating plant or pest infestation.
- Ensure the safety and security of the commercial supply of food (meat, poultry and egg products) following an incident.
- Identifies, secures and arranges for the transportation of food to disaster areas.
- Protect cultural resources and historic property resources during an incident.

Organization

The Emergency Manager or Head Official will determine what tasks are to be completed and designate the appropriate agency and individuals by title what they are responsible for:

- Assess damage to facilities and infrastructure.
- Assess current food supply on campus and determine if safe for human consumption.
- Assess sensitive areas on campus, such as plant and animal laboratories, to ensure security.
- Conduct inventory of sensitive items, in regard to agriculture and horticulture.



Actions/Responsibilities

These items should be based on the institutions capabilities and the type and magnitude of the emergency event.

- Assist in determining the critical needs of the affected population.
- Catalog available resources and locate these resources.
- Ensure food is fit for consumption.
- Assist and coordinate shipment of food to staging areas.
- Work to obtain critical food supplies that are unavailable from existing inventories.
- Identify animal and plant disease outbreaks.
- Assist in providing inspection, fumigation, disinfection, sanitation, pest termination and destruction of animals or articles found to be contaminated or infected.
- Proper containment and disposal of contaminated food, animals, and/or plants.
- Establish need for replacement food products.

Tab 1 to Emergency Support Function # 11

Food Groups and Food Items per Week StandardPer Person

Meat and meat alternatives (red meat, poultry, fish, shellfish, cheese, dry beans, peas, and nuts)	3 pounds
Eggs	6
Milk	7 pints
Cereals and cereal products (flour including mixes, fresh bakery products, corn meal, rice, macaroni, and breakfast cereals)	4 pounds
Fruits and vegetables (fresh and frozen)	4 pounds
Food fats and oils (butter, margarine, lard, shortening, salad and cooking oils)	0.5 pound
Potatoes (white and sweet)	2 pounds
Sugars, syrups, honey, and other sweets	<u>0.5 pound</u>
Total (equivalents/pounds per week)	27.0

Emergency Support Function # 12 – Energy

Purpose

Emergency Support Function (ESF) #12— Energy is responsible for collecting, evaluating, and sharing information on energy system damages and impacts on the affected areas of the College; monitoring restoration; and providing assistance to expedite restoration of services.

Scope

Resources and services under ESF #12 will collect, evaluate, and share information on energy system damage. It will also estimate the impact of energy system outages on the campus. According to the National Response Plan, the term “energy” includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems. Additionally ESF #12 will provide information concerning the energy restoration process such as projected schedules, percent completion of restoration, and other information as appropriate.

Richard Bland College will ensure that adequate fuel and equipment to sustain itself through an emergency is on hand.

Richard Bland College Administration will make decisions about closings based on:

- Duration of the outage
- Portions of the College or the entire College
- Ability to be operational
- Current weather conditions

Richard Bland College Emergency Management will prioritize facilities and infrastructure so that power may be restored or other energy supplies may be provided in such a way to enable campus life to be restored to full capacity as soon as possible.

Provide information to College Administration concerning the energy restoration process such as:

- Projected schedules
- Percent completion of restoration
- Determine schedule for reopening facilities

The incident may impact the institution only or it may be part of a larger incident that impacts the locality or the region. In cases where the locality or region is affected, a Richard Bland College emergency management representative may be deployed to the local EOC.

Richard Bland College will follow its plans, policies and procedures, and ensure that they are also following local and regional plans.



Primary Agency

Richard Bland College Facility Management

Support Agencies

Richard Bland College Emergency Management
Richard Bland College Grounds Department
Utility Companies

Policies

- Richard Bland College will work to provide fuel, power, and other essential resources.
- Richard Bland College Emergency Management will contact the locality and utility providers.
- The College will work with utility providers to set priorities for allocating commodities.
- Personnel will stay up to date with procedures through education and training.
- Restoration of normal operations at critical facilities will be a priority.
- Richard Bland College will maintain a list of critical facilities and continuously monitor those to identify vulnerabilities.
- Richard Bland College Administration will make decisions on closing the College.
- Richard Bland College will manage independently until it needs additional resources.

Concept of Operations

General

The supply of electric power to customers may be cut off due to either generation capacity shortages and/or transmission/distribution limitations.

Generation capacity shortfalls are a result of:

- Extreme weather conditions; disruptions to generation facilities.

Other energy shortages (such as natural gas or other petroleum products) may result from:

- Extreme weather
- Strikes
- International embargoes
- Disruption of pipeline system
- Terrorism

Other Impacts:

- Sever key energy lifelines.
- Constrain supply in impacted areas, or in areas with supply links to impacted areas.
- Affect transportation, communications, and other lifelines needed for public health and safety.

There may be widespread and prolonged electric power failures beyond the College. Without electric power, communications could become interrupted.

Long term impacts could affect the length of time that Richard Bland College cannot provide services.

Organization

Richard Bland College will activate its EOC under these conditions.

The College will establish its own emergency plans and procedures and implement them through their own proprietary systems.

In addition, Richard Bland College will;

- Provide for the health and safety of students and faculty affected by the event.
- Comply with local and state actions to conserve fuel, if needed.
- Coordinate with local government and utility providers to provide energy.
- Provide emergency information, education, and conservation guidance to the students and faculty.
- Coordinate information with local, state, and federal officials and energy suppliers about available energy supply recovery assistance.
- Richard Bland College emergency management will send requests to the local or State EOC for fuel and power assistance.
- Richard Bland College emergency management will coordinate with local government if power outage affects an area beyond the College.

The State Corporation Commission (SCC) is the designated commodity manager for natural gas and electric power. The Virginia Department of Mines, Minerals and Energy (DMME) are the commodity managers for petroleum products and for solid fuels.

Following a catastrophic disaster, the Virginia Emergency Operations Center (VEOC), with staff support from SCC and DMME, will coordinate the provision of emergency power and fuel to affected jurisdictions to support immediate response operations. They will work closely with federal energy officials (ESF 12), other Commonwealth support agencies, and energy suppliers and distributors. The institution will identify the providers for each of their energy resources.



Actions

- Identify, quantify, and prioritize the minimum essential supply of fuel and resources required to ensure continued operation of Richard Bland College critical facilities.
- Monitor the status of all essential resources to anticipate shortages.
- Maintain liaison with fuel distributors and local utility representatives.
- Implement conservation measures.
- Keep the public informed.
- Allocate available resources to assure maintenance of essential services.
- Consider declaring a local emergency through the local EOC.
- Document expenses.

Responsibilities

- Review plans and procedures. Review procedures for providing lodging and care for displaced persons (see ESF #6).
- Enforce state and local government conservation programs.
- Identify resources needed to restore energy systems.

Emergency Support Function # 13 – Public Safety and Security

Propose

Richard Bland College Police will provide safety and security to Richard Bland College, to include students, faculty, visitors and facilities.

Several factors may require outside assistance to respond to emergency events:

- Local and state law enforcement will be requested if the event exceeds the capabilities of Richard Bland College Police Department.
- Law or regulation may require involvement of state or federal agencies due to circumstances of the event (E. G. a terrorist event)
- If the campus is impacted by a larger event that affects the local or regional area.

Primary Agency

Richard Bland College Police Department

Secondary/Support Agencies

Dinwiddie County Sheriff's Office and/or Prince George County Police Department
Virginia State Police
Richard Bland College Emergency Management

Scope

ESF #13 will respond to an emergency on the Richard Bland College Campus according to existing operational guidelines and procedures. In addition, the following are also the primary responsibility of ESF #13.

- Maintain law and order
- Coordinate and provide warning to Richard Band College
- Provide security of campus facilities
- Provide traffic control under normal conditions
- Provide traffic control for special events or disruptive incidents
- Provide security of unsafe areas or potential crime scenes
- Richard Bland College Police will be the lead agency for any criminal investigations conducted on college property.
- Assist with evacuation of buildings or the entire campus

- Provide security if the institution opens a shelter for the College. **This does not pertain during State Managed Shelter operations.** (See Richard Bland SMS Plan)

Policies

- Richard Bland College ESF #13 will be coordinated with the local government's plan pursuant to the Code of Virginia.
- Campus law enforcement will coordinate the response with other ESF's on campus based on the details of the events.
- Richard Bland College maintains appropriate MOUs and Mutual Aid agreements. (See Appendix D – Memorandums of Understanding/Agreement and Mutual Aid Agreements)
- The plan and the incident command staff may become subordinate if Federal law enforcement is called upon or has jurisdiction.

Concept of Operations

General

Existing operational guidelines, procedures and department directives will provide the basis for a law enforcement response in times of emergency.

The Richard Bland College Communications Center is the point of contact for the receipt of all warnings and notification of actual or impending emergencies or disasters.

Organization

- Local Law Enforcement will utilize their normal communications networks during disasters.
- Designate areas that need to be evacuated.
- Provide traffic control and security
- Coordinate with local and State law enforcement if the event exceeds the local capability.

Actions/Responsibilities

- Maintain police intelligence capability to alert government agencies and the public to potential threats.
- Develop strategies to effectively address special emergency situations that may require distinct law enforcement procedures, such as civil disorders, hostage taking, active shooters, weapons of mass destruction, terrorist situations, bomb threats and detonations.
- Test primary communications systems and arrange for alternate systems, if necessary.
- Implementation of the evacuation procedures for the threatened areas, if necessary.



- Provide traffic and crowd control as required to maintain order.
- Implement existing mutual aid agreements with other jurisdictions, if necessary.
- Document expenses
- Coordinates backup support from other agencies.
- Initial warning and alerting
- Security of emergency site, evacuated areas, shelter areas, vital facilities and supplies.
- Assist the Health Department with identification of the dead.

Tab 1 to Emergency Support Function # 13

Richard Bland College Police Resources

Richard Bland Police			
Telephone Number	804-863-4085		
# Vehicles w/radio	3	1 w/o Radio	
Portable Generators	0		
ATV	1		
Total Officers	9		
Dispatchers	2 part-time		
EMTs	3		
Bomb Disposal	0		
Scuba Trained	0		
Deputies/Reserve/Auxiliary	0		
Two-Way Radios (Portable)	14		
Bull Horns	0		
# Aircraft	0		
Communications Van	0		
K-9 Units	0		
Fire Investigator	2 part-time		
Emergency Planner	1 part-time		

Prince George County Police Resources

Prince George Police			
Telephone Numbers (and alternate)	804-733-2770 804-733-2771 804-733-2772 804-733-2773	ECC ECC ECC Admin	
# Vehicles w/radio	67		
Portable Generators	2	Equipped with light Towers	
Mobile Crime Lab	1	Evidence recovery and collection – No Lab	
Total Officers	53		
Dispatchers	14		
EMTs	5		
Bomb Disposal	0		
Scuba Trained	0		
Deputies/Reserve/Auxiliary	12	Auxiliary Police	
Two-Way Radios (Portable)	95		
Bull Horns	1		
# Aircraft	0		
Communications Van	0		
K-9 Units	2		
Boats	1		

Dinwiddie County Sheriff's Office Resources

Dinwiddie Sheriff's Office			
Telephone Number	804-469-4550		
# Vehicles w/radio	55		
Portable Generators	0		
Mobile Crime Lab	0		
Total Officers	61		
Dispatchers	14		
EMTs	0		
Bomb Disposal	0		
Scuba Trained	0		
Deputies/Reserve/Auxiliary	0		
Two-Way Radios (Portable)	60		
Bull Horns	0		
# Aircraft	0		
Communications Van	0		
K-9 Units	1		

Tab 2 to Emergency Support Function # 13

Entry Permit to Enter Restricted Areas

Reason for entry (if scientific research, specify objectives, location, length of time needed for study, methodology, qualifications, sponsoring party, NSF grant number and date on separate page). If contractor/agent--include name of contractual resident party, attach evidence of right of interest in destination. Resident: Purpose.

Name, address, and telephone of applicant, organization, university, sponsor, or media group. Also contact person if questions should arise.

Travel (fill out applicable sections; if variable call information to dispatcher for each entry)

Method of Travel (vehicle, aircraft) _____

Description of Vehicle/Aircraft Registration _____

Route of Travel if by Vehicle _____

Destination by legal location or landmark/E911 address _____

Alternate escape route if different from above _____

Type of 2-way radio system to be used and your base station telephone number we can contact in emergency (a CB radio or radio telephone will not be accepted). Resident: cellular or home number. _____

Entry granted into hazard area.

Authorizing Signature _____ Date _____

The conditions for entry are attached to and made a part of this permit. Any violation of the attached conditions for entry can result in revocation of this permit.

The Waiver of Liability is made a part of and attached to this permit. All persons entering the closed area under this permit must sign the Waiver of Liability before entry.

Tab 3 to Emergency Support Function # 13

Waiver of Liability

(To be signed and returned with application form)

I, the undersigned, hereby understand and agree to the requirements stated in the application form and in the safety regulations and do further understand that I am entering a (high) hazard area with full knowledge that I do so at my own risk and I do hereby release and discharge the federal government, the Commonwealth of Virginia and all its political subdivisions, their officers, agents and employees from all liability for any damages or losses incurred while within the Closed Area.

I understand that the entry permit is conditioned upon this waiver. I understand that no public agency shall have any duty to attempt any search and rescue efforts on my behalf while I am in the Closed or Restricted Area.

Signatures of applicant and members of field party
Print full name first, then sign.

Date

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

Emergency Support Function # 14 – Long Term Community Recovery

Purpose

To facilitate both short term and long term recovery, following a disaster at Richard Bland College. The recovery process begins with an impact analysis of the incident and support for available programs and resources and to coordinate programs to assist in the comprehensive economic, social, and physical recovery and reconstruction of the campus impacted by the emergency.

Scope

The full scope of the institution's ESF# 14 will be based on the institutions resources, capabilities, and college plans.

Primary Agency

Richard Bland College Emergency Management
Richard Bland College Administration

Secondary/Support Agencies

Board of Visitors of the College of William and Mary in Virginia
Richard Bland College Facility Management
Richard Bland College Finance and Purchasing
State Council of Higher Education for Virginia
Virginia Department of Education

Policies

- ESF #14 will begin the recovery process for any disaster with the implementation of short term disaster relief programs by non-governmental organizations and federal and state programs authorized by a gubernatorial and/or presidential declaration of major disaster.
- The initiatives of the Governor and the Economic Crisis Strike Force will be tailored for the needs of the impacted communities and will utilize new and existing programs.
- Long-term recovery and mitigation efforts are forward-looking and market-based, focusing on permanent restoration of infrastructure, housing, and the local economy, with attention to mitigation of future impacts of a similar nature, when feasible.
- Federal agencies may be requested to continue to provide recovery assistance under independent authorities to the state and local governments; the private sector; and individuals, while coordinating activities and assessments of need for additional assistance.



Concept of Operations

General

Existing procedures and/or directives may provide the basis for short or long – term planning operations.

Organization

- The Governor will determine the need for high-level oversight of the process of reconstruction and redevelopment of the impacted area.
- The Governor may activate the Economic Crisis Strike Force (ECSF), led by the Secretary of Commerce and Trade, to organize and direct redevelopment activities.
- The Governor and the Secretary of Commerce and Trade will determine the mission and scope of the Economic Crisis Strike Force based on the sectors of the community that need redevelopment or reconstruction – such as infrastructure, economic structure, human services or special accountability issues.
- The strategy for long-term recovery should encompass, but *not* be limited to, land use, public safety, housing, public services, transportation services, and education.
- The ECSF will establish the organization, plan the strategies, and oversee the efforts to accomplish the mission.

Actions/Responsibilities

- Partner with disaster recovery agencies to implement recovery programs.
- Coordinate the State’s participation in recovery operations with FEMA, SBA and other federal agencies co-located in the Joint Field Office or other command center.
- Develop a recovery strategy that addresses, but is not limited to, infrastructure (land-use, transportation, housing, public services), economic development, and human services (public health, medical care, behavioral health services)
- Advise on the recovery implications of response activities and coordinate the transition from response to recovery in field operations.
- Identify appropriate Federal programs and agencies to support implementation of the long-term community recovery plan, ensure coordination, and identify gaps in resources available.
- Avoid duplication of assistance, coordinate to the extent possible program application processes and planning requirements to streamline assistance, and identify and coordinate resolution of policy and program issues.
- Determine and identify responsibilities for recovery activities.

Tab 1 to Emergency Support Function # 14

Disaster Recovery Centers (Identified or potential sites)

Name	Location
Statesman Hall	29370 Carson Drive Petersburg, VA 23805
Barn Theatre	530 Carson Drive Petersburg, VA 23805

Tab 1 to Emergency Support Function # 14

Joint Field Office Locations (Identified or potential sites)

Name	Location
Statesman Hall	29370 Carson Drive Petersburg, VA 23805
Barn Theatre	530 Carson Drive Petersburg, VA 23805

Emergency Support Function # 15 – External Affairs

Purpose

Provide for efficient and coordinated continuous flow of timely information and instructions to the public using all available communications media prior to, during, and following an emergency or disaster.

Scope

Provide emergency public information actions before, during, and following any emergency. Potential public information response could involve personnel from Richard Bland College, all jurisdictions, organizations, agencies, and other institutions within the affected area.

Primary Agency(s)

Richard Bland College Emergency Management
Richard Bland College Administration

Secondary/Support Agencies

Richard Bland College Police Department
Richard Bland College Public Affairs Office
Media

Concept of Operations

General

Richard Bland College is responsible for providing the affected community with information on impending or existing emergencies, to include immediate protective actions they should take such as sheltering or evacuation.

A Joint Information Center (JIC) may be activated, if the situation warrants. The JIC will likely be at an off-site location. Agencies involved will staff telephones and coordinate media activities under the supervision of the Emergency Public Information Commander, EPIO.

All agencies and organizations are responsible for providing the EPIO with appropriate timely information about the incident and actions needed to save lives and protect property.

Organization

A Public Affairs Officer may be appointed by Richard Bland College Administration to serve as the primary campus ESF #15 coordinator. Other campus officials will serve within the JIC.

Additionally, the institution will establish a Community Relations (CR) plan which will include incident specific guidance and objectives at the beginning of the incident. Conducting the CR function is a joint responsibility between campus, local, state, and federal personnel. The composition of field teams should involve a variety of university personnel, such as faculty, staff, administrator, students, and local community members. These teams assist in the rapid dissemination of information, to identify unmet needs, to establish an ongoing dialogue and information exchange, and to facilitate collaborative campus, local, state, and federal planning and mutual disaster recovery support.

Responsibilities/Actions

- Develop standard operations procedures (SOPs) to carry out the public information function.
- Develop and conduct public information programs for Richard Bland College awareness of potential disasters, as well as personal protection measures for each hazards present.
- Prepare advance copies of emergency information packages for release through the news media during actual emergencies.
- Brief local news media personnel, college officials, local, state, and federal agencies on External Affairs policies, plans, and procedures.
- Maintain current lists of radio stations, television stations, cable companies, websites, and newspapers to be utilized for public information releases.
- Maintain support agreements and liaison arrangements with other agencies and the news media, if needed.
- Maintain arrangements to provide a briefing room for the media in the vicinity of the EOC or at the location of the disaster.
- Coordinate with VDEM PIO, Governor's Press Secretary and the Secretary of Public Safety to prepare initial press releases.
- Assist with the preparation/transmission of EAS messages, if needed.
- Disseminate news releases and daily Situation Reports from the State EOC via the agency's website.
- Disseminate information to elected officials through the legislative liaison function.
- Establish, with assistance from VDEM and other agencies, the Virginia Public Inquiry Center for the general public to call for information.



- Monitor the media to insure accuracy of information and correct inaccurate information as quickly as possible.
- Plan and organize news conferences with the Governor’s staff, if necessary.
- Provide information to the public about available campus disaster relief assistance and mitigation programs.
- Coordinate efforts to provide information to public officials.
- Facilitate communications between the public and other agency officials to ensure that affected people have access and knowledge about benefits for which they may be eligible.

Emergency Support Function # 16 – Military Support

Purpose

Emergency Support Function (ESF) #16 – Military Affairs is to assist and provide Military Support (Virginia National Guard) in times of a major or catastrophic disaster, and/or civil unrest.

Scope

Requests for military assistance will be coordinated by the Coordinator of Emergency Management or designee, through the local EOC.

All requests for military support will be through VDEM except for requests to Fort Lee as outlined in local MOU's. Those requests must be made through the local EOC.

The Coordinator of Emergency Management will stay up to date with appropriate State and Federal plans, policies, and procedures related to requesting military assistance and support.

The Coordinator of Emergency Management will request assistance through the local EOC from Fort Lee as appropriate to provide immediate assistance for lifesaving operations.

The Coordinator of Emergency Management will establish and maintain contact with VDEM in order to coordinate requests for military support.

In order for the College to request assistance through the State, a local declaration from Dinwiddie and/or Prince George must be in place and the Governor of Virginia must have issued an Executive Order that declares a "State of Emergency" exists.

The President must declare a major disaster or emergency that includes Dinwiddie and/or Prince George County in order for Federal military resources to be available.

Military forces, when made available, will support and assist Dinwiddie and/or Prince George County resources and agencies that may provide assistance to Richard Bland College.

The primary mission of the Department of Defense (DOD) and its components is national defense. Because of this critical role, resources are committed after approval by the Secretary of Defense or at the direction of the President.

Many DOD components and agencies are authorized to respond to save lives, protect property and the environment, and mitigate human suffering under imminently serious conditions, as well as to provide support under their separate established authorities, as appropriate. The provision of defense support is evaluated by its legality, lethality, risk, cost, appropriateness, and impact on readiness. When Federal military and civilian personnel and resources are authorized to support civil authorities, command of those forces will remain with the Secretary of Defense.

In an imminent serious situation, commanders of active military installations are authorized to take prompt action to save human life, prevent extreme human suffering, and/or mitigate great destruction or damage of property.



Primary Agency

Richard Bland College Emergency Management

Secondary/Support Agencies

Dinwiddie and/or Prince George County Emergency Management
Virginia Department of Military Affairs (DMA)
Virginia National Guard
Virginia Department of Emergency Management (VDEM)

Concept of Operations

General

The Virginia National Guard, when directed by the Governor of the Commonwealth of Virginia, can employ Virginia National Guard personnel, equipment, and resources, through appropriate commanders, to assist civil authorities.

The Virginia National Guard will provide Military Support to Civil Authorities in accordance with the existing Virginia National Guard Operation Plan for Military Support to Civil Authorities.

Organization

The Virginia National Guard is a support agency for the other Emergency Support Functions located in the Virginia Emergency Operations Center, VEOC.

Responsibilities

- Provide Emergency Coordination Officer Representative on the State Emergency Response Team.
- Provide Military Support to civil authorities on a mission request basis, within the Virginia National Guard’s capability, and within the limitations of existing State law, military regulations, and the applicable Governor’s Executive Order.

Policies

In accordance with existing National Guard Bureau Regulations, it is understood that the primary responsibility for disaster relief shall be with Richard Bland College.

Emergency Support Function # 17 – Donations and Volunteer Management

Purpose

ESF # 17 – Donations and Volunteer Management describes the coordinating process used to ensure the most efficient and effective utilization of unaffiliated volunteers and unsolicited donated goods during a disaster or emergency situation.

Scope

Donations and volunteer services in this section refer to unsolicited goods and unaffiliated volunteer services.

Primary Agency

Richard Bland College Emergency Management
Richard Bland College Administration – Institutional Advancement

Secondary/Support Agencies

Red Cross
Salvation Army
Department of Health
Department of Social Services
Virginia Voluntary Organizations Active in Disasters (VVOAD)
Richard Bland Residence Life
Unaffected Richard Bland College groups/organizations

Policies

Richard Bland College emergency management officials, in conjunction and coordination with VVOAD, have the primary responsibility for the management, organization, and distribution of unsolicited donated goods and unaffiliated volunteer services.

The donation management process must be organized and coordinated in such a way to ensure that the affected institution is able to take full advantage of the appropriate types and amounts of the donated materials in a manner that precludes interference with or hampering of other emergency operations.

The Coordinating officials will also:

- Coordinate with other agencies to ensure goods and resources are used effectively.
- Looks principally to those organizations with established volunteer and donation management structures.
- Encourages cash donations, as the best assistance for helping affected population.

- Encourages the use of existing nongovernmental organizational volunteer and donations resources before seeking governmental assistance.

Concept of Operations

General

Volunteer and Donations Management operations may include, but not limited to the following:

- Volunteer and/or Donations Coordinator
- Phone Bank/Contact Center
- Effective liaison with other emergency support functions, local, state, and federal officials.
- Check for existing MOA and/or MOU
- Organization and Distribution of goods, services, and resources
- Pre-selecting and identifying locations for storage and distribution
- Perform record keeping, to include monetary financial tracking and procurement.

Donated Goods Management Function:

- Officials, in conjunction with VVOAD, are responsible for developing donation management plans and managing the flow of donated goods during the emergency time-frame.
- Communicate what is needed in the disaster area – cash, goods, and/or services.
- Know how to transport donations to drop-off site, to storage, to distribution area.

Volunteer Management Function:

- Management of unaffiliated volunteers requires a cooperative effort between institution officials, local, and voluntary, community, and campus based organizations.
- Campus officials, in conjunction with VVOAD, are responsible for developing plans that address the management, organization, and staffing of unaffiliated volunteers during the emergency.
- Organize and maintain a database to track volunteer's names, address, contact information, hours worked, and specialty.
- Ensure that agencies and organizations accept and manage their own staff/volunteers.
- Provide equal access for volunteers to affect community and other agencies.
- Identify individuals with specific talents, skills, or training such as doctors, nurses, communication specialist, and utilize them accordingly.

Organization

Richard Bland College Emergency Management will identify sites and facilities that will be used to receive, process, and distribute unsolicited donated goods. Necessary staff, equipment, communications, resources, and security will be provided by the institution and by other volunteer organizations as needed.

Richard Bland College Emergency Management will coordinate the disaster relief (and develop either an MOU and/or MOA with neighboring universities and colleges) actions of quasi-public and volunteer relief organizations. This is necessary to insure maximum effectiveness of relief operations and to avoid duplication of effort and services. Residence Life in conjunction with the American Red Cross should coordinate operations for providing food, clothing, and shelter to the affect victims.

Standard operating procedures will be developed to address the screening, processing, training, and assignments of volunteers who arrive following the disaster or emergency. The service to which personnel are assigned will determine the necessary training. Individuals already possessing a specialized skill or trait should be assigned duties that allow for the maximum benefit of their skills and/or traits. Each individual volunteer will be registered, and a log will be maintained of hours worked. Accurate record keeping is an essential function that must be completed on an hourly or daily basis, depending on degree of involvement.

Actions/Responsibilities

- Identify potential sites and facilities such as residence halls, gymnasiums, student commons, etc. to manage donated goods and services being channeled into the disaster area.
- Identify the necessary support requirements to ensure the prompt establishment and operations of facilities and sites.
- Assign the tasks of coordinating auxiliary manpower and material resources.
- Develop procedures for recruiting, registering and utilizing manpower and materials.
- Develop a critical resource list and procedures for acquisition in time of crisis.
- Identify a list of special materials needed, such as medical supplies for special needs population, formula for infants, insulin, and so forth.
- Develop procedures for the management, organization, storage, and distribution of donated goods and items.
- Assign volunteers to tasks that best utilize their skills and experience.
- Develop and maintain a data-base or log to track individual volunteers and financial contributions, as well as developing and maintaining a database of received goods.



- Develop and staff a “Donations Hot-Line” if necessary for individuals with questions concerning donations and volunteering.
- Compile and submit records for all disaster-related events.



Tab 1 to Emergency Support Function # 17

Volunteer Registration Form

Name: _____

Home Address: _____

Contact Number: _____

E-mail: _____

Organization: _____

Skills or Specialized Service: _____

Estimated Length of Service: _____

Special Equipment Needed: _____

Languages Known: _____

Emergency Contact Information: _____

Assigned Location: _____

Other: _____

Appendix A – Glossary of Key Terms***American Red Cross***

An organization charged by statute and agreements with the responsibility of helping meet the human needs of disaster victims.

Command Post

The location at which primary Command functions are executed; usually collocated with the Incident Base. Also referred to as the Incident Command Post or ICP.

Command Section

One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

Comprehensive Resource Management

Maximizes the use of available resources, consolidates like resources, and reduces the communications load on the Incident Command Operation.

Coordination

The process of systematically analyzing a situation, developing relevant information, and informing appropriate personnel of viable alternatives for selection of the most effective combination of available resources to meet specific objectives.

Declaration of Emergency

Whenever, in the opinion of the Governor, the safety and welfare of the people of the State require the exercise of extreme emergency measures due to a threatened or actual disaster, he may declare a state of emergency to exist (also see “Local Emergency”).

Decontamination

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

Emergency Alert System (EAS)

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

Emergency/Disaster/Incident

An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities; a major emergency or disaster is an event that usually requires resources beyond what is available locally.

Emergency Management

The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include fire-fighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

Emergency Operations Center (EOC)

A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

Emergency Operations Plan (EOP)

A document that provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

Emergency Support Function

A function that requires agencies to provide or to coordinate certain resources in response to emergencies or disasters.

Evacuation

Assisting people to move from the path or threat of a disaster to an area of relative safety.

Exercise

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

Federal Disaster Assistance

Aid to disaster victims and/or state and local governments by Federal agencies under provisions of the Booker T. Stafford Relief and Emergency Assistance Act of 1988 (PL 93-288).

Geographic Information System (GIS)

A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e.,-data identified according to location.

Hazardous Materials (HazMat)

Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored, or disposed of, that may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

Hazardous Materials Emergency Response Plan

The plan was developed in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III). It is intended to be a tool for the community's use in recognizing the risks of a hazardous materials release, in evaluating preparedness for such an event, and in planning response and recovery actions. This plan is separate from the County's Emergency Operations Plan.

Incident Commander (IC)

The individual responsible for the management of all incident operations.

Incident Command System (ICS)

A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS, there are five functional elements: Command, Operations, Logistics, Planning, and Finance/Administration.

Initial Damage Assessment Report (IDA)

A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

Integrated Communications Plan

This plan coordinates the use of available communications means and establishes frequency/channel assignments for certain functions.

Joint Information Center (JIC)

The center facilitates communications and coordination among local, State, and Federal government authorities to ensure an effective and timely response to regional emergencies and incidents, including coordination of decision-making regarding events such as closings, early release of employees, evacuation, transportation decisions, health response, etc.

Local Emergency

The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate, loss of life, property damage, or hardship. The Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby. The “governor declared” local emergency pertains only to very specific resource-related shortages (also see “Declaration of Emergency”).

Local Emergency Planning Committee (LEPC)

Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring that the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) are complied with.

Mitigation

Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

Mobile Crisis Unit

A field response team staffed and operated by mental health professionals specially trained in crisis intervention. The Mobile Crisis Unit is available to provide on-scene crisis intervention to incident victims and to follow up work with victims and formal Critical Incident Stress Debriefings for service providers after the incident has been brought under control.

Mutual Aid Agreement

A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment in an emergency situation.

National Response Framework (NRF)

Establishes a process and structure for the systematic, coordinated, and effective delivery of Federal assistance to address the consequences of any major disaster or emergency.

National Weather Service (NWS)

The Federal agency that provides localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.

Preparedness

The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises, and resources necessary to achieve readiness for all hazards, including Weapons of Mass destruction incidents.

Presidential Declaration

A presidential declaration frees up various sources of assistance from the Federal government based on the nature of the request from the governor.

Primary Agency

While several County departments will be performing varied and critical tasks during a disaster, in most cases only one agency will be considered the primary agency. The primary agency shall be responsible for detailed planning, testing, and evaluation of their respective emergency support function. The Department Director of the primary agency shall serve as the principal advisor to the Director of Emergency Management during the response and recovery phase. In addition, the Department Director or the primary agency must ensure that essential operations of his/her agency will continue, unless otherwise directed by the Director of Emergency Management.

Radio Amateur Civil Emergency Service (RACES)

A public service organization of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed. In Prince George County this group is known as Radio Amateur Civil Emergency Services (RACES).

Situation Report (SitRep)

A form that, when completed at the end of each day of local Emergency Operations Center operations, will provide the County with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the State EOC via fax or submitted through the Virginia Department of Emergency Management WebEOC.

Span of Control

As defined in the Incident Command System, Span of Control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

State of Emergency

The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the State is of sufficient severity and magnitude to warrant disaster assistance by the State to supplement local efforts to prevent or alleviate loss of life and property damage.

Superfund Amendments and Reauthorization Act of 1986 (SARA Title III)

Established Federal regulations for the handling of hazardous materials.

Supporting/Secondary Agencies

An entity with specific capabilities or resources that support the primary agencies in executing the mission of the ESF.

Unified Command

Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

Weapons of Mass Destruction (WMD)

Any explosive, incendiary, or poison gas, bomb, grenade, or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921).

Appendix B – List of Acronyms and Abbreviations

COOP	Continuity of Operations Plan
DHS	Department of Homeland Security
EAS	Emergency Alert System
ECC	Emergency Communications Center
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EPIO	Emergency Public Information Commander
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HMGP	Hazard Mitigation Grant Program
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
LEPC	Prince George County Local Emergency Planning Committee
LO	Liaison Officer
LWP	Local Warning Point
MAA	Mutual Aid Agreement
NIMS	National Incident Management System
NRF	National Response Framework



NWS	National Weather Service
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
SARA Title III	Superfund Amendments and Reauthorization Act of 1986
SO	Safety Officer
VDEM	Virginia Department of Emergency Management
VDOT	Virginia Department of Transportation
WMD	Weapon of Mass Destruction

Appendix D – Matrix of Responsibilities

	ESF #1 Transportation	ESF #2 Communications	ESF #3 Public Works	ESF #4 Fire Fighting	ESF #5 Emergency Management	ESF #6 Mass Care	ESF #7 Resource Support	ESF #8 Health & Medical	ESF #9 Search & Rescue	ESF #10 Hazardous Materials	ESF #11 Agriculture & Natural Resources	ESF #12 Energy	ESF #13 Public Safety	ESF #14 Long-Term Recovery	ESF #15 External Affairs	ESF #16 Military Support	ESF #17 Donations and Vol. Mgmt
Emergency Management		P			P		P		S	S		S	S	P	P	P	P
Fire & EMS				P				P	S	P							
Student Health Services						S		P			P						
Campus Police	P	P	S	S	S				P	S			P				
Administration/Leadership		P			S									P	P		P
Residential Life						P		S			S			S			S
Information Technology		S															
Campus Dining						S											
Finance & Purchasing							P							S			
Board of Visitors														S			
Facility Management		S	P	S					S		S	P		S			
Public Affairs															S		
VOAD					S		S				S						S
Social Services						P					S						S
Student ERT				S		S		S	S								
Grounds	S		S	S					S			S					
Public Schools	S																
Private Contractors	S											S					
Local Public Works/Utilities			S														
VDOT	S																
RACES		S															
DCJS Crime Compensation					S		S										
Dinwiddie Emerg. Mgmt.		S			S		S										
Prince Geo. Emerg. Mgmt.		S			S		S										
VA Dept. of Emerg. Mgmt.										S							
Virginia State Police										S			S				
VA Dept. of Health											S						S
Red Cross											S						S
Virginia National Guard																S	

Appendix E – Memorandums of Understanding and Mutual Aid Agreements

- Dinwiddie County - Law Enforcement Mutual Aid Agreement
- Prince George County – Law Enforcement Mutual Aid Agreement
- Southside Emergency Crew – Emergency Medical Services Mutual Aid Agreement
- Colonial Heights Baptist Church – Memorandum of Understanding
- Commonwealth of Virginia, Department of Social Services – Memorandum of Understanding



Law Enforcement Mutual Aid Agreement

THIS AGREEMENT, prepared in duplicate originals, made this 16th day of February, 2012, by and between RICHARD BLAND COLLEGE OF THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA, an institution of higher learning having a police force appointed pursuant to § 23-233 in the Commonwealth of Virginia, hereinafter referred to as "Richard Bland College" and the SHERIFF OF THE COUNTY OF DINWIDDIE, a County of the Commonwealth of Virginia, hereinafter referred to as "Dinwiddie";

WHEREAS, Virginia law authorizes governing bodies of localities and institutions of higher learning having a police force appointed pursuant to § 23-233, as well as sheriffs, to enter into reciprocal agreements for cooperation in the furnishing of law enforcement services as defined in § 15.2-1736; and

WHEREAS, Richard Bland College and Dinwiddie have determined that the provision of law enforcement aid across jurisdictional lines will increase their ability to preserve the safety and welfare of the area; and

WHEREAS, it is deemed to be mutually beneficial to Richard Bland College and Dinwiddie to enter into an agreement concerning mutual aid with regard to law enforcement; and

WHEREAS, the parties desire that the terms and conditions of any such Law Enforcement Mutual Aid Agreement be established; NOW THEREFORE

WITNESSETH

That for and in consideration of the mutual benefits to be derived by Richard Bland College and the Sheriff of Dinwiddie hereby covenant and agree, each with the other, as follows:

1. Richard Bland College and the Sheriff of Dinwiddie will endeavor to provide law enforcement support to the entities which are parties to this Agreement within capabilities available at the time the request for such support is made and within the terms of this Agreement. The terms "law enforcement support" or "support" include, without limitation, any law enforcement activity undertaken by a responding party pursuant to the Agreement.
2. Nothing contained in this Agreement should in any manner be construed to compel any of the parties hereto to respond to a request for law enforcement support when the law enforcement personnel of the entity to whom the request is made are, in the opinion of the requested entity, needed within the boundaries of that entity, nor shall any such request compel the requested entity to continue to provide law enforcement support in another entity when its law enforcement personnel or equipment, in the opinion of the requested entity, are needed for other duties within the boundaries of its jurisdiction.

3. No party of this agreement shall be liable to any other party hereto for any loss, damage, personal injury or death to law enforcement personnel or equipment resulting from the performance of this Agreement, whether such occurs with or without the jurisdictional boundaries of the respective parties hereto.

4. There shall be no liability to any of the parties hereto for reimbursement for injuries to law enforcement, equipment, or personnel occasioned by a response or law enforcement action, or for injuries to such equipment or personnel incurred when going to or returning from another entity. Neither shall the parties be liable to each other for any other costs associated with, or arising out of, the rendering of assistance pursuant to this Agreement.

5. Any parties hereto desiring to request assistance pursuant to the terms and conditions of this Agreement shall make such request to an Officer having the rank or grade of Chief of Police, or the Sheriff, or his/her designee, or to the College President for Richard Bland College, or the Sheriff of Dinwiddie.

6. The personnel of any party rendering assistance to a jurisdiction requesting assistance under this Agreement shall render such assistance under the direction of the appropriate official designated by the requesting entity; provided, however, that the ultimate control of the personnel of any party rendering assistance shall rest with the Officers or supervisors of such personnel.

7. The services performed and expenditures made under this Agreement shall be deemed for public and governmental purposes and all immunities from liability enjoyed by the local governments and institutions of higher learning within its boundaries shall extend to its participation in rendering assistance outside its boundaries. It is understood that for the purpose of this Agreement, the responding party is rendering aid once it has initiated a response pursuant to this Agreement.

8. All pension, relief, disability, worker's compensation, life and health insurance, and other benefits enjoyed by said employees shall extend to the services they perform under this Agreement outside their respective boundaries or jurisdictions.

9. All law enforcement officers, agents, and other employees of the parties to this Agreement shall have the same powers, rights, benefits, privileges, and immunities in every entity subscribing to this Agreement, including the authority to make arrests in every such locality or institution of higher learning subscribing to this Agreement.

10. The parties of this Agreement recognize that they are each fully capable of independently providing services to adequately serve their respective political subdivisions and institution of higher learning. This cooperative Agreement is entered into in furtherance of the policies set forth in Section 15.2-1736 of the Code of Virginia, 1950, as amended.

11. This Agreement repeals and supersedes all previous written agreements or oral understandings relating to the provision of mutual law enforcement services as outlined in this document.

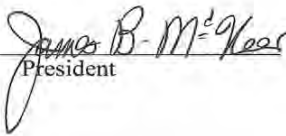


12. This Agreement is effective upon its signing and shall remain in full force and effect unless amended, or terminated by either party giving thirty (30) days written notice of that effect to the other party hereto.

IN WITNESS WHEREOF, Richard Bland College has caused its name to be subscribed hereunto by its President and the Sheriff of Dinwiddie has signed by agreement, they being duly authorized so to do.

Approved as to form:

Deborah A. Love
Assistant Attorney General and Special Council
Richard Bland College

by: 
President

Richard Bland College

Sheriff of the County of Dinwiddie

Law Enforcement Mutual Aid Agreement

THIS AGREEMENT, prepared in duplicate originals, made this 24th day of February, 2010, by and between RICHARD BLAND COLLEGE OF THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA, an institution of higher learning having a police force appointed pursuant to § 23-233 in the Commonwealth of Virginia, hereinafter referred to as "Richard Bland College", and the COUNTY OF PRINCE GEORGE, a County of the Commonwealth of Virginia, hereinafter referred to as "Prince George";

WHEREAS, Virginia law authorizes governing bodies of localities and institutions of higher learning having a police force appointed pursuant to § 23-233, to enter into reciprocal agreements for cooperation in the furnishing of law enforcement services as defined in § 15.2-1736; and

WHEREAS, Richard Bland College and Prince George have determined that the provision of law enforcement aid across jurisdictional lines will increase their ability to preserve the safety and welfare of the area; and

WHEREAS, it is deemed to be mutually beneficial to Richard Bland College and Prince George to enter into an agreement concerning mutual aid with regard to law enforcement; and

WHEREAS, the parties desire that the terms and conditions of any such Law Enforcement Mutual Aid Agreement be established; NOW THEREFORE

WITNESSETH

That for and in consideration of the mutual benefits to be derived by Richard Bland College and Prince George hereby covenant and agree, each with the other, as follows:

1. Richard Bland College and Prince George will endeavor to provide law enforcement support to the entities which are parties to this Agreement within capabilities available at the time the request for such support is made and within the terms of this Agreement. The terms "law enforcement support" or "support" include, without limitation, any law enforcement activity undertaken by a responding party pursuant to the Agreement.
2. Nothing contained in this Agreement should in any manner be construed to compel any of the parties hereto to respond to a request for law enforcement support when the law enforcement personnel of the entity to whom the request is made are, in the opinion of the requested entity, needed within the boundaries of that entity, nor shall any such request compel the requested entity to continue to provide law enforcement support in another entity when its law enforcement personnel or equipment, in the opinion of the requested entity, are needed for other duties within the boundaries of its jurisdiction.

3. No party of this agreement shall be liable to any other party hereto for any loss, damage, personal injury or death to law enforcement personnel or equipment resulting from the performance of this Agreement, whether such occurs with or without the jurisdictional boundaries of the respective parties hereto.

4. There shall be no liability to any of the parties hereto for reimbursement for injuries to law enforcement, equipment, or personnel occasioned by a response or law enforcement action, or for injuries to such equipment or personnel incurred when going to or returning from another entity. Neither shall the parties be liable to each other for any other costs associated with, or arising out of, the rendering of assistance pursuant to this Agreement.

5. Any parties hereto desiring to request assistance pursuant to the terms and conditions of this Agreement shall make such request to an Officer having the rank or grade of Chief of Police, or his/her designee, or to the College President for Richard Bland College, or the County Administrator of Prince George.

6. The personnel of any party rendering assistance to a jurisdiction requesting assistance under this Agreement shall render such assistance under the direction of the appropriate official designated by the requesting entity; provided, however, that the ultimate control of the personnel of any party rendering assistance shall rest with the Officers or supervisors of such personnel.

7. The services performed and expenditures made under this Agreement shall be deemed for public and governmental purposes and all immunities from liability enjoyed by the local governments and institutions of higher learning within its boundaries shall extend to its participation in rendering assistance outside its boundaries. It is understood that for the purpose of this Agreement, the responding party is rendering aid once it has initiated a response pursuant to this Agreement.

8. All pension, relief, disability, worker's compensation, life and health insurance, and other benefits enjoyed by said employees shall extend to the services they perform under this Agreement outside their respective boundaries or jurisdictions.

9. All law enforcement officers, agents, and other employees of the parties to this Agreement shall have the same powers, rights, benefits, privileges, and immunities in every entity subscribing to this Agreement, including the authority to make arrests in every such locality or institution of higher learning subscribing to this Agreement.

10. The parties of this Agreement recognize that they are each fully capable of independently providing services to adequately serve their respective political subdivisions and institution of higher learning. This cooperative Agreement is entered into in furtherance of the policies set forth in Section 15.2-1736 of the Code of Virginia, 1950, as amended.

11. This Agreement repeals and supersedes all previous written agreements or oral understandings relating to the provision of mutual law enforcement services as outlined in this document.

12. This Agreement may be terminated at any time by any party giving thirty (30) days written notice of that effect to the other parties hereto.

IN WITNESS WHEREOF, Richard Bland College has caused its name to be subscribed hereunto by its President and Prince George has caused its name to be subscribed hereunto by its County Administrator, they being duly authorized so to do,

Richard Bland College
by: James B. McNear
President

Approved as to form:

Debra D. Furr
Senior Assistant Attorney General
Counsel to the Board of Visitors of
The College of William and Mary in
Virginia and to Richard Bland College

John G. Kines, Jr.
John G. Kines, Jr.
County Administrator

The Commonwealth of Virginia
County of Prince George, to-wit:
Subscribed and sworn to before me this 24th day of February by John G. Kines, Jr. in my
County and State aforesaid.

My commission expires: 9/30/10

Winnie L. Quarles / # 70662237
Notary Republic

EMS Response to Richard Bland College: Memorandum of Understanding

- 1. Purpose**

The purpose of this agreement is to provide guidelines for the most appropriate treatment and transport of sick or injured individuals, with life-threatening conditions, located on the campus of Richard Bland College.
- 2. Participants**

The participating agencies for this agreement are Petersburg Fire, Rescue and Emergency Services, Southside Virginia Emergency Crew, Inc., Prince George Emergency Crew, Dinwiddie County EMS, and Richard Bland College. This agreement was formed at the request of Richard Bland College and the governing administration of each of the involved localities.
- 3. General Agreement**
 - 3.1** All requests for Emergency Medical Services to Richard Bland College will be dispatched to the Prince George Emergency Crew.
 - 3.2** If the Prince George Emergency Crew is not available, then the Prince George County dispatcher will contact Dinwiddie County EMS.
 - 3.3** If Dinwiddie County EMS is not available, then the Dinwiddie County dispatcher will contact the City of Petersburg as a mutual aid EMS agency.
 - 3.4** The City of Petersburg will respond to the Richard Bland College campus upon request for EMS from the Prince George County dispatcher. (The City of Petersburg will respond according to their current life-threatening emergencies dispatch procedures.)
 - 3.5** The Prince George County dispatcher should **request assistance from the City of Petersburg for any life-threatening emergency** as defined in Attachment 1.
 - 3.6** Requests for Emergency Medical Services for Richard Bland College provided by the City of Petersburg will be limited to those life-threatening emergencies defined in Attachment 1.
- 4. Implementation:**

This agreement will become effective August 1, 1997 and will remain in effect until 60 days after a participating agency notifies, in writing, all parties of its wishes to terminate the agreement. The original of this agreement will be kept at Richard Bland College.

5. Definitions:

Agreement-This is not a contract and as such there are no rights or damages available for a failure to perform under this document. This agreement is only intended to implement guidelines that will improve EMS responses to the campus of Richard Bland College.

Life-threatening-Those medical situations that without rapid medical intervention are likely to result in the loss of life or limb.

6. Signatures:

<u><i>J. Wallace Fire Chief</i></u> Petersburg Fire, Rescue and Emergency Services, Title	<u>7/11/97</u> Date
<u><i>James B. McNear President</i></u> Richard Bland College, Title	<u>6/5/97</u> Date
<u><i>E. M. Bowde CAPT.</i></u> Southside Virginia Emergency Crew, Inc., Title	<u>7-16-97</u> Date
<u><i>Francis J. Johnson Executive Officer</i></u> Prince George Emergency Crew, Title	<u>7/10/97</u> Date
<u><i>C.W. Varga Chairman EMS Council</i></u> Dinwiddie County EMS, Title	<u>8-1-97</u> Date

ATTACHMENT 2

**LIFE THREATENING PROBLEMS
DISPATCH PRIORITY**

- ALS Status II Ambulance and Closest Engine Company
- ALS Status I Ambulance and Closest Engine Company
- BLS Status II Ambulance and Closest Engine Company
- BLS Status I Ambulance and Closest Engine Company
- Driver Only Ambulance and Closest Engine Company
- Closest Engine Company and Mutual Aid Ambulance



COMMONWEALTH of VIRGINIA
Office of the Attorney General


William C. Mims
Attorney General

900 East Main Street
Richmond, Virginia 23219

CONFIDENTIAL: ATTORNEY-CLIENT PRIVILEGE COMMUNICATION

MEMORANDUM

TO: Michaele Shriver
Facilities Manager, Richard Bland College

FROM: James A. Fiorelli, Assistant Attorney General 
Real Estate and Land Use Section

DATE: September 16, 2009

SUBJECT: License and Use Agreement
Richard Bland College and Colonial Heights Baptist Church
Colonial Heights, Virginia

Enclosed please find the above-referenced License and Use Agreement. Please forward a copy of the fully-executed document to this Office.

It has been a pleasure to assist with your request for counsel regarding this transaction. If you have any questions with regard to this matter, please do not hesitate to call. I can be reached at 371-2416.

Enclosure

l:1362



LICENSE AND USE AGREEMENT

This License and Use Agreement (the "License"), dated this 1st day of October, 2009, is made by and between by and between COLONIAL HEIGHTS BAPTIST CHURCH, a Virginia non stock and 501(c)3 corporation (the "Licensor" or "Church"), and THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA, a corporation and an institution of higher education of the COMMONWEALTH OF VIRGINIA, for and on behalf of its Richard Bland College, (the "Licensee" or "College).

RECITALS

1. WHEREAS, as part of its Continuing Operation Plan, the College desires to arrange for temporary educational space in the event one or more of its classrooms on its Campus located in Dinwiddie and Prince George counties become unusable due to a catastrophic event.
2. WHEREAS, the Church wishes to assist the College by making its educational building available when doing so does not interfere with the Church's use of said building.

AGREEMENTS:

NOW THEREFORE, in consideration of the College paying for use of the educational building, the Church hereby grants the College a license to use the educational building located at the intersection of 17201 Jefferson Davis Highway in Chesterfield County, Virginia (the "Premises"), for the purpose of providing classrooms for educational and support space on a temporary and as-needed basis.

1. This License shall begin on October 1, 2009, for a Term of five (5) years. Notwithstanding the Term, either party may terminate this License with sixty (60) days written notice.
2. The College shall give 24-hour notice to the Church when it wishes to use the Premises. The Church intends to honor the College's request when doing so does not interfere with Church use of the building or other previously scheduled events on Church property.
3. The fees for use of the classrooms are:

Room Type A (480 square feet)	\$125 per month
Room Type B (580 square feet)	\$155 per month
Room Type C (600 square feet)	\$160 per month

Room Type D (960 square feet)

\$255 per month

4. The fees will be due on the last day of each month, and for periods of use less than one month will be prorated on a daily basis.
5. The College's use of the Premises shall be between the hours of 8AM to 10PM, Monday, Tuesday, Thursday and Friday and 8AM to 5PM Wednesday.
6. The College shall abide by local occupancy limitations in its use of the Premises.
7. The College, its students and agents shall not damage or in any way deface the Premises, including driving nails, hooks, tacks, or screws into any part of the Premises. The College shall pay the costs of repairs for any such damage caused by the College, its students or agents.
8. The College, its students and agents shall not make or allow to be made any alterations of any kind to the Premises. The College is responsible for any costs associated with returning the Premises to its original condition due to unauthorized alterations.
9. The College shall provide custodial services for the cleaning of restrooms, classrooms and hallways on the Premises used by the College.
10. The College understands that during the term of this License there will be other events taking place in other parts of the Premises. The College agrees to conduct its activities so as not to interfere with the Church's use of the Premises.
11. The Church shall make the existing parking facilities at the Church available for the vehicular traffic and parking necessitated by the College's use of the Premises.
12. The College agrees to provide its own furnishings, equipment, and setup as needed for its use of the Premises.
13. The College shall provide a minimum of one (1) security guard at all times during its use of the Premises.
14. The College will ensure that its students and agents follow all posted rules while on or in the Premises and nearby Church buildings. The College will also ensure that its students and agents observe all applicable federal, state, and local laws and ordinances while using the Premises. Failure to do so may result in the Church terminating the License with as little as two (2) weeks notice.
15. The College may not assign or transfer any of its rights or privileges under this License without the prior written consent of the Church.



16. Smoking is not permitted indoors or in immediate proximity to entries to the Premises. Dispensing or consumption of alcoholic beverages or illegal drugs is prohibited on Church grounds.

17. In permitting the College to use the Premises as described herein, the Church does not relinquish control or custody thereof and does hereby specifically retain the right to enforce any rules and regulations applicable thereto. The Church's agent or other authorized representative may enter the Premises at all times to make inspections to ensure compliance with this License.

By:

Colonial Heights Baptist Church

Dr. Randall T. Hahn
Pastor

Richard Bland College

Russell E. Whitaker, Jr.
Dean of Administration and Finance

CONTRACT NUMBER SMR-08-087

**COMMONWEALTH OF VIRGINIA
MEMORANDUM OF UNDERSTANDING**

Between

Virginia Department of Social Services (VDSS)

7 North 8th Street
Richmond VA 23219

and

Richard Bland College

11301 Johnson Road
Petersburg, VA

In as much as VDSS requires certain services and the Higher Education Institution has agreed to provide such services, by result of negotiation between the parties, and for and in consideration of the respective undertakings of the parties to this document, the following agreements are made:

1.0 PURPOSE

The purpose of this MOU is to describe the relationship between the aforementioned state entities in regard to the Commonwealth of Virginia State Managed Shelter (SMS) Program Retrofit Design and Construction Project. The aforementioned Higher Education Institution is identified as having one or more buildings suitable for use as a state shelter. To facilitate use of the building(s), VDSS is providing funds from the State Homeland Security Grant to retrofit the building(s) for a quick connect generator(s) to provide 100% electrical power to support shelter operations.

2.0 PERIOD OF AGREEMENT

- 2.1. This agreement is effective beginning June 10, 2008 and shall terminate April 30, 2009 or upon completion of project, whichever occurs first.
- 2.2. If this agreement is terminated, VDSS shall be liable only for payment of services rendered before the effective date of termination.

3.0 SCOPE OF WORK and DELIVERABLES

- 3.1. The college shall engage contractor services for the Retrofit Design and Construction Project using Attachment 1 from the CEGG Associates, L.C. Report as guidance. The Project will include electrical work, including but not limited to rewiring and installation of automatic transfer switches, to ready the building for installation of a portable generator to provide 100%

emergency power at the Statesman Hall building located on the Richard Bland College campus.

- 3.2. The college will deliver a project timeline and budget within 45 days of after signing the MOU.
- 3.3. After delivery of the project timeline, the college will provide quarterly updates until the project is completed.

4.0 COMPENSATION and METHOD OF PAYMENT

- 4.1. Total compensation for work performed under this agreement shall not exceed \$180,000.00 unless a Modification of Agreement is executed as described below.
- 4.2. Invoices (IATs) shall be submitted at the completion of the full project or completion of each component of the project, or if preferred, on a quarterly basis for performed elements in the Scope of Work. Invoices shall include only actual expenditures incurred during the invoice period. Documentation, copies of bills, contract agreements, etc., to validate those expenditures must be attached to the invoice. Mail the billing package to:
Patricia Snead, Emergency Manager
Office of Emergency Management, 4th Floor
Virginia Department of Social Services
7 N 8th Street
Richmond VA 23219

5.0 GENERAL CONDITIONS

- 5.1. Authorities: Nothing in this Agreement shall be construed as authority for either party to make commitments which will bind the other party beyond the scope of services contained herein.
- 5.2. Performances: All services provided by the Providing Institution pursuant to this Agreement shall be performed to the satisfaction of VDSS, and in accordance with the applicable federal, state and local laws, ordinances, rules and regulations.
- 5.3. Modification of Agreement: VDSS may, upon mutual agreement with the Providing Institution, issue written modifications to this agreement, to include but is not limited to, the scope of work, budget, deliverables and compensation. Any and all modifications to this agreement shall be in writing and signed by the below or their official designee.
- 5.4. Audit: The Providing Institution agrees to retain all books, records, and other documents relative to this Agreement for five (5) years after final



payment, or until audited by the Commonwealth of Virginia, whichever is later. VDSS, its authorized agent, and/or State auditors shall have full access to and the right to examine any said materials during said period.

- 5.5. **Availability of Funds:** It is understood and agreed between the parties herein that VDSS shall be bound hereunder only to the extent of the funds available or which may become available for the purpose of this agreement.

EXECUTION: IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed intending to be bound thereby.

Richard Bland College

**Virginia Department
of Social Services**

By: *[Signature]*

By: *Donald R. Rainey, Sr.*

Title: *Dean of Administration & Finance*

Title: DIRECTOR, OGS

Date: 6/19/08

Date: 6-26-08

Appendix F – Distribution List

Group	Agency/Department	Title of Recipient	How Distributed (electronic or hard-copy)
Richard Bland College	Administration	President	Electronic & Hard Copy
Richard Bland College	Administration	Provost/Dean	Electronic & Hard Copy
Richard Bland College	Administration	Dean of Administration & Finance	Electronic & Hard Copy
Richard Bland College	Administration	Chief of Police	Electronic & Hard Copy
Richard Bland College	Administration	Director of Information Technology	Electronic & Hard Copy
Richard Bland College	Maintenance	Facilities Manager	Electronic & Hard Copy
Dinwiddie County	Emergency Management	Emergency Management Coordinator	Electronic
Prince George County	Emergency Management	Emergency Management Coordinator	Electronic
City of Petersburg	Emergency Management	Emergency Management Coordinator	Electronic
State Agencies	Virginia Department of Emergency Management, Planning Division	Local Planning Assistance Program Manager	Electronic
State Agencies	Virginia State Police	Division 1 Commander	Electronic
Volunteer Organizations	Southside Red Cross	Emergency Response Coordinator	Electronic
Health Department	Dinwiddie Prince George	Emergency Planner	Electronic
Insurance Provider	FM Global	Field Engineering Consultant	Electronic

Support Annex – Tornado Plan

Tornado Plan

Richard Bland College is located in southeast central Virginia. In the past two decades, several tornados have touched down in and around this area. Most recently, Richard Bland College was placed under a tornado warning in the spring of 2011 because of Doppler indicated rotation in a severe thunderstorm which passed over the area. Each year the National Weather Service issues several severe thunderstorm warnings and tornado warnings for southeast and central Virginia. The College must remain prepared should a tornado strike our campus.

Alerting:

If a tornado warning is issued for our area, an RBC Alert notification will be transmitted to all recipients that have signed to receive RBC Alerts. In addition, a siren will sound for approximately 60 seconds. NOAA weather radios will activate in those buildings which are equipped with them. Police Communications will announce these warnings via RBC Police and Facility Management radio frequencies during normal business hours.

Procedures:

Below is a list of buildings and locations within the buildings where occupants shall seek refuge in the event of a tornado or tornado drill. Once you arrive in the predetermined location, sit in a crouched position on the floor with knees touching the ground. Bend your head toward your knees while covering the top of the head with your hands and arms. All individuals shall stay in this predetermined location and seated in this position until an all-clear signal is given by the Incident Commander. The Incident Commander will most likely be a campus police official.

Once the all-clear signal is given, you may return to your previous locations and duties. In the event of an actual tornado, staff, faculty and students will follow the College's Emergency Operations Plan and/or any instructions given by the Incident Commander.

Maze Hall: All occupants shall move to the hall way in the basement and/or any other area in the basement away from windows.

Humanities & SS: All occupants on the first floor shall remain in the room you are in and seek cover against the wall furthest from any windows. Persons on the second floor shall move to the first floor hallway for refuge.

Barn Theatre: All occupants shall move to the Green Room/costume storage area. All overflows will move to the restrooms.

Grounds Department: All occupants shall evacuate to the Barn Theatre and follow the Barn Theatre procedure.

Maintenance Shop: All occupants shall move to the restrooms.

Center for Student Affairs: All occupants will move to the workroom on the first floor, room 113. All overflows will move to the restrooms.

President's Residence: All occupants shall move to the basement under the house. RBC Police or staff member will notify the occupants once the danger has passed.

McNeer Hall: All occupants will move to the hallway of your respective floor and as far away from the end windows and main staircase as possible. Restrooms on each floor should also be used for additional sheltering.

Ernst Hall: All occupants shall move to the lecture hall on the first floor. All overflows will move to the restrooms.

Library and Commons: All occupants shall move to the restrooms located on the first floor of the library and Commons areas. If the restrooms will not provide enough room for everyone, occupants will seek refuge in the middle of the library underneath the computer tables.

Statesman Hall: All occupants shall move to the locker rooms. ITS staff will seek shelter in the locker rooms or in the restrooms in the middle of the building.

Patriot Hall: Resident Advisors will direct residents to the nearest stair well on each side of the building. Residents will move to the lowest level in the stairwell as possible. The first floor occupants may also use the men and women restrooms. Only use the side stairwells.

Freedom Hall: Resident Advisors will direct residents to the nearest stair well on each side of the building. Residents will move to the lowest level in the stairwell as possible. The first floor occupants may also use the men and women restrooms. Only use the side stairwells.

If You Are Caught Outside:

If you are on campus between buildings when the tornado siren sounds, move quickly to the nearest building and seek refuge in the designated area of that building.

If you cannot get to a building, lie down in a ditch below grade and cover your head with your hands. **Do not seek refuge in mobile property such as a vehicle.**

Support Annex – Bomb Threat and Explosives Plan and Procedures

Bomb Threat and Explosives Plan and Procedures

General

Richard Bland College needs to be prepared for many unusual occurrences and possible disasters for our campus. A bomb threat or the unfortunate possible occurrence of an explosion on campus needs to have a plan and procedures for the College community to be aware of what actions to take during these situations. The following plan and procedures will address these concerns for the College community. The Richard Bland College Police Department has an internal policy for handling these types of situations. This plan explains the procedures to follow if the occurrence happens and gives definitions that are standard in these types of situations for the faculty, staff, and visitors of the College.

The purpose of this plan is to establish guidelines to be followed if a bomb threat is communicated, a suspicious object or device is observed, and/or an explosion occurs.

Alerting

1. If an individual of the campus community observes a device, do not approach and/or handle the device. Clear the area and immediately call the Police Department at 863-4085. **DO NOT** use your cell phone, Blackberry or Radio in the immediate area once a threat is received, as radio waves may cause a device to detonate!
2. Once the Police Department is notified, the department will begin its protocol in response to bomb threats. The person observing a possible device will be asked to remain at a central location for police to communicate with the individual in person to obtain more information.
3. Evacuation procedures will be instituted by the Incident Commander and all occupants of buildings affected by the possible device will be contacted by police for specific evacuation procedures.

NOTE: DO NOT PULL FIRE ALARM IF A DEVICE IS OBSERVED OR FOR BOMB THREAT.

Procedures for Bomb Threat

Observation

1. If an individual of the campus community observes a device, do not approach and/or handle the device. Clear the area and immediately call the Police Department at 863-4085. **DO NOT** use your cell phone, Blackberry or Radio in the immediate area once a threat is received, as radio waves may cause a device to detonate!
2. Once the Police Department is notified, the department will begin its protocol in response to bomb threats. The person observing a possible device will be asked to remain at a central location for police to communicate with the individual in person to obtain more information.

3. Evacuation procedures will be instituted by the Incident Commander and all occupants of buildings affected by the possible device will be contacted by police for specific evacuation procedures.
DO NOT RETURN TO AN EVACUATED BUILDING UNTIL THE POLICE DEPARTMENT HAS ADVISED THE BUILDING CAN BE OCCUPIED.

Receiving a phone call

1. Once the call is ended, immediately press and release the receiver and when you get a dial tone, press ***57**.
2. Listen for the confirmation announcement and hang up the phone. This will let you know if the call trace was successful.
3. Once a call trace has been completed, immediately call the College Police Department at 863-4085 to report the incident. The Police Department will need to know the phone number from which the call came and the date and time that the call trace was activated. When notifying the Police Department, the police will ask specific details of the conversation to evaluate the threat. (See Additional Bomb Threat Information)
4. Once the above steps have been followed, wait for the Police Department to give all other instructions in regards to evacuation. Evacuation procedures will be conducted by the Incident Commander and all occupants of buildings affected by the possible device will be contacted by police for specific evacuation procedures. There have been occasions where a threat has stated that the bomb is located in a particular building but the caller wanted individuals to evacuate because the actual device was located outside the building and the goal of the caller was for everyone to evacuate to the actual explosion area. Once the Police Department has followed their protocol for evacuation procedures, the Incident Commander will determine if the Virginia State Police Bomb Unit is needed for further evaluation.

Procedure for Explosion

- A. After the effects or observation of an explosion, immediately call 911 for Fire and EMS service then call RBC Police Department at 863-4085. When calling, give your name, the location of the explosion, and for 911 the nature of the emergency. If fire or smoke is present, activate the fire alarm.
- B. The Incident Commander will set up an emergency command post. Keep clear of the command post unless you have official business.
- C. Emergency personnel will instruct individuals of specific evacuation procedures.
- D. Everyone except emergency personnel shall keep clear of the explosion area.
- E. In most cases, when an explosion occurs on campus the College will close until further notice by the President or his designee.



Definitions

Bomb Threat - The written and/or communication of the presence of an explosive device designed to cause injury to persons or damage to property.

Device - A device is any suspicious object which a reasonable person might suspect to be an explosive device.

Points of Contact – (Police Department) If the original call is not received by this department, anyone who receives a phone call or written communication indicating a bomb threat or explosion will follow the procedures to follow and make immediate contact with this department for further determination on actions to be taken.

Incident Commander - The Incident Commander is the on-duty Supervisor for the Police Department, who will be in charge until relieved by a senior or higher ranking officer.

Additional Bomb Threat Information

Remain calm so you can get information from the caller.

If possible **WITHOUT** letting the caller know, enlist the aid of fellow employees to notify the Richard Bland Police Department at 863-4085.

Be prepared to give the following initial information:

- Building/location you are calling from
- Name and telephone number of employee making this call

Obtain as much information as possible. At a minimum, ask the caller these questions:

- Where is it located?
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will cause it to explode?
- Why are you doing this?
- Who are you?

Record the exact time and the exact words the caller uses. Please press the ***97** feature. Listen for the confirmation announcement and hang up the phone. This will let you know if the call trace was successful.

Contact the Richard Bland Police College Department at 863-4085.

Notify your supervisor

Visually search your immediate area for any unusual objects. **DO NOT DISTURB ANY OBJECTS!**



WHAT NOT TO DO

- DON'T ignore bomb threats.
- DON'T touch suspected explosives.
- DON'T touch suspected bombs.
- DON'T move things that you don't know what they are.
- DON'T open things that you don't know what they are.
- DON'T place in water.
- DON'T shake.
- DON'T turn.
- DON'T cut wires.
- DON'T pull wires
- DON'T cut string.
- DON'T pull fuses.
- DON'T stamp out fuses.
- DON'T open glued packages.
- DON'T pass metallic tools near suspected bombs.
- DON'T move switches.
- DON'T release hooks.
- DON'T smoke near suspected bombs.
- DON'T carry bombs.
- DON'T place near vital equipment.
- DON'T investigate too closely.
- DON'T use insulating materials (bomb blankets or sandbags).
- DON'T move the bomb away from people—move people away from the bomb.

DON'T IGNORE BOMBS!!!

STAY AWAY FROM BOMBS!!!

DON'T TOUCH BOMBS!!!



CALL INFORMATION

1. Exact Wording of the Threat:

2. Pertinent Data:

- Sex of caller
- Race
- Age (estimate)
- Length of call
- Number at which the call was received
- Time of call
- Date of call

4. Caller's Voice:

- | | |
|-----------------------------------|---|
| <input type="checkbox"/> Calm | <input type="checkbox"/> Nasal |
| <input type="checkbox"/> Angry | <input type="checkbox"/> Stutter |
| <input type="checkbox"/> Excited | <input type="checkbox"/> Lisp |
| <input type="checkbox"/> Slow | <input type="checkbox"/> Raspy |
| <input type="checkbox"/> Rapid | <input type="checkbox"/> Deep |
| <input type="checkbox"/> Soft | <input type="checkbox"/> Ragged |
| <input type="checkbox"/> Loud | <input type="checkbox"/> Clearing Throat |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Deep Breathing |
| <input type="checkbox"/> Crying | <input type="checkbox"/> Cracking Voice |
| <input type="checkbox"/> Normal | <input type="checkbox"/> Disguised |
| <input type="checkbox"/> Distinct | <input type="checkbox"/> Accent (English, French, Latino) |

If voice is familiar, who did it sound like? _____

5. Background Noises:

- | | |
|---|--|
| <input type="checkbox"/> Street Noises | <input type="checkbox"/> Factory Machinery |
| <input type="checkbox"/> Crockery | <input type="checkbox"/> Animal Noises |
| <input type="checkbox"/> Voices | <input type="checkbox"/> Clear |
| <input type="checkbox"/> PA System | <input type="checkbox"/> Static |
| <input type="checkbox"/> Music | <input type="checkbox"/> Local |
| <input type="checkbox"/> House Noises | <input type="checkbox"/> Long Distance |
| <input type="checkbox"/> Motor | <input type="checkbox"/> Booth |
| <input type="checkbox"/> Office Equipment | <input type="checkbox"/> Airplanes |
| <input type="checkbox"/> Railroads | <input type="checkbox"/> Other |

6. Threat Language:

- | | |
|---|---|
| <input type="checkbox"/> Well spoken (educated) | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Foul | <input type="checkbox"/> Taped |
| <input type="checkbox"/> Irrational | <input type="checkbox"/> Message read by threat maker |

Support Annex – Active Shooter Plan

Active Shooter Plan

When a hostile person(s) is actively causing deadly harm or the imminent threat of deadly harm within a building, we recommend the following procedures be followed:

- Lock yourself in the room you are in at the time of the threatening activity.
- If communication is available, call 911.
- Don't stay in the open hall.
- Do not sound the fire alarm. A fire alarm would signal the occupants in the rooms to evacuate the building and thus place them in potential harm as they attempted to exit.
- Barricade yourself in the room with furniture or anything you can push against the door.
- Lock the window and close blinds or curtains.
- Stay away from windows.
- Turn all lights and audio equipment off.
- Try to stay calm and be as quiet as possible.
- If for some reason you are caught in an open area such as a hallway or lounge type area, you must decide what action to take.

1. You can try to hide, but make sure it is a well hidden space or you may be found as the intruder moves through the building looking for victims.

2. If you think you can safely make it out of the building by running, do so. If you decide to run, do not run in a straight line. Keep any objects you can between you and the hostile person(s) while in the building. Use trees, vehicles or any other object to block you from view as you run. When away from the immediate area of danger, summon help any way you can and warn others.

3. If the person(s) is causing death or serious physical injury to others and you are unable to run or hide, you may choose to play dead if other victims are around you.

4. The last option you have if caught in an open area in the dorm, may be to fight back. This is dangerous, but depending on your situation, this could be your last option.

5. If you are caught by the intruder and are not going to fight back, follow their directions and don't look the intruder in the eyes.

6. Once the police arrive, obey all commands. This may involve your being handcuffed or made to put your hands in the air. This is done for safety reasons and once circumstances are

evaluated by the police, they will give you further directions to follow.

This Emergency Action Plan cannot cover every possible situation that might occur.

Nevertheless, it is a training tool that can reduce the number of injuries or death if put into action as soon as a situation develops. Time is a critical factor in the management of a situation of this manner.

Warning Signs

It must be stressed that if you have had contact with **ANY INDIVIDUALS** who display the following tendencies, that you contact the police, student affairs officials, or other College official in a timely manner:

- Threatens harm or talks about killing other students, faculty or staff.
- Constantly starts or participates in fights.
- Loses temper and self-control easily.
- Swears or uses vulgar language most of the time.
- Possesses or draws artwork that depicts graphic images of death or violence.
- Assaults others constantly to include immediate family members.
- Possesses weapons (firearms or edged weapons) or has a preoccupation with them.
- Becomes frustrated easily and converts frustration into uncontrollable physical violence.

Support Annex – Influenza Plan

Influenza Plan

General

The administration of Richard Bland College is aware of the need to limit the spread of seasonal influenza. We have formulated a plan of action to prevent the spread of influenza using the guidelines set forth by the CDC for institutions of higher learning. Our plan and strategies may change in response to any changes set forth by the CDC. Please keep in mind that a plan is only as good as those who institute it and follow it. We hope to fully enlist the help of faculty, staff, students, and families to make every effort to follow these guidelines and do the best possible job of preventing the spread of influenza. Our goal is to have a successful academic year with minimal interruptions while maintaining the health and safety of those who visit our campus. Please join us in achieving our goal.

Response Strategies for the 2011-2012 Academic Year to Influenza (Flu)

What does the flu (influenza) look like?

1. fever
2. cough
3. sore throat
4. runny or stuffy nose
5. headache
6. chills
7. fatigue
8. body aches
9. sometimes vomiting and diarrhea

Procedures

What should you do if you get sick?

1. Stay home and avoid contact with other people until you are fever free for 24 hours except to get medical care. Most people with flu have mild illness and do not need medical care or antiviral drugs.
2. If you are at high risk (young children, people 65 and older, people with asthma or other chronic breathing problems, diabetics, and pregnant women) should talk to their healthcare provider to determine whether they need to be examined and receive healthcare.
3. If your symptoms progress past mild discomfort or respiratory difficulty(difficulty breathing, chest pain or abdominal pain, sudden dizziness, confusion, severe or persistent vomiting, flu-like symptoms that improve but return worse with cough) seek out medical care immediately.
4. Remember frequent hand washing and if you find it NECESSARY to be out on campus while sick remember we have masks in the lobby of Student Health.



Remember if you have any questions we can be reached at **863-1603**.

The administration of Richard Bland College encourages you to keep an eye on the important messages on the RBC webpage. If the influenza severity increases we may have to modify our policies in accordance with CDC guidelines or local conditions. If necessary, we will use the RBC alert system to make the campus aware of any changes or school closing if deemed necessary. It is our goal to provide an environment where the maximum educational benefits can be provided in the most safe and effective manner. We appreciate your continued cooperation during this seasonal influenza season!

Source: Dr. Teresa Stillion, Director of Student Health

Support Annex – Earthquake Plan

Earthquake Plan

General

One of the most frightening and destructive phenomena of nature is a severe earthquake and its terrible aftereffects. An earthquake is the sudden, rapid shaking of the earth, caused by the breaking and shifting of subterranean rock as it releases strain that has accumulated over a long time.

While earthquakes are sometimes believed to be a West Coast occurrence, there are actually 45 states and territories throughout the United States that are at moderate to high risk for earthquakes including the New Madrid fault line in Central U.S.

The 2011 East Coast earthquake illustrated the fact that it is impossible to predict when or where an earthquake will occur, so it is important that you are prepared ahead of time.

Alerting

The shaking of the ground or building will be the only warning you might receive. There will be no formal alerting of an earthquake.

Procedures

Drop, Cover and Hold On. Minimize your movements to a few steps to a nearby safe place and if you are indoors, stay there until the shaking has stopped and you are sure exiting is safe.

Indoors

- DROP to the ground; take COVER by getting under a sturdy table or other piece of furniture; and HOLD ON until the shaking stops. If there isn't a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building.
- Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture.
- Stay in bed if you are there when the earthquake strikes. Hold on and protect your head with a pillow, unless you are under a heavy light fixture that could fall. In that case, move to the nearest safe place.
- Do not use a doorway except if you know it is a strongly supported, load-bearing doorway and it is close to you. Many inside doorways are lightly constructed and do not offer protection.
- Stay inside until the shaking stops and it is safe to go outside. Do not exit a building during the shaking. Research has shown that most injuries occur when people inside buildings attempt to move to a different location inside the building or try to leave.

- DO NOT use the elevators
- Be aware that the electricity may go out or the sprinkler systems or fire alarms may turn on.

Outdoors

- Stay there
- Move away from buildings, streetlights, and utility wires.
- Once in the open, stay there until the shaking stops. The greatest danger exists directly outside buildings, at exits and alongside exterior walls. Many of the 120 fatalities from the 1933 Long Beach earthquake occurred when people ran outside of buildings only to be killed by falling debris from collapsing walls. Ground movement during an earthquake is seldom the direct cause of death or injury. Most earthquake-related casualties result from collapsing walls, flying glass, and falling objects.

Moving Vehicle

- Stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, overpasses, and utility wires.
- Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps that might have been damaged by the earthquake.

Source: Federal Emergency Management Agency
Richard Bland College Emergency Management

COMMITTEE ON ACADEMIC AFFAIRS

April 26, 2012

9:00 – 10:30 a.m.

Board Room - Blow Memorial Hall

Colin G. Campbell, Chair

Robert E. Scott, Vice Chair

- I. Introductory Remarks - Mr. Campbell
- II. Approval of Minutes – February 2, 2012
- III. Closed Session (if necessary)
- IV. Open Session

A. Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

B. Action Materials - Provost Michael R. Halleran

1. Appointment to Fill Vacancy in the Executive Faculty **Resolution 9**
2. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 10**
3. Appointments to Fill Vacancies in the Professional Faculty **Resolution 11**
4. Faculty Promotions **Resolution 12**
5. Designated Professorships **Resolution 13**
6. Term Distinguished Professorship for Associate Professor **Resolution 14**
7. William and Mary Student Professorship **Resolution 15**
8. Changes to the Faculty Handbook **Resolution 16**
9. Revision of the Bylaws of the Faculty of Arts and Sciences **Resolution 17**

COMMITTEE ON ACADEMIC AFFAIRS
April 26, 2012

10. Retirement of William D. Barnes
Department of Art and Art History **Resolution 18**
11. Retirement of George M. Bass, Jr.
School of Education **Resolution 19**
12. Retirement of Craig N. Canning
Department of History **Resolution 20**
13. Retirement of Gregory M. Capelli
Department of Biology **Resolution 21**
14. Retirement of George W. Grayson
Department of Government **Resolution 22**
15. Retirement of William J. Kossler
Department of Physics **Resolution 23**
16. Retirement of Robert E. Noonan
Department of Computer Science **Resolution 24**
17. Retirement of Ann M. Reed
Department of English **Resolution 25**
18. Retirement of Robert J. Solomon
Mason School of Business **Resolution 26**
19. Retirement of David W. Thompson
Department of Chemistry **Resolution 27**
20. Retirement of Barbara A. Watkinson
Department of Art and Art History **Resolution 28**
21. Retirement of G. Thomas White
Mason School of Business **Resolution 29**
22. Retirement of Brenda Toler Williams
School of Education **Resolution 30**

V. Report from Provost Michael R. Halleran

VI. Report from Faculty Liaison Committee Chair Professor Charles F. Gressard

VII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS

MINUTES - FEBRUARY 2, 2012

MINUTES
Committee on Academic Affairs
February 2, 2012
Board Room – Blow Memorial Hall

Attendees: Colin G. Campbell, Chair; Robert E. Scott, Vice Chair; Timothy P. Dunn; Peter A. Snyder and Todd A. Stottlemeyer. Board members present: Rector Jeffrey B. Trammell; Charles A. Banks III; Janet M. Brashear; Edward L. Flippen; R. Philip Herget III, Dennis H. Liberson, L. Clifford Schroeder, Sr., John C. Thomas, Faculty representative Alan J. Meese; Others present: President W. Taylor Reveley III, Provost Michael R. Halleran; Acting Dean Eugene Tracy; Dean John T. Wells; Henry R. Broaddus; Sarah Marchello; members of the Faculty Liaison Committee and other College staff.

Chair Colin Campbell called the Committee to order at 10:15 a.m. Following brief opening remarks and recognizing that a quorum was present, Mr. Campbell asked for a motion to approve the minutes of the meeting of December 8, 2011. Provost Halleran advised that one of the professional faculty appointees approved at the December meeting on Resolution 9, Jake R. Nelson, rescinded the offer of employment as Coordinator of Student Philanthropy and Recent Graduate Programs for University Development. Hearing no other corrections, motion to adopt the minutes as corrected was made by Mr. Scott, seconded by Mr. Dunn and approved by voice vote of the Committee.

Following brief announcements, Provost Michael Halleran introduced the co-chairs of the Curriculum Review Steering Committee, Professors Teresa Longo and Michael Lewis. Professors Longo and Lewis gave an update on the curriculum review discussions. A brief discussion ensued.

Mr. Campbell moved that the Committee convene in Closed Session for the purpose of discussing and/or approving personnel actions involving promotion and tenure of specific college employees; as provided for in Section 2.2-3711.A. 1., of the Code of Virginia. Motion was seconded by Mr. Scott and approved by voice vote. The Committee went into closed session at 11:00 a.m.

The Committee reconvened in open session at 11:27 a.m. Mr. Campbell reviewed the topics discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Scott and approved by roll call vote of the Board members conducted by Executive Assistant to the Board Sandra Wilms. (Certification **Resolution** is appended.)

Provost Halleran reviewed **Resolution 6**, Appointments to Fill Vacancies in the Professionals and Professional Faculty. The Provost noted that corrections were made to **Resolution 7(R)**, Award of Tenure, and to **Resolution 8(R)**, Faculty Promotions, to correct typographical errors, and commented briefly on **Resolution 9**, Designated Professorship; and **Resolution 10**, Faculty Leave of Absence.

Following brief discussion, Mr. Campbell asked for a motion to adopt as a block Resolutions 6 through 10. Motion was made by Mr. Scott, seconded by Mr. Dunn and approved by voice vote of the Committee. (**Resolution 7(R)** and **Resolution 8(R)** are appended.)

There being no further business, the Committee adjourned at 11:30 a.m.

February 2, 2012

CERTIFICATION OF CLOSED SESSION

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

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

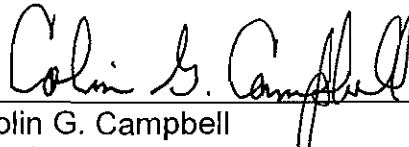
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to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

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:



Colin G. Campbell
Chair
Committee on Academic Affairs

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following members of the Faculty be awarded academic tenure, effective with the beginning of the 2012-2013 academic year:

MARK J. BRUSH, School of Marine Science

GJERGJI CICI, Mason School of Business

DANIELLE H. DALLAIRE, Department of Psychology

LEAH F. GLENN, Department of Theatre, Speech and Dance

ERIC J. HILTON, School of Marine Science

OLIVER KERSCHER, Department of Biology

ERIN K. MINEAR, Department of English

IRINA B. NOVIKOVA, Department of Physics

AMY C. OAKES, Department of Government

NATHAN B. OMAN, Marshall-Wythe School of Law

ELENA V. PROKHOROVA, Department of Modern
Languages and Literatures

NICOLE J. SANTIAGO, Department of Art and Art History

Board of Visitors

Resolution 7(R)

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COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

XIPENG SHEN, Department of Computer Science

LEA A. THEODORE, School of Education

KEVIN A. VOSE, Department of Religious Studies

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotions of the following members of the Faculty of the College, effective with the beginning of the 2012-2013 academic year:

Assistant Professor to Associate Professor

MARK J. BRUSH, School of Marine Science

GJERGJI CICI, Mason School of Business

DANIELLE H. DALLAIRE, Department of Psychology

LEAH F. GLENN, Department of Theatre, Speech and Dance

ERIC J. HILTON, School of Marine Science

OLIVER KERSCHER, Department of Biology

ERIN K. MINEAR, Department of English

IRINA B. NOVIKOVA, Department of Physics

AMY C. OAKES, Department of Government

ELENA V. PROKHOROVA, Department of Modern
Languages and Literatures

NICOLE J. SANTIAGO, Department of Art and Art History

XIPENG SHEN, Department of Computer Science

KEVIN A. VOSE, Department of Religious Studies

Board of Visitors

Resolution 8(R)

February 1-3, 2012

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COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

Associate Professor to Professor

NATHAN B. OMAN, Marshall-Wythe School of Law

Board of Visitors

Resolution 9

April 25-27, 2012

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

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

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

KATHARINE CONLEY, Dean, Faculty of Arts and Sciences and Professor of Modern Languages and Literatures, effective July 1, 2012

B.A., Harvard University, 1979
M.A., University of Colorado, 1988
M.A. (1990); Ph.D. (1992), University of Pennsylvania

Dartmouth College
Edward Tuck Professor, 2010-2012
Associate Dean for the Arts and Humanities, 2006-2011
Professor, 2004-2012
Associate Professor, 1998-2004
Assistant Professor, 1992-1998

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

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the 2012-2013 academic year:

JEFFREY BELLIN, Associate Professor of Law

B.A., Columbia University, 1995
J.D., Stanford Law School, 1999

Southern Methodist University, Dedman School of Law
Assistant Professor, 2009-2012

California Courts of Appeal
Senior Appellate Court Attorney, 2005-2009

Latham & Watkins
Litigation Associate, 2003-2005

United States Attorney's Office, Washington, DC
Assistant United States Attorney, 2000-2002

United States Court of Appeals for the District of Columbia Circuit
Law Clerk, The Honorable Merrick B. Garland, 1999-2000

ANNIE BLAZER, Assistant Professor of Religious Studies

B.A., Michigan State University, 2001
M.A. (2004); Ph.D. (2009), University of North Carolina at Chapel Hill

Centenary College
Assistant Professor, 2011-2012

Millsaps College
Faculty Teaching Fellow, 2008-2010

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

JASON ANDREW CHEN, Assistant Professor of Education

B.S. (1999); M.A. (2004); Ph.D. (2010), Emory University

Harvard University
Instructor, 2011-2012
Postdoctoral Fellow, 2010-2012

Emory University
Instructor, 2009

HARMONY J. DALGLEISH, Assistant Professor of Biology

B.A., Grinnell College, 2000
Ph.D., Kansas State University, 2007

Purdue University
HHMI Science Education Fellow, 2010-2012
Postdoctoral Research Associate, 2009-2010
Visiting Scholar, 2008-2009

Utah State University
Postdoctoral Research Associate, 2007-2009

ADAM GERSHOWITZ, Professor of Law with Tenure

B.A., University of Delaware, 1998
J.D., University of Virginia School of Law, 2001

University of Houston Law Center
Associate Professor, 2009-2012

La Trobe University School of Law, Melbourne, Australia
Visiting Professor, 2012

South Texas College of Law
Associate Professor, 2008-2009
Assistant Professor, 2005-2008

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

ADAM GERSHOWITZ (cont'd)

Covington & Burling
Litigation Associate, 2002-2005

United States Court of Appeals for the Fourth Circuit
Law Clerk, The Honorable Robert B. King, 2001-2002

LESLIE W. GRANT, Assistant Professor of Education

B.A., James Madison University, 1990
M.S.Ed., Old Dominion University, 1994
Ed.S., The George Washington University, 1997
Ph.D., College of William and Mary, 2006

College of William and Mary
Visiting Assistant Professor, 2006-2011
Visiting Instructor, 2005-2006

CHRISTOPHER L. GRIFFIN, JR., Assistant Professor of Law

B.S., Georgetown University, 2002
M.Phil., University of Oxford, 2004
J.D., Yale Law School, 2010

Duke University School of Law
Visiting Assistant Professor, 2010-2012

MATTHEW R. HILIMIRE, Assistant Professor of Psychology

B.A., State University of New York at Geneseo, 2005
M.S. (2008); Ph.D. (Candidate), Georgia Institute of Technology

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

TRACY D. JOHNSON-HALL, Instructor of Business

B.E., Vanderbilt University, 1991
M.B.A., The Pennsylvania State University, 2008
Ph.D. (Candidate), Clemson University

LANCE KENT, Assistant Professor of Economics

B.A., University of Texas at Austin, 2005
M.A. (2008); Ph.D. (Candidate), Northwestern University

JENNIFER G. KAHN, Assistant Professor of Anthropology

B.A., University of California, Berkeley, 1992
M.A., University of Calgary, 1996
Ph.D., University of California, Berkeley, 2005

University of Hawaii, Manoa
Lecturer, 2011-2012
Affiliate Associate Graduate Faculty, 2010-2012

Bernice P. Bishop Museum
Associate Anthropologist, Research Archaeologist, 2010-2012
Assistant Anthropologist, Research Archaeologist, 2008-2010

University of California, Berkeley
Assistant Researcher, 2008-2009

University of Queensland, Australia
Affiliate Lecturer, 2007
Postdoctoral Fellow in Archaeology, 2006-2008

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

MICHELLE ANNE LELIÉVRE, Assistant Professor of Anthropology and
American Studies

B.A., McGill University, 1998
M.Phil., University of Cambridge, 1999
Ph.D. (Candidate), University of Chicago

S.L. ANYA LUNDEN, Assistant Professor of English

B.A., University of California, Irvine, 1998
M.A. (2003); Ph.D. (2006), University of California, Santa Cruz

University of Georgia
Assistant Professor, 2010-2012

College of William and Mary
Visiting Assistant Professor, 2006-2010

EARNEST L. MCCALISTER, Assistant Professor of Military Science

A.S., Summit University of Louisiana, 2000

WILLIAM R. MCNAMARA, Assistant Professor of Chemistry

B.S., Lafayette College, 2006
Ph.D., Yale University, 2010

University of Rochester
Postdoctoral Researcher, 2010-2012

Yale University
Research Assistant, 2007-2010

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

MATTHEW W. MOSCA, Assistant Professor of History

B.A., University of British Columbia, 2000
A.M. (2002); Ph.D. (2008), Harvard University

Hong Kong Institute for Humanities and Social Sciences
Research Assistant Professor, 2011-2012
Postdoctoral Fellow, 2009-2011

University of California, Berkeley
Postdoctoral Fellow, 2008-2009

NEIL L. NORMAN, Assistant Professor of Anthropology

B.A., Flagler College, 1996
M.A., University of South Carolina, 2000
M.A. (2004); Ph.D. (2008), University of Virginia

College of William and Mary
American Council of Learned Societies/Mellon Foundation
New Faculty Fellow, 2010-2012
Visiting Assistant Professor, 2008-2010

ANDREJA NOVAKOVIC, Assistant Professor of Philosophy

B.A., Bryn Mawr College, 2004
M.A. (2008); Ph.D. (Candidate), Columbia University

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

FABRÍCIO PEREIRA PRADO, Assistant Professor of History

B.A. (2000); M.A. (2002), Federal University of Rio Grande do Sul - Brazil
Ph.D., Emory University, 2009

Roosevelt University
Assistant Professor, 2009-2012

University of Rio Grande do Sul – Brazil
Instructor, 2002-2004

NICHOLAS J. SANDERS, Assistant Professor of Economics

B.A., Lewis & Clark College, 2002
M.A. (2005); Ph.D. (2010), University of California, Davis

Stanford University
Postdoctoral Fellow, 2010-2012

University of California, Davis
Graduate Instructor, 2009-2010

ALISON J. SCOTT, Assistant Professor of Kinesiology and Health
Sciences

B.A., Miami University, 1995
M.S., University of Wisconsin-Madison, 1999
M.H.S. (2002); Ph.D. (2006), Johns Hopkins School of Public Health

Georgia Southern University
Assistant Professor, 2006-2012

Johns Hopkins School of Medicine
Research Assistant, Department of Adolescent Medicine, 2004-2006

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

JAIME SETTLE, Assistant Professor of Government

B.A., University of Richmond, 2007

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

BRENT W. VIBBERT, Assistant Professor of Military Science

B.S., Central Michigan University, 2009

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

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

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

MARRA AUSTIN, Associate Director, Procurement Processes,
effective March 26, 2012

B.S., Virginia Commonwealth University, 2008
A.S., Thomas Nelson Community College, 2005

Jamestown-Yorktown Foundation
Procurement and Contract Administrator, 2010-2012

Virginia Commonwealth University Health System
Senior Buyer Services, 2010
Buyer Capital Construction and Equipment, 2008-2010

BETINA L. COLEMAN, Director of Creative Services, effective
March 10, 2012

B.S., Christopher Newport University, 1988

College of William and Mary
Acting Director of Creative Services, 2011-2012
Associate Director of Creative Services, 2010-2011
Managing Web Editor, 2008-2010
Senior Web Consultant and myWM Manager, 2007-2008
Web and Learning Consultant, 2003-2007
IT Learning Consultant, 1998-2003
Telecommunications Systems Administrator, 1989-1998
Office Services Specialist, 1988-1989

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

W. DUSTIN EVATT, Coordinator, Student Philanthropy and
Recent Graduate Programs, University Development, effective
February 20, 2012

B.S., Winthrop University, 2009
M.Ed., University of Vermont, 2011

Virginia Commonwealth University
Coordinator for Student Organization Development, University Student
Commons and Activities, 2011-2012

ERIC M. GARRISON, Health Educator, Student Affairs, effective
July 1, 2012

B.A., Virginia Commonwealth University, 1992
M.A.Ed., College of William and Mary, 1994
M.Sc., University of London, 1999

Garrison Consulting
Principal, 1994-2012

College of William and Mary
Interim Health Educator, 2011-2012

PAULA LUMSDEN-HAGGERTY, Reunion Gift Officer, University
Development, effective February 27, 2012

B.S., Michigan State University, 1993
M.A., Eastern Michigan University, 1996

Direct Access Internal Medicine
Co-Owner/Managing Partner, 2010-2012

Theemailtree.com
Co-Owner/Vice President, 2009-2011

Traderonline.com
Business Development Manager, 1999-2005

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

JEREMY P. MARTIN, Assistant to the President and Provost, effective
March 21, 2012

B.S., Houghton College, 2001
M.S., Georgia State University, 2003
Ph.D., (Candidate) College of William and Mary

College of William and Mary
Graduate Fellow, Office of the President, 2010-2012

ADAM B. REYNOLDS, Assistant Director, Direct Marketing,
Annual Giving, University Development, effective March 12, 2012

B.S., Babson College, 2000
M.B.A., New York University, 2009

BBC Worldwide Americas, Inc.
Associate Director, BBC Direct, 2004-2012

Staples, Inc.
Associate Manager, Promotions, 2003-2004
Advertising Account Executive, 2000-2003

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotions of the following members of the Faculty of the College, effective with the beginning of the 2012-2013 academic year:

Associate Professor to Professor

DOROTHY E. FINNEGAN, School of Education

GREGORY S. HANCOCK, Department of Geology

ROBERT L. HICKS, Department of Economics

STEVEN E. HOLLIDAY, Department of Theatre, Speech and Dance

RAJIV KOHLI, Mason School of Business

WEIZHEN MAO, Department of Computer Science

JOHN J. MERRICK, JR., Mason School of Business

ANNE K. RASMUSSEN, Department of Music

JUNPING SHI, Department of Mathematics

KIMBERLY J. SMITH, Mason School of Business

K. SCOTT SWAN, Mason School of Business

PATTY ZWOLLO, Department of Biology

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Research Associate Professor to Research Professor

JIAN SHEN, School of Marine Science

Assistant Professor to Associate Professor

TARA LEIGH GROVE, Marshall-Wythe School of Law

Clinical Assistant Professor to Clinical Associate Professor

PATRICIA E. ROBERTS, Marshall-Wythe School of Law

COLLEGE OF WILLIAM AND MARY
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2012-2013 academic year:

JAMES R. BRADLEY, Hays T. Watkins Professor of Business

ROBERT L. HICKS, Margaret Hamilton Associate Professor of Economics

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COLLEGE OF WILLIAM AND MARY
TERM DISTINGUISHED PROFESSORSHIP
FOR ASSOCIATE PROFESSOR

The following member of the Instructional Faculty of the College of William and Mary has been recommended for a term distinguished professorship for tenured associate professors which recognizes outstanding mid-career faculty members.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorship for a three-year term for the following member of the Faculty of the College, effective with the 2012-2013 academic year:

JEANNE M. WILSON, Dorman Family Term Distinguished Associate
Professor of Business

COLLEGE OF WILLIAM AND MARY
WILLIAM AND MARY STUDENT PROFESSORSHIP

The students of the College of William and Mary have created the William and Mary Student Professorships to be funded by an annual student fee as a tangible expression of their high regard for the faculty of the College. It is the intent of the students that the annual awarding of the William and Mary Student Professorships will assist in retaining William and Mary's best faculty.

The following member of the Instructional Faculty of the College of William and Mary has been recommended for a designated professorship.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorship of the following member of the Faculty of the College for a three-year term, effective with the 2012-2013 academic year.

FRANCIS TANGLAO-AGUAS, Class of 2015 Associate Professor of
Theatre, Speech and Dance

COLLEGE OF WILLIAM AND MARY
CHANGES TO THE FACULTY HANDBOOK

After thorough review, discussion and consideration, the Faculty Assembly has developed changes to the Faculty Handbook in order to further define and clarify the role of Non-Tenure-Eligible faculty members at the College. The changes will allow for NTE faculty to be more fully integrated into the instructional faculty of each school.

These changes to the Faculty Handbook related to Non-Tenure-Eligible faculty were approved by the Faculty Assembly at their meeting on February 28, 2012, and endorsed by the Personnel Policy Committee at a meeting on March 28, 2012, with modest modifications, which were accepted by the Faculty Assembly by e-mail vote.

Section III.B.2.b.2).b. of this 2012 revision to the Faculty Handbook requires schools to adopt policies governing the Recruitment, Evaluation, Promotion and Retention of Non-Tenure Eligible (NTE) Faculty. Prior to the adoption of those policies, schools may employ NTE faculty in accordance with the policies set forth at III.B.1.b. of the Faculty Handbook (2008 revision) until the earlier of when the schools adopt the required new procedures or the passage of one year from the date the Board of Visitors approves this revision.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President and Provost, the Board of Visitors of the College of William and Mary approves the revisions to the Faculty Handbook Section III.B.2.b.2).b., effective immediately.

III. B. APPOINTMENT CATEGORIES AND CONTRACTS AND NOTICES

All appointments incorporate, and are subject to, the policies of the Board of Visitors.

All appointments require approval of the Board of Visitors.

1. Faculty Position Categories.

Although differences in mission and organization among the several faculties of the College necessitate variations in procedures, the College recognizes the fundamental principle that both faculty members and administrative officers should participate in the recruitment and appointment of faculty. All tenure eligible and tenured appointments must be made in either a department or School; however, faculty members may hold one or more joint appointments with another program, department, or School (see "Policy on Joint Appointments").

The College of William and Mary is an equal opportunity employer (see the College's Affirmative Action Plan, currently under revision). The College recruits, appoints, retains and promotes faculty members in accordance with all federal and state non-discrimination laws and regulations, and with the College's Discrimination and Affirmative Action Policies. Failure to comply with federal and state non-discrimination laws and regulations shall be handled in accordance with provisions in the Faculty Handbook Sections III.C.1.d.1. and III.F.2.

Definitions: All William & Mary instructional and research faculty positions fall into one of the categories listed in this section, and all individuals who instruct any for-credit course or activity at the College must have an appointment within one of these categories:

- a. Tenured and tenure-eligible (TTE) faculty positions.
- b. Non-Tenure Eligible (NTE) faculty positions. NTE faculty include all faculty who are not eligible for tenure. NTE faculty positions fall within the following categories:
 - 1) Full-Time Continuing NTE positions hold a presumption of continuation.
 - 2) Full-Time Specified-term NTE positions are NTE positions that terminate on the date specified in the contract and hold no presumption of continuation.
 - 3) Part-time NTE faculty are faculty who are paid by the course or for specific contracted services; they normally do not receive benefits. Part-time NTE positions may be designated as either continuing or specified-term.
 - 4) Post-doctoral fellows hold specified-term appointments as defined in and subject to the conditions of II.B.2.b. above, except that the appointments may be either full- or part-time.
 - 5) Retired faculty.

- 6) Affiliated scholars designated under the Affiliated Scholars program hold academic credentials equivalent to those of William and Mary faculty. This designation carries no salary, university duties, or expectation of university support. (For more information, see "Affiliated Scholars Program.")

2. Creating and Filling Faculty Positions.

a. Tenured and Tenure-eligible faculty.

The College of William and Mary accepts the principle of tenure and adheres to it as a moral, professional and legal obligation. Tenured faculty members are those persons who have been expressly confirmed in such status by action of the Board of Visitors on recommendation of the President subsequent to appropriate peer and administrative review. Tenure-eligible appointments must carry one of the following titles: Instructor, Assistant Professor, Associate Professor or Professor. Tenured appointments must carry one of the following titles: Associate Professor or Professor.

An appointment with tenure may be terminated by the College only for adequate cause (see Section III.B.2.d.).

Faculty who hold tenure-eligible probationary appointments may be considered for tenure under the provisions of Section III.C.1.b.ii. These probationary faculty appointments may be terminated at the end of any contract period following the standards defined in III.C.1. and the procedures defined in Section III.B.2.a.

A faculty member holding a tenured or tenure-eligible appointment at the College of William and Mary shall not hold a tenured position at any other college, university or institution of higher learning. The Provost may make an exception when an individual is sufficiently distinguished to make such an appointment beneficial to the College. The Provost shall report to the Faculty Assembly when any such appointments are made.

b. NTE faculty.

- 1) Establishment of NTE Faculty Positions. The dean of each school establishes (or - in the case of post-doctoral fellows - approves) NTE faculty positions in consultation with the appropriate faculty body in light of course-coverage and research demands and budgets. In the interest of transparency, the dean will explain to the faculty of the school the manner in which the dean has complied with this consultation requirement. NTE positions must carry one of the following titles:

Instructor, Lecturer, Senior Lecturer, Post-doctoral Fellow, Assistant Professor, Associate Professor or Professor.

For full-time NTE faculty, this title must be modified, as appropriate, with "Research," "Clinical," "Visiting," "Executive," or "of the Practice," unless otherwise approved by the Provost.

For part-time faculty, this title must be modified by "part-time," "adjunct," "visiting," "executive," or "of the practice."

2) Recruitment, Evaluation and Retention of NTE Faculty.

a. Application of College Policies Generally.

- i. Recruitment and hiring of NTE faculty shall be in accordance with College procedures, which are available through the Office of Equal Opportunity;
- ii. NTE faculty must possess the professional education, experience, and degrees appropriate or necessary for their duties; in addition, they must meet whichever of the following criteria are appropriate to their appointment, as specified in the individual's appointment contract: conscientious and effective teaching with proper command of the material of their fields, and helpfulness to their students; and/or contributions to their fields through research, scholarly, and/or creative activity, and/or through professional service.

b. School-Specific Policies. The TTE faculty of each school will establish procedures for the recruitment, evaluation, promotion and retention of NTE faculty members. These procedures shall be submitted for approval to the Procedural Review and Personnel Policy committees. School-specific procedures shall:

- i. provide for determinations of whether a given NTE appointment is specified-term or continuing;
- ii. specify roles of the dean and the TTE faculty members of the employing unit in the formal processes for recruitment via open searches, including providing a role for the dean and the TTE faculty in any decision to request from the EO Office an exemption from the regular College open search procedures;
- iii. specify roles of the dean and the TTE faculty members of the employing unit in the formal processes for evaluation of NTE faculty against appropriate standards;
- iv. specify roles of the dean and the TTE faculty members of the employing unit in the formal processes for promotion of NTE faculty;

- v. specify roles of the dean and the TTE faculty in a formal process of retention;
 - vi. indicate the voting rights and allowed service/governance roles of NTE faculty. These voting rights must exclude involvement in matters related to tenured and tenure-eligible faculty appointments, retention, promotion, and tenure.
- c. Evaluation of NTE faculty. An individual appointed to an NTE position undergoes evaluation and may be promoted in accordance with procedures established by the school, the department or the College in accordance with b.3.C.2 and b.3.C.3 below.
- d. A person in an NTE position may receive a tenure-eligible or tenured appointment only as a result of a search consistent with Handbook III.B.1.
- e. Annually the Provost shall submit to the Faculty Assembly a report on NTE appointments. That report shall include information (provided in such a way that no individual may be identified) on teaching loads, salary ranges, the provision of benefits to those having such appointments, and other relevant financial and instructional information. The Faculty Assembly, or its designated university-wide committee(s), shall review the report to determine whether the conditions pertaining to such appointments are equitable and whether the appointments are in compliance with the Faculty Handbook, and report its recommendations to the Provost.
3. Retired faculty.
- a. Emeritus Faculty. Retired tenured faculty may be awarded "emeritus" status (see III.C.1.e.).
 - b. Retirement Transition. Retired faculty members with at least ten years of full-time service at the College may, with the approval of the appropriate program director, department chair, and/or Dean and of the Provost, be eligible for re-employment with reduced responsibility. For all the terms of these appointments, see "Faculty Retirement and Return to Work Policy."

Differences between Old Specified-Term (ST) Policy
and Proposed Non-Tenure-Eligible (NTE) Policy

As the name suggests, the proposed policy creates one umbrella for all types of faculty who are not tenured or tenure-eligible (TTE). The old ST policy focused only on full-time faculty who were not eligible for tenure. It emphasized the limited use and duration of such positions. Under the proposal, schools would have the authority to adopt policies that continue that limited scope for NTE faculty, but would also have the power to adopt policies that broaden the scope and use of such faculty.

Existing Specified-Term Appointment Policy	Proposed Non-Tenure Eligible Policy
The old policy treats the <u>creation</u> of ST positions and the <u>employment</u> of people within those positions as a single issue.	The new policy would distinguish between the <u>creation</u> of NTE positions and the <u>employment</u> of people in those positions.
The old policy does not specify the procedures by which ST positions will be created or filled (nor call for the development of such procedures).	<p><i>Creating Positions.</i> The new policy would provide that deans have the power to <u>create</u> NTE positions in consultation with the appropriate faculty bodies.</p> <p><i>Filling Positions.</i> The new policy would require the faculty of each school to develop policies for recruitment of NTE faculty</p>
The old policy provides College-wide procedures for evaluation of ST and part-time faculty (p 38)	The new policy would require the schools to develop procedures for evaluation of NTE faculty
The old policy does not specify procedures for promotion or retention of Specified-Term Faculty (nor does it call for the development of such procedures)	The new policy would require each school to develop policies governing promotion and retention of NTE faculty for that school.
The old policy requires the ST appointment to expire presumptively of its own accord at the conclusion of five years (thus the term, "specified-term")	The school-specific policies would specify how decisions would be made regarding whether particular NTE appointments will be specified-term or continuing. Continuing appointments have no presumptive expiration date.

COLLEGE OF WILLIAM AND MARY
REVISION OF THE BYLAWS
OF THE FACULTY OF ARTS AND SCIENCES

The Bylaws of the Faculty of Arts and Sciences were last revised and updated in September 2011. During the fall semester 2011 the Faculty Affairs Committee undertook the task of revising and updating the Bylaws to reflect changes in voting policies for the associate deans and to clarify the roles for two committees that had some overlap in their functions.

These Bylaws were approved at the April 2012 Faculty of Arts and Sciences meeting.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves these revisions to the Bylaws of the Faculty of Arts and Sciences, effective immediately.

SUGGESTED A&S BYLAW CHANGES

Existing Language: A&S Faculty Bylaws, Article V:

Sec 4.1. There shall be a Committee on Degrees consisting of the Dean for Educational Policy as chair, and four members elected for terms of four years, one term expiring annually.

Sec. 4.2. The Committee on Degrees shall:

- a. evaluate academic credits transferred from other institutions for credit toward an undergraduate degree, and
- b. determine which students have completed the requirements for earned undergraduate degrees and certify their names to the Board of Visitors.

Sec. 4.3. In the exercise of its duties, the Committee on Degrees shall be empowered to waive the literal application of degree requirements whenever, in its judgment, special circumstances exist which justify such actions.

Sec. 5.1. There shall be a Committee on Academic Status consisting of six elected members, the Dean of Students, the Assistant Dean of Students and the Registrar. The elected members shall be elected for terms of three years, two terms expiring annually. After the election of new members, the Committee on Academic Status shall elect its chair from among the elected members.

Sec. 5.2. The Committee on Academic Status shall make recommendations to the Faculty regarding policy, and carry out existing policy, with respect to academic standards for continuation in residence and for academic classification.

SUGGESTED A&S BYLAW CHANGES

Suggested changes (underlined below):

Sec 4.1. There shall be a Committee on Degrees consisting of the Dean of Undergraduate Studies as chair, and four members elected for terms of four years, one term expiring annually. The Dean of Undergraduate Studies shall vote on policies and petitions only in the case of a tie among the elected committee members. Representatives of the University Registrar's Office, the Office of Academic Advising, and the Dean of Students Office may participate in committee proceedings in an advisory (non-voting) capacity.

Sec. 4.2. The Committee on Degrees shall:

- a. evaluate academic credits transferred from other institutions for credit toward an undergraduate degree, and
- b. in consultation with the Office of the University Registrar, determine which students have completed the requirements for earned undergraduate degrees and certify their names to the Board of Visitors.

Sec. 4.3. In the exercise of its duties, the Committee on Degrees shall be empowered to waive the literal application of degree requirements whenever, in its judgment, special circumstances exist which justify such actions.

Sec. 5.1. There shall be a Committee on Academic Status consisting of six elected members, the Dean of Students, the Dean of Undergraduate Studies, and the University Registrar. The elected members shall be elected for terms of three years, two terms expiring annually. After the election of new members, the Committee on Academic Status shall elect its chair from among the elected members. Representatives of the Registrar's Office, the Office of Academic Advising, and the Office of the Dean of Students may participate in committee proceedings in an advisory (non-voting) capacity.

Sec. 5.2. The Committee on Academic Status has three functions: 1) hearing individual student requests for exception to academic rules and regulations not directly related to fulfillment of degree requirements, grade changes, and transfer credits; 2) reviewing, at the end of each semester, the academic progress of students in academic difficulty and making continuance determinations; and 3) occasionally recommending changes in academic policy, based upon considerations prompted by individual requests

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF WILLIAM D. BARNES
DEPARTMENT OF ART AND ART HISTORY

Professor William Barnes received his B.F.A. from Drake University in 1969 and his M.F.A. in 1974 from the University of Arizona. He joined the William and Mary faculty as an instructor in 1975 and was promoted to Assistant Professor of Art and Art History in 1978. In 1981 he was promoted to associate professor and to full professor in 1997. Professor Barnes has had a long and distinguished career as a painter and as a teacher. He has a national reputation as a perceptual painter and is a frequent exhibitor of still life and landscape paintings both nationally and regionally. In the past 37 years he has had 23 solo and duo exhibitions; 91 juried exhibitions; and 73 invitational exhibitions. Professor Barnes was a member of the Bowery Gallery in New York where he had 3 solo shows. Reviewers consistently comment on the depth and breadth of his paintings. His work is represented in The Montgomery Museum of Fine Arts (Montgomery, Alabama), The Portsmouth Art Center (Portsmouth, Virginia), Washington and Jefferson College (Washington, Pennsylvania), Lamar Dodd Art Center (LaGrange, Georgia), CSX Corporation (Richmond, Virginia), and the P.J.C. Visual Arts Gallery (Pensacola, Florida), among others.

Professor Barnes has been a mainstay of the studio program for 37 years. His 2-D foundations courses are noted for their thoroughness and clarity, and for the instructor's helpfulness and enthusiasm. Majors and upper level students cite Professor Barnes' insightful comments and technical insights. Students and faculty alike have always noted his infectious enthusiasm, engaging manner, and informed criticism. Students have gone on to graduate schools such as Yale, Boston University, Washington University and the University of Indiana.

Professor Barnes' activities of governance have been mostly within the department where they have been invaluable. He served as acting chair in the spring 2002 and has been on the personnel committee throughout his time at the College. Indeed, for the past ten years, he has been absent from that committee only when on leave. The current strength of the studio program reflects his continued and informed presence on search committees and his dedication in advising students at all levels. Over the years, Professor Barnes has contributed substantially to the Andrews Hall Gallery program as the curator of many shows and as an advisor. He has been very active in bringing well known artists to campus for workshops, panels and lectures, as well as exhibitions.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GEORGE M. BASS, JR.
SCHOOL OF EDUCATION

Professor George M. Bass, Jr. received his B.A. from Yale University in 1969 and served as an elementary school teacher in Philadelphia prior to returning to school for doctoral studies. Upon completion of his Ph.D. from the University of Minnesota, Professor Bass came to the College of William and Mary in 1976 as an Assistant Professor in the School of Education.

Throughout his 36 year career at William and Mary, Professor Bass taught core undergraduate and graduate courses in educational psychology, including child and adolescent development, theories of learning, research methods, and computer applications to education. Professor Bass collaborated closely with colleagues, particularly Professor Roger Ries, to design and deliver courses foundational to the preparation of effective teachers, specialists and administrators. In 1978, Professor Bass became the first faculty member at William and Mary to obtain and use an Apple microcomputer. He was a pioneer in integrating technology into the classroom, and he developed the first course in the School of Education dedicated to the use of the computer as an educational tool. He was still incorporating new teaching technology in the 21st century when he became the first professor to acquire and use the Personal Response System (clickers!) in a W&M course. Professor Bass was a keen advisor for students from the freshman year through the doctorate. His understanding of the undergraduate and graduate curricula made him the consummate advisor. Professor Bass was recognized for his teaching and advising by the Alumni Society who bestowed upon him the Outstanding Faculty Member Award in the 1980s.

Professor Bass provided expertise to faculty colleagues on grants and other research projects. As computers and distance education technologies were emerging in the early 1980s, Professor Bass co-directed several funded projects studying technology applications with K-12 teachers and students. He served as the evaluator on Commonwealth of Virginia and National Science Foundation projects including several in the areas of gifted education, math and science. Professor Bass culminated his scholarly work with collaborations with his daughter, Kristin, who followed her father's educational path as a Ph.D. Educational Psychologist.

Professor Bass was dedicated to the governance of the College and the School serving on standing and special committees. Professor Bass was President of the Faculty Assembly in 2004, and he served on the College's Faculty Research Committee and Assessment Steering Committee for multiple terms. He chaired all of the major Standing Committees within the School of Education, including the Faculty Affairs and Financial Aid Committees. Professor Bass was the only faculty member to have served

as Coordinator for two different Areas, the School Psychology and Counselor Education Area and the Curriculum and Instruction Area. Prior to moving into the new facility, he served as the president of the School of Education Coffee Club that provided necessary caffeine to all. Professor Bass was directly involved in most of the major curricular revisions of the School of Education over the past 36 years. He is well known for his attention to information, principled reasoning, and demand for accountability through data.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of George M. Bass, Jr.; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-six years of devoted service to the university, a change in status from Associate Professor of Education to Professor of Education, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF CRAIG N. CANNING
DEPARTMENT OF HISTORY

Craig Canning joined the faculty of the College of William and Mary in 1973. He received his B.A. from the University of Utah and his M.A. and Ph.D. from Stanford University. Since his arrival on campus almost four decades ago, Professor Canning's role at the College has been fundamental to the ongoing achievements of the Lyon G. Tyler Department of History, and to the emergence and growth of East Asian Studies as part of William and Mary's increasingly global vision.

A scholar of modern China and U.S.-China relations, Professor Canning served in China as a Fulbright Senior Scholar in the Department of History at the Chinese University of Hong Kong. He also taught as a Visiting Scholar in the Beijing Program of Asian Studies in the School of International Relations and later in the China Studies Institute affiliated with the Department of History at Peking University. Professor Canning served over many summers as a consultant and scholar-escort for the Fulbright-Hays Summer Seminar on Chinese History and Culture in the People's Republic of China offered by the U.S. Department of Education. For a year he served as Director of Research and Development at the Hong-Kong America Center.

The significance of Professor Canning's scholarly and pedagogical efforts in the People's Republic of China has been matched by his work here at the College. In recognition of his excellence in teaching, the College awarded Professor Canning the Thomas Jefferson Teaching Award in 1981. The breadth of his teaching at the College has been truly remarkable. He developed and taught more than fifteen different courses for the Departments of History and Modern Languages and Literatures, including the first regularly offered history courses outside the Americas or Europe. Courses such as his history surveys of East Asian civilization and of modern China are among the core non-Western offerings in the History Department today. Professor Canning also offered classes on Chinese and Japanese literature and created and served as the first instructor in the College's Mandarin Chinese language program. He was one of the co-founders of the ongoing Keio University Summer Program, which every year brings dozens of Japanese students to campus to study American culture. He was integral to the establishment of individual Chinese and Japanese language and culture studies programs at the College and to the creation of a major in East Asian Studies.

Professor Canning's focus on "America in the World" decades prior to the College's move to adopt this view as part of our overall mission is exemplified not only through his teaching and scholarship but also in his service to the College and the profession. For nine years he was Associate Director (or Interim Director) of the Reves

Center for International Studies, and he was vital to the emergence of that center as a central player in the ever-expanding global vision of the College. He also assisted in preparing successful grant applications to the Ford Foundation, the National Endowment for the Humanities, the U.S. Department of Education, the Japan Foundation, and the Chiang Ching-kuo Foundation—all aimed at internationalizing the curriculum and broadening the scope of non-Western course offerings available to our undergraduate and graduate students. Professor Canning's tireless efforts on the international stage to improve cross-cultural understanding and on the local stage to enhance global learning experiences for our students have been essential to the success of William and Mary's international programs.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Craig N. Canning; expresses its appreciation to him for the diverse and far-reaching contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-nine years of devoted service to the university, a change in status from Associate Professor of History to Professor of History, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GREGORY M. CAPELLI
DEPARTMENT OF BIOLOGY

Gregory M. Capelli joined the faculty of the College of William and Mary in 1974 as an Assistant Professor of Biology. Professor Capelli received his B.S. from St. Louis University with a major in Biology, and his M.S. and Ph.D. in Zoology from the University of Wisconsin, Madison. He was promoted to Associate Professor at the College of William and Mary in 1980.

Throughout his career, Professor Capelli has been a tireless champion of efforts to preserve the College Woods and Lake Matoaka for teaching and research, and as a place for quiet reflection. To this end, he was the driving force behind developing the Environmental Science and Policy program at the College. Professor Capelli ran the program single-handedly from 1992-2002, before his highly successful effort was taken up with enthusiasm by others. He also was an important part of a successful grant to fund the construction of the Keck Environmental Laboratory on Lake Matoaka.

Professor Capelli has served the College community in countless ways. He has participated on a number of College and Arts and Sciences Committees, including the Committee on Degrees, the Landscape, Energy and Environment Committee, the Admissions Committee, and the Protection of Human Subjects Committee. Professor Capelli has also been a highly effective, long-standing member of numerous important committees within the Department of Biology, including the Personnel Committee and the Curriculum Committee. In the wider community, Professor Capelli has served as consultant on numerous environmental issues.

As a scholar, Professor Capelli's research interests and publications have focused on aquatic ecology and freshwater benthos ecology, in particular the long-term dynamics of amphipod and crayfish species. Professor Capelli has had a significant impact on his research field—his early papers continue to be cited at least once a year, even after 20-30 years.

The major focus of Professor Capelli's career, however, has been on our students. His passion for teaching has remained undiminished over time. His deep commitment to our teaching mission at the College has been an inspiration to us all. Through his dedication to excellence, Professor Capelli has developed generations of informed, thoughtful citizens in his non-majors Ecology and Environmental Biology course, skilled ecologists in his majors Aquatic Ecology course, and has provided transformative personal experiences blending biology and philosophy in a course on Human Nature. Former students speak of Professor Capelli's Human Nature class as a life-changing experience; awakening them to how biology informs the nature of human thought and behavior. This course brought their liberal arts education into sharp focus.

Another hallmark of Professor Capelli is his exceptionally effective out-of-class mentoring. Colleagues and students alike place great value on their interactions with Professor Capelli and have been deeply impacted by his keen intellect and wisdom, his understanding, and his compassionate and non-judgmental nature.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Gregory M. Capelli; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-eight years of devoted service to the university, a change in status from Associate Professor of Biology to Professor of Biology, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Gregory M. Capelli.

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GEORGE W. GRAYSON
DEPARTMENT OF GOVERNMENT

George W. Grayson began his service as a faculty member at the College of William & Mary in 1968. Having earned his B.A. at the University of North Carolina and his M.A. and Ph.D. at the Johns Hopkins University School of Advanced International Studies, Professor Grayson taught at George Washington University and Mary Washington College before being hired as an Assistant Professor of Government at William & Mary. Progressing through the professorial ranks, he was promoted to Associate Professor in 1970 and to Professor in 1977. In 1982, he was selected as the John Marshall Professor of Government, a position he held until his selection as the Class of 1938 Professor of Government in 1988, a position which he has held until this day. In 1976 he earned a J.D. degree from Marshall-Wythe School of Law, and in 1988, he was elected as a faculty member to Alpha Chapter of Phi Beta Kappa.

Professor Grayson has attained his reputation as a leading scholar on Mexican politics through an extensive record of publications, including more than 25 books and monographs, and dozens of book chapters and journal articles. His publications are notable for their ability to both advance the scholarly dialogue on comparative politics and to educate and inform policy-makers on issues of American-Mexican relations such as the role of oil assets, immigration, drug policy and corruption. His opinions have been published by such influential media as the New Republic, Washington Post, Financial Times, Globe and Mail, to name a few. He has been a frequent guest on a number of national news programs, and is regularly invited to provide briefings to public officials.

A dedicated and well respected teacher, Professor Grayson is known to demand that his students take great care in their writing, insisting that they present well researched papers which are written clearly and directly, with proper grammar. In addition to Mexican Politics, Professor Grayson taught Latin American Politics, Politics and Revolution and even Introduction to American Government to thousands of undergraduates.

Throughout much of his academic career, Professor Grayson also served as Williamsburg's representative in Virginia's House of Delegates. With only one year of absence between 1974 and his retirement from the legislature in 2001, George Grayson was a tenacious defender of consumer rights, a forceful advocate for education and the environment and a politician with an unusual gift for attracting attention to his cause. In 1995 he successfully sponsored legislation that ensured that the College of William & Mary retain control of the College Woods and Lake Matoaka at a time when the state was exploring land sales to raise funds to construct prisons. When forced into a district

that was divided by the James River and connected only by boat, he called the move a "ferry-mander". His constituents came to know him as a tireless worker on their behalf, and returned him to office, term after term.

Professor George Grayson, educator of four decades of William & Mary students, national expert on American relations with our southern neighbor, generous and thoughtful colleague, and political leader, has made an indelible impression on the College of William & Mary.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of George W. Grayson; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty-four years of devoted service to the university, a change in status from Class of 1938 Professor of Government to Class of 1938 Professor of Government, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF WILLIAM J. KOSSLER
DEPARTMENT OF PHYSICS

William J. "Jack" Kossler joined the faculty of the College of William & Mary in 1969. Professor Kossler received his B.Sc. from the Massachusetts Institute of Technology (MIT) in 1959 and his Ph.D. from Princeton in 1964. He was an assistant professor at MIT before his arrival at the College. His thesis advisor, D.R. Hamilton, had Nobel laureate I.I. Rabi as *his* Ph.D. advisor, so his physics "lineage" is truly distinguished.

Originally a nuclear physicist, Professor Kossler's research has focused on the use of certain evanescent building blocks of particles of nature, the muon and its cousin the positron, to study the properties of solids, including such important and fascinating materials as high-temperature superconductors. He has authored over 100 scientific papers on these studies. In 1998 he was named as a Fellow of the American Physical Society for "pioneering work using muon spin rotation techniques in condensed matter physics," and in 2002 the Ninth International Conference on Muon Spin Rotation, Relaxation, and Resonance expressed its appreciation and congratulations for his untiring efforts and splendid contributions to the field of muon science.

As an educator, Professor Kossler has ably taught 14 different courses, ranging from introductory physics, cosmology and advanced laboratories for undergraduates, to theoretical graduate courses. He has always keenly enjoyed working as a mentor to both undergraduate and graduate students on research, and introducing them to the joys (and the challenges) of using experiments to "tease out" an understanding of nature's mysteries. Emerging from his passion for student research, for almost two decades, he has directed the National Science Foundation-funded "Research Experience for Undergraduates" program at William & Mary, which has provided summer research opportunities for students from many other universities, as well as many of the College's own students. Many young scientists identify their summer research experience as the crucial spark that has led to their successful careers in science.

Professor Kossler has served the Physics Department on a wide range of committees, including the Appointments, Facilities, Steering and Graduate Admissions Committees, and for many years has acted as a model of efficiency and tact recording minutes for Physics Faculty meetings. He has served as the College's representative to outside research bodies such as the Oak Ridge Associated Universities, and has served the field of physics as an indefatigable reviewer of papers for various journals, and as an organizer of several international conferences.

His colleagues and his students value his intellectual energy, his eclectic interests in a wide range of areas of physics, and his warm sense of humor and enjoyment of life. A favorite quotation from Kipling resides on Jack's office wall: "From the rubbish in our wake, to noble noise we make, Be sure, be sure, we're going to do some splendid things." Splendid things, indeed.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ROBERT E. NOONAN
DEPARTMENT OF BIOLOGY

Bob Noonan received his A.B. in Mathematics from Providence College and his M.S. and Ph.D. in Computer Science from Purdue University, then one of only five schools in the U.S. offering a doctorate in computer science. He joined the William & Mary faculty in 1976, when the fledgling program in computer science was housed in the Department of Mathematics. Professor Noonan and his fellow computer science faculty members successfully argued for the creation of a separate Department of Computer Science at the College, which began in 1984. Thus he was a founding member of what is now a thriving department, in fact shepherding the transition in 1983-84 as Coordinator of Computer Science.

We speculate that Bob has taught at least one course to just about every W&M computer science graduate since the founding of the department. He is beloved by generations of W&M students as both a teacher and a mentor. It is telling that when the members of the first-ever W&M team invited to participate in the World Finals of the Association for Computing Machinery's International Collegiate Programming Contest were recently asked which professor they would most like to have join them on their trip to Warsaw, Poland this May, they were unanimous in their response: Professor Noonan.

As a scholar, Bob has over thirty refereed publications in venues ranging from chapters in books to journals to conference proceedings, the coin of the realm in computer science. He also has two dozen other publications, most of them technical reports on or manuals for the large number of software projects he helped develop. In addition, Bob is co-author of the book *Programming Languages: Principles and Paradigms*, now in its second edition.

In his 36 years at the College, Bob has served on many College faculty committees and many procurement committees, including the purchase of the College's first phone system. He served on the 1984-85 and 1994-95 self-study committees. In 1988 he was part of a small team that connected the College to the Internet, personally selecting "wm" as the College's domain name. Bob was appointed Acting Associate Provost for Information Technology, a position he held for two years. During that time Bob initiated the campus backbone network, which at the time of its completion, earned W&M accolades as one of the most wired campuses in the U.S.

Bob is the last of the tenured faculty members who founded the Department of Computer Science to retire. As he reminds us often when preparing us to be stewards of the department he helped create, it is a better, more successful, program than when he arrived at the College and he expects us to ensure that it is an ever better, ever more successful, program when we retire. We hope to live up to the standards he has set for us in honor of his legacy to the department and the College.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert E. Noonan; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-six years of devoted service to the university, a change in status from Professor of Computer Science to Professor of Computer Science, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ANN M. REED
DEPARTMENT OF ENGLISH

Ann Reed joined the faculty of the College of William and Mary in 1976. She holds a B.A. from Swarthmore College, a M.Ed. from the University of Pennsylvania, and a Ph.D. from Brandeis University. In her 36 years at the College, Professor Reed has served as Director of the Linguistics Program, Chair and Associate Chair of the English Department, Co-Chair of the Faculty Women's Caucus, Chair of the Child Care Committee, and Co-Chair of the Ad-Hoc Leave Policy Committee. Not surprisingly, she is the 2012 recipient of the College's most prestigious honor—The Thomas Jefferson Award.

For the major part of the past 36 years, Ann has been the Director of the Linguistics Program, a time during which the program has grown exponentially and established itself as a respected and influential undergraduate linguistics program. Whereas there were only one or two linguistics majors enrolled when she arrived at William and Mary, the Linguistics Program now has more than 60. This remarkable achievement has been primarily the result of Ann's leadership as a teacher and program director, combined with her tireless devotion to her students and advisees and her unstinting support of her colleagues.

Besides building the Linguistics Program, Ann has been a highly effective and innovative leader in the Department of English and at the College as a whole. When she arrived in 1976, she was one of a small handful of women faculty on campus, and since then, her pioneering work in the classroom, in committees, and in faculty meetings has helped make the College a more diverse and welcoming community for men and women alike. In 1992 she became the first woman to chair the Department of English, and her accomplishments during her three years as chair included reducing the enrollment size of English and linguistics classes to 30, initiating the department's internal junior leave program, and playing a major role in converting several temporary appointments into viable tenure track positions and long-term instructorships. Her impact on the larger College community has been just as significant. Whether as co-chair of the Faculty Women's Caucus or as one of the active members, Ann has made the campus a better place for all. Throughout her career she has worked quietly and insistently on gender equity issues for faculty and staff. As Chair of the Child Care Committee she was a major force in the establishment of the Williamsburg Child Care Center and as Co-Chair of the Ad-Hoc Leave Policy Committee, she argued successfully for a maternity leave policy.

For nearly four decades at William and Mary, Ann Reed has been a scientist working in the humanities, a woman working in what initially was a wholly male discipline and an overwhelmingly male faculty, a quiet inspiration to her students, and an example to the entire W&M community of intellectual commitment, professional dignity, personal compassion and scientific optimism. Ann Reed was a leader among those who carried through the quiet revolution in the College community of the 1970s, 1980s, and 1990s, when William and Mary's reputation as having the very best of teaching faculties, research communities, and faculty-administered institutions was built and solidified. Thanks to Professor Reed, this is a reputation that the College and its community will benefit from for years to come.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ROBERT J. SOLOMON
MASON SCHOOL OF BUSINESS

Robert J. Solomon earned his undergraduate degree in psychology and Master's in experimental psychology from Case Western Reserve University. He received his Ph.D. from the University of Rochester in Industrial and Organizational Psychology. He joined the young and growing School of Business Administration at the College of William and Mary as an Assistant Professor in 1975. While on leave from his regular duties at the College, 1979-80, he served as a Faculty Fellow with the National Aeronautics and Space Administration in Washington, D.C. Professor Solomon was promoted to full professor in 1994.

Professor Solomon's teaching interests include leadership, change management, negotiation and physician leadership education. He has taught a range of courses in the undergraduate and graduate business programs. He has also developed a significant national reputation in providing consultation and executive education to physicians and health care systems.

Professor Solomon's research and writing interests focus on healthcare management issues. He wrote three books to help physician leaders develop the business skills required to enhance their practices, and to manage in hospitals during turbulent times. Complementing his research publications are a series of management cases and video documentaries that he produced to use with physicians and in his courses. Professor Solomon has provided executive education and consulting services throughout the United States.

Professor Solomon's academic career at William and Mary has provided ample opportunity to serve both the Mason School and the College. Over the last thirteen years he has served as Mason School Secretary.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF DAVID W. THOMPSON
DEPARTMENT OF CHEMISTRY

David W. Thompson joined the faculty of the College of William and Mary in 1967. Professor Thompson received his B.S. from Wheaton College and his Ph.D. from Northwestern University. Over parts of his 45 year career at the College Professor Thompson served as the Director of Graduate Studies and Chair of the Department of Chemistry. Together with several faculty hired in the late 1960s, he was instrumental in bringing a new research emphasis to the Department. He remains one of the most published members of the Department with 90 peer-reviewed manuscripts, two patents and a patent application currently working its way through the U.S. Patent Office. His research career began with exploring the structures of diketone metal complexes. He then branched out into transition metal promoted carbometallation of unsaturated organic substrates and the Lewis acid-promoted formation of cyclic ethers. After his term as Department Chair, he struck up a fruitful collaboration with the NASA Langley Research Center. He remains involved in the preparation and properties of highly reflective and conductive metallized polymer films. His emphasis on scholarship and service earned him the title of Chancellor Professor in 1988.

His term as Chair was marked by considerable change in the Department. Polymer chemistry became a Ph.D. track in the new Applied Science Program and an external eminent scholar was brought into the Department. Most importantly, he made it his personal business to reverse the attrition of chemistry majors of the late 1980s by reaching out to the many freshmen taking the general chemistry courses he taught. As a result, the number of chemistry majors reached an all-time high in 1995, a record that still stands today.

Also as Chair, Professor Thompson instilled the principle that the best investment for the Department is in its faculty. Specifically, he focused on taking special care of beginning faculty members. As a result, Chemistry has had the equivalent of a junior leave program for many years and a high rate of faculty retention.

Professor Thompson's interest in chemistry, in particular, and science, in general, stems from a deep philosophical belief that there is exquisite beauty in the truth that comprises the physical principles underlying our universe. As he would say, "Science re-clothes nature with a higher reality born of the mind."

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF BARBARA A. WATKINSON
DEPARTMENT OF ART AND ART HISTORY

Professor Barbara Watkinson received her Ph.D. in art history from the University of Missouri (Columbia) in 1978. Since arriving at William and Mary in 1979 as an Assistant Professor in the Department of Art and Art History, Professor Watkinson has been a crucial contributor to the department's curriculum. She has consistently taught a schedule heavy in valuable, labor-intensive service courses, especially the introductory survey. She has also taken a special interest in courses that are critical to students' development; she instituted the practice of teaching methods of art history, and she has taken the lead in teaching freshman seminars. In 1984 she received the Society of the Alumni Teaching Award. Within her specialty—Medieval Art—she has been a key member of the Medieval Renaissance Program. Throughout her career, Professor Watkinson has also shown an interest in innovative teaching techniques: her Historic Preservation course took students into the field and into contact with civic institutions to bring the study of the built environment into a concrete and intimate relation with our way of life. This year Professor Watkinson received the Phi Beta Kappa Award for Excellence in Teaching.

Professor Watkinson has also shown her forward-looking approach in cooperative research. She has been working with an undergraduate to develop maps using the latest GPS and cartographic technologies. These maps support a research program that has occupied most of Professor Watkinson's career. Her current project, "Pro Anima Sua: The Transformation of the Landscape in Eleventh Century Anjou," operates at the intersection of disciplines—social history, archaeology, art and architectural history. Her case studies of rural churches place her meticulous account of painted programs and architectural reconstructions within the circumstances and practices of patronage and monastic politics.

Throughout her career at William and Mary, Professor Watkinson's service to the department and to the College has been extraordinary. She has devoted herself to governance at every level within the university, holding office almost continuously over 18 years. She was chair of the department from 1990 to 1997, dean of undergraduate studies from 1999 to 2003, and interim dean of faculty from 2003 to 2004. In the following year, she became the chair of the department again, for another three-year term. During this time, too, she served on numerous college wide committees and searches.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Barbara A. Watkinson; expresses its appreciation to her for the many contributions she has made to the College of William and Mary; and approves, with deep gratitude for her thirty-three years of devoted service to the university, a change in status from Associate Professor of Art and Art History to Professor of Art and Art History, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF G. THOMAS WHITE
MASON SCHOOL OF BUSINESS

G. Thomas White received his undergraduate degree in accounting from the College of William and Mary. Following graduation he pursued his profession with Eggleston Smith and Company. He returned to William and Mary to complete his MBA degree and taught for two years at Christopher Newport College. Recognizing that an academic career was in his future, he moved to Blacksburg to pursue his Ph.D. in accounting where he also gained experience as a graduate teaching assistant. Upon completion of his doctorate at Virginia Tech in 1983, he joined the faculty at William and Mary as an Assistant Professor of Accounting.

Simply stated, Professor White is an exceptional teacher in our nationally recognized accounting programs. He taught sixteen different accounting classes during his career at the College. In many cases these were new classes in the vibrant accounting and MBA programs. He was a pioneer in developing active learning approaches to teaching auditing, and all of his students gained the benefit of his dedication and knowledge. As a colleague he was always collaborative and constructive in his approach to resolving problems and building quality academic programs. Professor White received the College's Alumni Fellowship for Excellence in Teaching in 1988. He was recognized three times with Mason School teaching awards at both the undergraduate and graduate levels.

Professor White served the Mason School and College in important leadership positions. He was the Director of the Executive MBA program. Then his leadership role turned to Mason School accounting programs. During two different periods he was the coordinator for the accounting program. He also served as the first Director for a rapidly growing Master of Accounting Program. Since 2009 Professor White has led the Mason School accounting area and academic programs as the Assistant Dean. His colleagues selected Professor White to represent the Mason School on the College's Faculty Assembly where he was selected to serve as President during the 2008-09 academic year. His service also involved important roles in the ongoing strategic planning efforts for the College.

Professor White's research interests include a focus on assurance services and internal controls, and creating effective accounting instruction innovations. Complementing this research he developed cases and computer-based applications for his classes and several executive education programs.

For almost thirty years his commitment to our students, the Mason School and the College provided a solid foundation for the academic and professional accounting communities.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF BRENDA TOLER WILLIAMS
SCHOOL OF EDUCATION

Brenda Toler Williams joined the faculty of the School of Education in 1993 as an Associate Professor in Educational Administration and Special Education bringing rich expertise spanning both K-12 and higher education. With a B.S. in 1969 and an M.A. in 1972 from Hampton Institute and an Ed.D. in 1983 from the College of William and Mary, Professor Williams has devoted more than 40 years to the education profession. She began her teaching career in Hampton Institute's renowned Nongraded Laboratory School and quickly advanced into leadership positions. From 1979 through 1981, Professor Williams was a Visiting Assistant Professor in the School of Education at William and Mary where she directed federally-funded projects to prepare both special education and general education teachers to work effectively with students with disabilities. From 1981 through 1984, she served as an Assistant Professor in Child Study and Special Education at Old Dominion University. Before returning to William and Mary in 1993, Professor Williams served for nine years as Director of Special Education for Hampton City Public Schools.

Professor Williams has taught core courses in Educational Policy, Planning, and Leadership (EPPL) master's and doctoral programs primarily in special education administration and law, and in educational planning and evaluation. She has excelled as an advisor and mentor, guiding students' programs and career development and supervising their advanced internships in school divisions, the Virginia Department of Education and federal agencies. As mastermind and MC of the "Golden Hoop Ceremony," Professor Williams welcomed doctoral graduates annually into a circle of alumni committed to indefatigable leadership for effective services, advocacy for students and families, and collegial support for one another.

As a scholar, Professor Williams is best known for her analyses of the impacts of legislation and her approaches to inclusive, collaborative service delivery. She co-authored numerous articles and book chapters, as well as a book on inclusive education. Professor Williams successfully secured over \$2 million in funding for three grants over a twelve-year period to support William and Mary special education leadership preparation programs.

At national and state levels, Professor Williams has influenced both policy and practice. She served in leadership roles for the Higher Education Consortium for Special Education and was a member of the U.S. Department of Education's Blue Ribbon Commission on Leadership: Institutional Criteria for Application, Division of Research to Practice, Office of Special Education Programs, from 2002-2005.

Appointed by the Governor, she served on the Board of Visitors of Old Dominion University from 1987-1992 and the Commission on Virginians with Disabilities from 1990-2000. Professor Williams participated in a number of administrative reviews for public school divisions to improve special education programs.

Professor Williams has earned the respect of her colleagues for her leadership ability, communication skills, and integrity in governance activities. She served on every standing committee in the School of Education, chairing most of them, including the Academic Affairs Committee this past year. She was Area Coordinator for Educational Policy, Planning and Leadership and a key member of numerous search committees. Professor Williams has made especially important contributions to advance diversity efforts within the School and College.

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

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

COMMITTEE ON BUILDINGS AND GROUNDS

April 26, 2012

10:45 – 11:15 a.m.

Board Room - Blow Memorial Hall

Janet M. Brashear, Chair
Charles A. Banks III, Vice Chair

- I. Introductory Remarks – Ms. Brashear
- II. Approval of Minutes – February 2, 2012
- III. Report from Building Official. Enclosure E.
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
 - A. Capital Outlay Project Progress Report. Enclosure F.
- V. Report from Vice President for Administration - Anna B. Martin
 - A. Capital Outlay Project Progress Report. Enclosure G.
 - B. Resolution to Approve Demolition of Graduate House. **Resolution 31**.
 - C. Naming of Capelli Cove in Lake Matoaka. **Resolution 32**.
- VI. Closed Session (if necessary)
- VII. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.
- VIII. Discussion
- IX. Adjourn

COMMITTEE ON BUILDINGS AND GROUNDS

MINUTES - FEBRUARY 2, 2012

MINUTES
Committee on Buildings and Grounds
February 2, 2012
Board Room – Blow Memorial Hall

Attendees: Janet M. Brashear, Chair; Thomas R. Frantz, and Peter A. Snyder. Board members present: Rector Jeffrey B. Trammell, Colin G. Campbell, Dennis H. Liberson. Others present: Virginia M. Ambler, Robert P. Dillman, Samuel E. Jones, Michael Fox, Assistant Attorney General Deborah A. Love, Anna B. Martin, Michael L. Stump, John T. Wells, and other administrative staff.

Chair Janet M. Brashear called the Committee to order at 8:20 a.m. Recognizing that a quorum was not present, Ms. Brashear moved to hearing the reports to the Committee.

Robert P. Dillman, College Building Official, reported that construction permits were issued for VIMS' Seaside Hall and the College's new Fraternity housing project. Final certificates of occupancy were issued for the Cohen Career Center and Small Hall. The Committee had no questions.

John T. Wells, Dean and Director of the Virginia Institute of Marine Science, reviewed the \$41.0M in projects contained in the Governor's recommended budget for VIMS 2012-2014, including \$13.0M for a new Marine Advisory Facility and \$8.0M to replace the aging Research vessel, *Bay Eagle*. Mr. Wells also briefed the Committee on the work of the existing Aquaculture Center in Middlesex County, and how its work will be key to the development and understanding of future world food sources.

Anna B. Martin, Vice President for Administration, briefly reviewed highlights of the construction progress report, including the new fraternity houses, Tucker Hall, and ISC 3. The Governor's recommended (in December, 2011) Capital Budget for 2012-2014 contained funding for several preplanning studies from the College's 2012-2014 capital request. However, two renovation projects have already completed the pre-planning stage: Brafferton Hall and Tyler Hall. Ms. Martin reported that an amendment seeking partial state funding for the Brafferton renovation was under consideration by the 2012 General Assembly, as well as funding for the Preliminary Working Drawings/ Design Development stage of Tyler Hall. In a shift from previous biennia, the Governor's proposed 2012-2014 VCBA/Maintenance Reserve funding included two of the College's capital projects involving infrastructure.

Ms. Martin and Vice President for Finance Sam Jones reported to the Committee on the College's student housing inventory relative to the cost to expand and improve it. Enrollment growth has offset inventory growth, and debt service as a percent of revenue is above 7%, with a cap of 10% as set by the Board. By increasing the amount borrowed per biennia, increasing Residence Life's operating budget, and partnering with the Real Estate Foundation, the College could address the next three big projects, Chandler, Landrum and Barrett, while not pricing itself out of the market.

Ms. Martin presented **Resolution 3**, Resolution to Approve Easement for Fraternity Complex Project for Dominion Virginia Power, and **Resolution 4**, Resolution to Adopt Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002. As a Tier 3 institution under the 2006 Restructuring Act, the Board of Visitors must adopt guidelines in order to initiate or respond to a third party proposal to construct a project. As Ms. Martin explained, PPEA projects typically occur where traditional project strategies are determined to be insufficient financially, programmatically, or otherwise. The Committee asked a few questions regarding qualifying projects and general guidelines.

Hearing no further discussion and recognizing that a quorum was present, Ms. Brashear requested a motion to recommend Resolutions 3 and 4 to the full Board. Motion was made by Mr. Frantz, seconded by Mr. Snyder, and approved by a voice vote of the Committee.

Ms. Brashear requested a motion to adopt the minutes of the December 9, 2011 meeting. Motion was made by Mr. Frantz, seconded by Mr. Snyder, and approved by a voice vote of the Committee.

There being no further business, the Committee adjourned at 8:50a.m.

Board of Visitors

Enclosure E

April 25-27, 2012

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The College of

WILLIAM & MARY

Interdepartmental Communication

Department of Facilities Management

To: Janet M. Brashear, Chair, Buildings and Grounds Committee

From: Robert Dillman, PE, College Building Official

Date: April 4, 2012

Re: College Building Official Report/April 2012

Since the previous Board meeting in February we have inspected two small projects for Code compliance as they were completed and issued acknowledgements of final completion.

We have also completed initial Code inspections and reviews, and issued a temporary occupancy certificate for the VIMS Eastern Shore Seawater Laboratory. This is an unusual research facility in that it is located in an area with potential for flooding so it is built with water-tight barriers that can be placed at entryways and thus protect the building when flooding is anticipated.

All business has been routine and is proceeding smoothly; there are no significant issues to report.

cc: Anna Martin, Vice President for Administration
John Wells, Dean and Director, VIMS

VIRGINIA INSTITUTE OF MARINE SCIENCE CAPITAL OUTLAY PROJECT PROGRESS REPORT

268-90001 Seaside Hall Replacement

Anticipated Project Budget: \$1,923,429
Design Team: VIA Design Architects, Inc.
Fund Sources: Insurance Recovery

Biennium: 2010-2012
Obligated to Date: \$1,509,149
Contractor: E.T.Gresham Company, Inc.

This project supports the construction of a new 3,100 square foot library, classroom, and laboratory building which was completely destroyed by fire on November 18, 2010. A construction contract was executed on January 23, 2012. The foundation is complete and the contractor has started framing the building. The project is to be completed by November 2012.

268-17724 Eastern Shore Seawater Laboratory

Appropriation Amount: \$3,674,892
Design Team: VIA Design Architects, Inc.
Fund Source: VCBA Bonds

Biennium: 2008-2010
Obligated to Date: \$3,674,892
Contractor: Nason Construction, Inc.

This project supports construction of a new 8,000 square-foot laboratory building with running seawater for research on coastal marine ecology and aquaculture in a high salinity environment. The building is 99% complete. Substantial completion was on February 3, 2012. VIMS is currently moving into the new facility and the contractor is completing the punch list items.

268-17447 Electrical Upgrades, Chesapeake Bay Hall

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

Biennium: 2006-2008
Obligated to Date: \$236,032
Contractor: E.G. Middleton, Inc.

This project involves upgrading the electrical distribution system at Chesapeake Bay Hall. The building's electrical system did not provide the type of clean power needed by some of the sensitive electronic lab equipment and instrumentation used in modern research. The project installed transient voltage surge suppression and other improvements to the grounding system and a second emergency generator. The project is substantially complete, and the contractor has one punch list item to complete before the construction portion of the project can be inspected for final completion. VIMS is currently installing the new UPS units in various laboratories and telecom equipment rooms. The project will be completed in the Spring of 2012.

268-17400 Property Acquisition: CBNERRVA

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

Biennium: 2006-2008
Obligated to Date: \$42,896

This appropriation involves the purchase of master plan properties to support the CBNERRVA program. VIMS received a federal grant to purchase an additional 455 acres of the Catlett Islands. The Institute currently owns 65 acres of the Islands. The Purchase Agreement was signed on February 13, 2012. VIMS has procured services of various vendors to provide a boundary survey, environmental assessment, a title search and closing. The property purchase and closing date is anticipated for April 2012.

268-16522 Marine Research Building Complex

Appropriation Amount: \$31,214,371
Design Team: Clark Nexsen Architects and Engineers
Fund Sources: General Funds
GOB & VCBA Bonds
Higher Education Operating

Biennium: 2000-2002
Obligated to Date: \$31,214,371
Contractor: W.M. Jordan and Company

This appropriation funds the planning and construction of a project to demolish and replace outdated laboratory buildings with Andrews Hall, a new 71,000 square-foot scientific research building and a separate 46,000 square foot seawater laboratory. The buildings are complete and installation of a second seawater line is underway. Once the seawater line is completed, the project will be closed.

268-16634 Property Acquisition: VA-NERRS

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

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

This project acquires property by the Virginia Estuarine & Coastal Research Reserve System using federal grants. To date, VIMS has purchased a parcel on the Dragon Run (the upper Piankatank River) in November 2002 and a portion of the Catlett Islands in June 2003 for the Reserve System. The appropriation remains open for future acquisitions.

268-16299 Property Acquisition: Master Plan Properties

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

Biennium: 2000-2002
Obligated to Date: \$603,154

This appropriation involves the purchase of properties contiguous to the Gloucester Point campus. There is a piece of property that may become available for purchase in Spring 2012. The property located at 1460 Greate Road has become available and VIMS is planning to purchase the property. 97

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Page 3 of 3**268-16149 Property Acquisition: Wachapreague**

Appropriation Amount: \$743,926

Biennium: 1998-2000

Fund Sources: Private Funds

Obligated to Date: \$733,028

Higher Education Operating

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

268-12331 Maintenance Reserve

Appropriation Amounts:

Fund Source: VCBA Bonds	\$636,610	June 30, 2010 Balance
	\$275,067	2011
	\$193,060	2012

The following maintenance reserve projects are included in an Energy Savings Performance Contract:

- Replace the North Mechanical Penthouse on Chesapeake Bay Hall
- Replace the South Mechanical Penthouse on Chesapeake Bay Hall
- Replace Air Handling Units at Watermen's Hall
- Replace Chiller Rack, Electric Boiler, and Cooling Tower at Watermen's Hall

VIMS worked with the Division of Mines, Minerals, and Energy to obtain an energy audit on three of its buildings (Watermen's Hall, Chesapeake Bay Hall, and Nunnally Hall/Fisheries Science Laboratory). VIMS signed an energy performance contract with Siemens Industry, Inc. to complete the projects listed above. \$650,000 of the maintenance reserve funds are being used to support this project. Substantial completion is scheduled for Spring 2012.

The following Maintenance Reserve projects are scheduled for repairs this fiscal year:

- Replace the Roof on the Customer Service Building and Laboratory
 - The revised working drawings have been approved by the William & Mary Code Review Team. The project will be advertised for bids and is expected to be completed by Summer 2012.
- Replace Compressors/Condensers CBH
- Repair Various Roofs
- Replace Control Panels at Sewage Pump Station #1
- Point Up Exterior of Three Buildings

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

204-17278 Renovate: Power Plant & Utilities Improvements (Umbrella)

Appropriation Amount: \$13,636,000
Fund Source: VCBA, 9d Bond

Biennium: 2006-2008
Obligated to Date: \$13,093,191

204-17278-01 – Renovate: Power Plant: COMPLETE

Budget: \$10,243,331

Obligated to Date: \$10,277,437

204-17278-02 – Construct: No. Boundary St. Utility Improvements: COMPLETE

Budget : \$2,579,439

Obligated to date: \$2,475,312

204 – 17278-03 – Utility Piping Interconnect

Design Team: RMF Engineering
Budget: \$630,540
Fund Source: VCBA, 9d Bond

Biennium: 2008-2010
Obligated to Date: \$342,976
Contractor: TBD

Description: New steam and chilled water lines will be extended to Jamestown North and South Dormitories from the North Campus District Plant.

Progress: Design is complete. Distribution piping has been installed. Connection to the building and required mechanical room revisions will be executed during summer, 2012.

204-17651 Construct/Replace: Cooling Plant & Utilities Improvements (Umbrella)

Appropriation Amount: \$31,540,332
Fund Source: VCBA, 9d Bond

Biennium: 2008-2010
Obligated to Date: \$29,155,927

204-17651-01 – Construct: Cooling Plant Addition: COMPLETE

Budget: \$6,020,401

Obligated to Date: \$5,241,521

204-17651-03 – Replace: Historic Campus Utility Improvements: COMPLETE

Budget: \$802,000

Obligated to date: \$616,870

204-17651-02 & 04 – Replace: Historic Campus Utility Improvements

Design Team: RMF Engineering
Budget : \$24,717,931
Funding Source: VCBA, 9(d) bond

Biennium: 2008-2010
Obligated to date: \$23,297,535
Contractor: Mid-Atlantic
Infrastructure Systems (MIS)

Description: Design and installation of distribution piping to support steam and chilled water from the central district utility plant to the Historic Campus.

Progress: Final connections to Old Dominion Hall and the Bryan complex are complete. The distribution lines to the Wren Building and the Brafferton were just completed. Distribution to Hunt Hall and Reves Hall will be completed this summer, 2012. Upon completion of Hunt and Reves, twenty- six buildings will be connected to the newly renovated and expanded central district heating and cooling utility plant, replacing systems that were 50-70 years old. The Brafferton, the final building, will be connected to its new piping during renovation.

204-17093 Construct: Emergency Generators

Design Team: McKinney
Appropriation Amount: \$1,600,000
Fund Source: VCBA

Biennium: 2004-2006
Obligated to Date: \$1,549,379
Contractor: Multiple firms

Description: Installation of emergency generators in numerous critical campus facilities, including Facilities Management Building (site of the Crisis Action Center) and Jones Hall (computer center machine room).

Progress: Design of an emergency connection for the Muscarelle Museum is underway.

204-17652 Renovate: Tucker Hall

Design Team: Cunningham-Quill
Budget: \$10,992,000
Funding Source: VCBA

Biennium: 2008-2010
Contractor: Donley's
Obligated to date: \$1,960,066

Description: The project will reconfigure and improve the 1909 era Tucker Hall, last upgraded in 1980 for the department of English. Building systems, instructional space, and technology will be modernized.

Progress: Review of final construction documents is complete and the CM's GMP will be due at month-end, for a May 2012 construction start. Early 2012 demolition and remediation of hazardous materials will enable an approximately 11-13 month construction schedule.

204-17650 Construct: Integrated Science Center Ph 3

Design Team: EYP
Budget: \$4.8 M (SD/PD)
Funding Source: VCBA; HEO

Biennium: 2008-2010
Contractor: Whiting Turner
Obligated to date: \$358,531

Description: The project is an 113,000 GSF facility, designed for scientific research in existing applications (applied science, biology, chemistry, and psychology), future programs (inter-disciplinary), and computer modeling.

Progress: The \$85M project was included in the Commonwealth's \$1.0 billion pool (from 2008). The College requested \$5.7M to support Detailed Planning (SD/PD), and was allotted \$4.8 million by DPB.

The College selected Einhorn Yaffee and Prescott (EYP) of Washington, D.C. as the project architect, and Whiting Turner as the construction manager. Completion of preliminary drawings is expected by November 1, 2012 at which time the College will request the next increment of funding necessary to complete construction documents (WD/CD).

204 – 90003 Renovate: The Brafferton and Brafferton Kitchen

Design Team: GWWO

Biennium: 2012-2014

Budget: \$869,000

Contractor: TBD

Funding Source: Private funds/General Fund

Obligated to Date: \$695,956

Description: Renewal of building systems within the Brafferton and Brafferton kitchen. The project will seal the exterior envelope, install state of the art building systems and restore affected building fabric. Exterior envelope repairs include roof replacement, masonry repairs, perimeter drainage installation, repair of window frames/sashes, and installation of interior storm windows. Building systems upgrades will include installation of new fire detection and suppression systems, improving fire egress & accessibility, and the introduction of new heating, cooling, mechanical, electrical, security and telecommunications systems. Programmatic changes are limited to a reorganization of the third floor to improve operational functionality.

Progress: Design is complete and construction drawings have been submitted for code review. Solicitation for a construction manager has been initiated in order to bring a CM on board by mid-July. A basement crawl space archeological investigation will be conducted in August as building occupants are relocated to temporary quarters. A September construction start will enable re-occupancy by summer, 2013. Initiation of construction is contingent upon the 2012 General Assembly approving \$2.25M in state funds to complement \$2.25M in private funds, for a total project budget of 4.5M.

204-17809 Improve: Athletic Facilities (Umbrella)

Design Team: Multiple

Biennia: 2012-2014

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

Contractor: Multiple

Funding Source: 9d bonds

Obligated to Date: \$40,477

Description: Three sub-projects will address long standing athletic facility deficiencies. The sub-projects are William & Mary Hall Roof Replacement, Busch Field Lighting Repairs and Zable Stadium Window Replacement.

Progress: Busch Field lighting designs are complete, award has been made, and construction will start NLT May 1st to enable conduct of summer sports camps during the last week of June. Designs for William & Mary Hall Roof Replacement and the Zable Window Replacement were submitted for code review in mid-April. Construction awards are anticipated not later than May 30th to enable construction starts in mid-June at William and Mary Hall, and NLT mid-August at Zable Stadium, given the 8-10 week lead time for windows. Roof replacement will be complete by September. Window replacement will finish in January, 2013.

204-16340 Improve: Dormitory Renovations (Umbrella) COMPLETE

Design Team: Multiple	Biennia: 2002-2008
Budget: \$17,129,000	Contractor: Multiple
Funding Source: 9c bonds	Obligated to Date: \$17,125,377

Description: Sub-projects '01- '28 were completed under a \$17.13M NGF appropriation. Last active project: design of Yates Hall fire sprinkler installation.

Progress: The design for Yates Hall is complete, and is ready for construction in summer 2012 under project 204-17555.

204-17281 Improve: Dormitory Renovations (Umbrella)

Design Team: Multiple	Biennium: 2008-2010
Budget: \$5,000,000	Contractor: Multiple
Funding Source: 9c bonds	Obligated to Date: \$4,179,369

Description: Final summer 2012 projects are Monroe fire alarm and Taliaferro roof replacement

Progress: The designs for Taliaferro Roof and the Monroe fire alarms are complete and successfully bid within budget. Both will be constructed in summer 2012.

204-17555 Improve: Dormitory Renovations (Umbrella including Grad Housing)

Design Team: Multiple	Biennium: 2008-2010
Budget: \$2.5M	Contractor: Multiple
Funding Source: 9c bonds	Obligated to Date: \$2,402,466

Description: Following completion of the Grad Housing brick façade project, the last project is design of Barrett Hall window replacement and chilled water piping to accommodate air-conditioning (2013).

Progress: Design is complete and will be submitted for code review. Project construction is scheduled for a summer 2013.

204 – 90004 Improve: Dormitory Renovations (Umbrella)

Design Team: Multiple	Biennium: 2010-2012
Budget: \$1.6 M	Contractor: Multiple
Funding Source: 0306 HEO	Obligated to Date: \$711,403

Description: Projects: Dupont Exterior Repair, Ph 3 and Yates Fire Sprinkler installation.

Progress: Designs are complete, successful bids received, and the construction will be underway during summer 2012.

204-17811 Improve: Dormitory Renovations (Umbrella)

Design Team: Multiple	Biennium: 2010-2012
Budget: \$4.5M	Contractor: Multiple
Funding Source: 9c bonds	Obligated to Date: \$3,804,104

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

Progress: The project was been rescheduled for 2013 to enable use by Conference Services during summer 2012. Design is in progress and will be ready for summer 2013 construction.

204-17808 Construct New Fraternity Housing

Design Team: Moseley-Treanor Associates	Biennium: 2010-2012
Budget: \$25.8M	Contractor: WM Jordan
Funding Source: 9c Bonds	Obligated to date: \$3,911,582

Description: Design of a new 187 bed Fraternity Complex consisting of eleven 17 bed fraternity houses and a community building.

Progress: Work began in early February for a new 115 space parking lot adjacent to W&M Hall that replaces the lot being taken for the new project. Building construction will begin May, 2012. Substantial completion is scheduled for July, 2013.

0016-002-11 Renovate Campus Center -- Feasibility Study (204-17554)

Design Team: Moseley – WTW Architects
Budget: \$199,250 (\$35M 9c appropriated)
Funding Source: 0306
Biennium: 2010-2012
Contractor: TBD
Obligated to date: \$190,285

Description: A feasibility study to renew the Campus Center will address programming, phasing, temporary space requirements and conceptual cost estimating.

Progress: The draft report is under review.

0135-001-11 Construct Law School Addition – Feasibility Study

Design Team: VMDO Architects
Budget: \$160,000
Funding Source: Law School
Biennium: 2010-2012
Contractor: TBD
Obligated to date: \$156,247

Description: A feasibility study to provide additional square footage to the north, east and west sides of the original facility. The study will address programming, phasing, temporary space requirements, and conceptual cost estimates

Progress: VMDO Architects have created a preferred space program. Guidance is being incorporated to finalize functional adjacencies and corresponding floor plans, as well as project cost estimates.

2010-2012 Major Repair and Maintenance Reserve

2008-2010 (Carry Forward): \$1,772,812
2010-2012 Appropriation: \$3,033,380
FY 2011: \$1,620,563
FY 2012: \$1,412,817

Grand Total: \$4,806,192

Completed projects:

- 204 – 00049 Cooling Tower Repairs \$ 11,406
- 204 – 00008 – 2 Crim Dell BMP Maintenance \$ 52,650
- 204 – 00008 – 3 Millington Hall E&S \$ 58,277
- 204 – 00009 – Yates Sewer Repair \$ 77,500
- 204 – 00006 – 1 Davis House Ramp \$ 27,497
- 204 – 00006 - 2 Wren Wheelchair Lift \$ 51,000
- 204 – 00006 – 3 Fraternity/Intramural Field Pathway \$ 11,000

• 204 – 00006 – 4 Blair Hall Pathways	\$ 47,329
• 204 – 00055 – 1 Morton Hall East Wing Waterproofing	\$ 56,834
• 204 - 00055 – 2 Old Dominion North Wall Waterproofing	<u>\$ 56,628</u>
	\$450,121
Projects under construction:	
• 204 – 00051 T-12 Lighting Retrofit	\$350,000
Projects ready for bid/award:	
• 204 – 00009 Jones Hall – Adair Hall Sewer Repair	\$ 30,000
• 204 – 00010 PBK Structural Repairs	\$591,765
• 204 – 00027 Ewell Hall Attic Fire Alarm Replacement	\$166,100
• 204 – 00050 Replace: Halon Systems	\$342,000
• 204 – 00055 – 3 Admissions North Wall Waterproofing	\$ 13,200
• 204 – 00055 – 4 Swem Pavilion A + B Windows/Doors	\$550,000
• 204 – 00073 Multiple Roof Repairs (Hoke House)	\$200,000
• 204 – 00077 – 1 ISC Energy Conservation	\$ 85,000
• 204 – 00077 – 2 Washington Hall DDC Controls	\$ 42,000
• 204 – 00077 – 3 Jones Hall DCC Controls	<u>\$205,000</u>
	\$2,225,065
Projects in design:	
• 204 – 00007 ADA Accessibility (Jones Hall Elevator)	\$ 50,000

**RESOLUTION TO APPROVE DEMOLITION
OF GRADUATE HOUSE
234 JAMESTOWN ROAD**

WHEREAS, the College of William and Mary requests Board of Visitors' approval to demolish 234 Jamestown Road, also known as the former Italian House or Graduate House, due to its extremely poor structural condition which does not make it suitable for renovation and reuse; and

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

WHEREAS, the Agreement was renewed in 2009; and

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

WHEREAS, the College will follow established policies and procedures for the proposed demolition;

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, that approval is given to the College to demolish 234 Jamestown Road (FAACS # 204-00039; Banner Finance # BP00) in accordance with all authorities, policies, and procedures in force and necessary to accomplish same; and

FURTHER RESOLVED, that the Vice President of Administration, the Associate Vice President for Facilities Management, and the College Building Official are authorized to execute any and all documents pertaining to the removal of said building.

COLLEGE OF WILLIAM AND MARY
NAMING OF CAPELLI COVE IN LAKE MATOAKA

WHEREAS, the College of William and Mary acknowledges the pending retirement of Professor Gregory M. Capelli from the Department of Biology after 38 years of tireless service; and

WHEREAS, colleagues and students alike have been deeply impacted by his keen intellect, wisdom, and compassion; and

WHEREAS, throughout his career, he has been a tireless champion of efforts to preserve the College Woods and Lake Matoaka for not only teaching and research, but as a place for quiet reflection; and

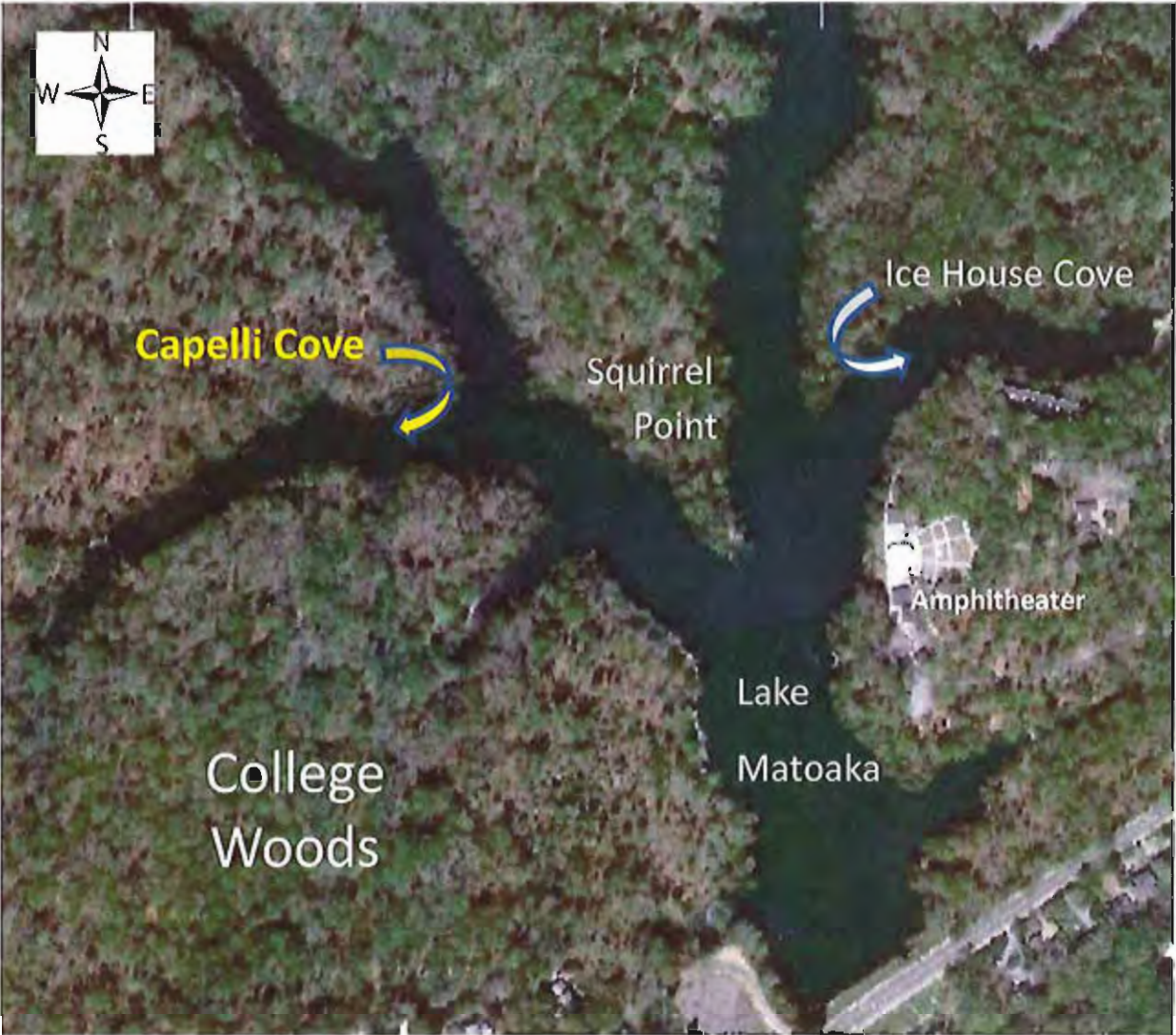
WHEREAS, Dr. Capelli was instrumental in the establishment of the Keck Environmental Field Laboratory on the shore of Lake Matoaka; and

WHEREAS, Dr. Capelli's interests in aquatic ecology have led him and his students to explore, study and enjoy Lake Matoaka, using the lake and its tributary streams as living resources for instruction and for research; and

WHEREAS, the flooded ravine west of Squirrel Point and surrounded by the natural preserve of the College Woods (shown on the following page) forms a protected cove environment in Lake Matoaka for many species including largemouth bass, ospreys, bald eagles, and nesting great blue herons;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary honors the legacy of Professor Gregory M. Capelli's service to the College and its students by designating this body of water in Lake Matoaka as "Capelli Cove."

**COLLEGE OF WILLIAM AND MARY
NAMING OF CAPELLI COVE IN LAKE MATOAKA**



COMMITTEE ON STUDENT AFFAIRS

April 26, 2012

1:30 – 2:15 p.m.

Board Room - Blow Memorial Hall

Michael Tang, Chair

John C. Thomas, Vice Chair

- I. Introductory Remarks - Mr. Tang
- II. Report from Vice President for Student Affairs – Virginia M. Ambler
 - A. Radio Station Report
 1. WCWM-FM Annual Report 2011-12 - Enclosure H.
 - B. Vice President's Update
 1. Business Innovation at the Student Health Center
 2. Widening the Safety Net: Using **"At Risk: Friends in College"** for Suicide Prevention and Education
- III. Report from Student Liaisons
- IV. Discussion
- V. Adjourn

COLLEGE OF WILLIAM AND MARY

WCWM-FM ANNUAL REPORT 2011-12

In accordance with the Board of Visitors' operating policies for WCWM-FM, the following report is submitted as an annual review of the station's operations for 2011-12.

WCWM-FM (90.9 MHz.) is a student-funded activity approved by the Publications Council of the College. The operating budget for the 2011-12 fiscal year is \$20,435 which is derived from the student activities portion of the General Fee. The amount allocated by the Publications Council covers basic operating expenses such as a contracted engineer, electricity, phone service, memberships, and computer leases. Major repairs and equipment purchases, or replacement items, are covered through a special reserve fund maintained by the Publications Council.

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

Orientation and training sessions are very important to the success of the station. Before a DJ can go on-air they need to meet pre-established training guidelines. WCWM's leadership is primarily responsible for this training. Joe Wetherbee, our contracted engineer, also plays a role in these endeavors. At the beginning of each semester Mr. Wetherbee works with the leadership to discuss FCC guidelines as well as general station protocol. Training and orientation sessions are very important to the success of the station, and provide consistency from year to year.

Stephanie Monohan is our current station manager. Elections for her replacement usually take place in early April. Ms. Monohan has been a dedicated volunteer, directing the leadership in all facets of their duties. Stephanie will work alongside her replacement over the last month of the semester in order to create the continuity that is so important to this operation.

WCWM has had a productive year. Outreach to the community has been one of their primary goals, as they have attempted to grow their listening numbers. The leadership of the station has been successful in meeting their goals and objectives, and student involvement continues to be high.

Mark Constantine, Assistant Vice President for Student Affairs
Publications Council Advisor

COMMITTEE ON ALUMNI RELATIONS

April 26, 2012

2:15 – 2:45 p.m.

Board Room – Blow Memorial Hall

Laura L. Flippin, Chair

Peter A. Snyder, Vice Chair

- I. Opening Remarks – Ms. Flippin

- II. Alumni Association Report – Executive Vice President Karen R. Cottrell
 - A. D. C. Auction update
 - B. Data Integrity Report

- III. Discussion

- IV. Adjourn

COMMITTEE ON DEVELOPMENT
April 26, 2012
2:45 – 4:00 p.m.
Board Room - Blow Memorial Hall

R. Phillip Herget III, Chair
Thomas R. Frantz, Vice Chair
L. Clifford Schroeder, Sr., Vice Chair

- I. Opening Remarks – Mr. Herget
- II. Approval of Minutes – February 2, 2012
- III. University Development Report – Vice President Sean M. Pieri
 1. Charles E. Flynn '34 Memorial Chemistry Endowment and the Ruby Wright Bequest - **Resolution 33** .
 2. The Christopher Wren Association Fund Functioning as an Endowment. **Resolution 34** .
- IV. Closed Session (if necessary)
- V. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.
- VI. Discussion
- VII. Adjourn

COMMITTEE ON DEVELOPMENT

MINUTES - FEBRUARY 2, 2012

MINUTES
Committee on Development and Committee on Alumni Relations
February 3, 2012
Matoaka Woods Room – School of Education

Board of Visitors Attendees: R. Philip Herget III, Chair; Thomas R. Frantz, Vice Chair; L. Clifford Schroeder, Sr. Vice Chair: Charles A. Banks III, Janet M. Brashear, Colin G. Campbell, Timothy P. Dunn. Laura L. Flippin, Dennis H. Liberson, Robert E. Scott, Peter A. Snyder, Todd A. Stottlemeyer, John C. Thomas, Rector Jeffrey B. Trammell, Student Representative Kaveh Sadeghian.

William & Mary Foundation Trustees in attendance: A. Marshall Acuff, David A. Boor, Craig W. Broderick, Russell E. Brown, D. Juan F. Conde, Patrick S. Cousins, Scott M. Custer, Patricia Demoff, Lynn M. Dillon, Jean B. Estes, Sue H. Gerdelman, Nancy B. Gofus, Michael P. Hennessy, Cynthia S. Jarboe, Elizabeth C. Jennings, Shelley C. Jennings, David C. Larson, Sophie K. Lee, Matthew D. Lentz, Wayne MacMasters, Raymond A. Mason, Devin I. Murphy, Cathy G. O'Kelly, Carroll Owens, Donald G. Owens, Samuel M. Peters, Anne P. Sharp, Craig P. Staub, Ellen R. Stofan, Martha F. Tack, H. Thomas Watkins III, James E. Ukrop and Dixie D. Wolf

Alumni Association Executive Committee in attendance: Fred E. Banister, Clay Clemens, Ralph E. Burnette, Jr., Dorothy N. Gabig, Barbara C. Joynes, David N. Kelley, Kathryn W. Lawler, Maria Monteverde-Jackson, Timothy J. Mulvaney, Peter M. Nance, Susan S. Newman and Earl L. Young.

Others attending: President W. Taylor Reveley III, Michael R. Halleran, Virginia M. Ambler, Lesley J. Atkinson, Jennifer M. Bateman, Laura W. Beach, Nancy C. Beach, Mark Begly, Molly A. Bodnar, Susan Bowe, Annessia Bryant, I. Gerald Bullock, M. Elaine Campbell, Christina M. Carroll, Laura N. Coogan, Carrie Cooper, William D. Copan, Karen R. Cottrell, Annie C. Davis, Jennifer S. Dillon, Davidson M. Douglas, Edward C. Driscoll, Jr., Brenda B. Duncan, Carol A. Dyke, Lee J. Foster, Michael J. Fox, Joshua P. Frederick, Daniel H. Frezza, Sarah P. Garrett, Cynthia B. Gilliam, W. Fanchon Glover, James R. Golden, Earl T. Granger, III., S. Brooke Harrison, Shawn A. Holl, Karlene N. Jennings, Samuel E. Jones, John S. Kane, Sarah F. Kellam, Deborah Love, Anna B. Martin, Virginia L. McLaughlin, Diane E. McNamara, Pam B. Michael, Jennifer J. Morgan, Teresa L. Munford, M. Katherine Nolen-Martin, Patricia P. O'Neill, Sean M. Pieri, Andrew F. Schneider, Kimberly Sperling Michael L. Stump, Andrew Taber, Eugene R. Tracy, Ronald Vanden Dorpel, Mitchell S. VanderVorst, Robert D. Waggoner, Lee G. Walsh, Susan R. Warner, Brian W. Whitson, Sandra J. Wilms, Elizabeth N. Wright, Renell M. Wynn and Karen M. Youshock.

Chairman Herget called the meeting to order at 2:17 p.m., and expressed his thanks to those who coordinated this joint meeting of the three leadership boards.

Recognizing that a quorum was present, Mr. Herget asked for a motion to adopt the minutes of the meeting of December 9, 2011. Motion was made by Mr. Dunn, seconded by Mr. Thomas and approved by voice vote of the Committee.

Committee on Development and Committee on Alumni Relations

MINUTES

Page 2

Noting that this would be a joint session, Mr. Hergert moved that the Committee on Development and the Committee on Alumni Relations of the Board of Visitors convene in Closed Session to discuss specific recommendations related to future fundraising strategies as well as current development activities, including those involving friends and alumni of the College, as provided for in Section 2.2-3711.A.8, of the Code of Virginia. Motion was seconded by Mr. Dunn and approved by voice vote. The observers were asked to leave the room and the two Committees went into closed session at 2:25 p.m.

The Committees reconvened in open session at 4:18 p.m. Mr. Hergert reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Dunn and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

There being no further business, the Committee on Development and the Committee on Alumni Relations adjourned at 4:20 p.m.

Committee on Development
and
Committee on Alumni Relations

Resolution DA-1

February 2, 2012

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 14

NAYS: 0

ABSENT DURING CLOSED SESSION:



R. Philip Herget III
Chair
Committee on Development



Laura L. Flippin
Chair
Committee on Alumni Relations

COLLEGE OF WILLIAM AND MARY

**CHARLES E. FLYNN '34 MEMORIAL CHEMISTRY ENDOWMENT
AND THE RUBY WRIGHT BEQUEST**

As part of her will, Ruby Wright left a generous bequest of \$25,000 to the College of William and Mary for the benefit of the Chemistry Department. Mrs. Wright is the widow of William Thomas Wright '47, a devoted alumnus whose degree was in chemistry.

Established in 1999, the Charles E. Flynn '34 Memorial Chemistry Endowment exists to provide support for addressing the most pressing needs of the Chemistry Department as determined by the department chair. The Flynn Endowment is the most fitting place for the Wright bequest.

Mrs. Wright's will requires approval by both the Trustees of the College of William & Mary Foundation and the Board of Visitors of the College of William and Mary in order to move the bequest funds to the Charles E. Flynn '34 Memorial Chemistry Endowment.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary approves the use of the Ruby Wright estate gift for the purposes outlined above.

COLLEGE OF WILLIAM & MARY

**THE CHRISTOPHER WREN ASSOCIATION
FUND FUNCTIONING AS AN ENDOWMENT**

The Christopher Wren Association Fund Functioning as an Endowment was established by Resolution 13, adopted by the Board of Visitors on April 7, 1995, as a result of the desire of the Board of Directors of the Christopher Wren Association to establish a fund functioning as an endowment to hold contributions made from time to time by the members of the Christopher Wren Association and others to support the program. The purpose of this fund is to support the most pressing needs of the Christopher Wren Association.

The Board of Directors of the Christopher Wren Association has requested withdrawal of \$60,000.00 from the Fund to support the most pressing needs of the Christopher Wren Association within its approved 2011-12 and 2012-2013 operating budgets.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary approves the withdrawal of \$60,000.00 from the Christopher Wren Association Fund Functioning as an Endowment for the purposes outlined above.

COMMITTEE ON STRATEGIC INITIATIVES

April 27, 2012

8:00 – 9:15 a.m.

Board Room – Blow Memorial Hall

Robert E. Scott, Chair

Janet M. Brashear, Vice Chair

- I. Introductory Remarks – Mr. Scott

- II. Panel Discussion with Deans about Reallocation and Creative Adaptation – moderated by Mr. Scott
 - A. Opening Comments – Provost Michael R. Halleran
 - B. Comments by Deans
 - C. Discussion

- III. Update on Strategic Planning Progress -- Provost Halleran and Vice President for Strategic Initiatives James R. Golden
 - A. Overview of Proposed Strategic Plan for FY 2013-17
 - B. University Dashboard Update - Enclosure I.

- IV. Adjourn

WILLIAM & MARY TOP LEVEL DASHBOARD

Measures+	W&M 2007-08	W&M 2008-09	W&M 2009-10	W&M 2010-11	W&M 2011-12	Target	UVA***	Brown***
Challenge 1 – Leading Liberal Arts University								
1. Undergraduate acceptance rate ^a	34%	34%	34%	32%	35%	34%	33% (Fall 2011)	9% (Fall 2011)
2. Undergraduate yield rate ^a	37%	35%	34%	35%	33%	34%	44% (Fall 2011)	55% (Fall 2011)
3. Undergraduate 25 th – 75 th percentile SAT score range ^{b1}	1250-1450	1250-1440	1240-1450	1260-1440	1240-1450	1250-1450	1220-1450 (Fall 2010)	1330-1530 (Fall 2010)
4. Undergraduate graduation rates ^a	91% 2002 cohort	91% 2003 cohort	90% 2004 cohort	91% 2005 cohort	Avail. 5/2013 2006 cohort	93%	93% 2004 cohort	96% 2004 cohort
5. Student: faculty ratio ^{b8}	11:1	11:1	12:1	12:1	12:1	<13:1	16:1 (Fall 2010)	9:1 (Fall 2010)
6. Undergraduate small class percentage (2-19 students) ^b	49%	45%	48%	47%	48%	50%	52% (Fall 2010)	68% (Fall 2010)
Challenge 2 – Diversity								
7. Undergraduate students who are members of historically underrepresented groups ^{a9}	20%	22%	23%	25%	26%		26% (Fall 2010)	33% (Fall 2011)
8. Undergraduate students who are nonresident aliens ^a	1%	2%	2%	3%	3%		6% (Fall 2010)	10% (Fall 2010)
9. Graduate/professional students who are members of historically underrepresented groups ^{a9}	13%	13%	13%	14%	15%		16% (2010-11)	21% (2010-11)
10. Graduate students who are nonresident aliens ^a	8%	10%	12%	11%	12%		11% (Fall 2010)	27% (Fall 2010)
11. Average per-borrower cumulative undergraduate debt ^{a3}	\$16,765 2008 Class	\$18,410 2009 Class	\$21,367 2010 Class	\$20,835 2011 Class	Avail. 2/2013 2012 Class	<\$20,000	\$20,951 2011 Class	\$20,455 2011 Class
Challenge 3 – Lifelong Connection								
12. Alumni giving participation rate: undergraduates with degrees ^d	21.9%	22.4%	23.4%	Avail. 9/2012	Avail. 9/2013	30% by 2014	22% (USNews)	34.4% (2009-10)
Challenge 4 – Business Plan								
13. US News & World Report: Financial resources rank ^b	111	88	85	97	Avail. 9/2012	<70	60 (2010-11)	26 (2010-11)
14. Total sponsored program expenditures (millions) ^f	\$50	\$50	\$54	Avail. 4/2012	Avail. 4/2013	\$60 by 2014	\$344 (2009-10)	\$113 (2009-10)
15. Debt Service as Percent of Operating Expense ^f	4.2%	4.6%	4.1%	Avail. 9/2012	Avail. 9/2013	<7%	Not available	Not available
16. Annual Total Value of Private Gifts (in millions) ^{g6}	\$35	\$51	\$43	Avail. 9/2012	Avail. 9/2013	50	\$196 (2009-10)	\$167 (2009-10)
17. Endowment per student ^f	--	\$65,711	\$71,406	Avail 6/2012	Avail 6/2013		\$175,785 (2009-10)	\$262,557 (2009-10)
Challenge 5 – Administrative Resources and Infrastructure								
18. All E&G Facilities Condition Index ^{g5}	12.4%	11.0%	7.6%	7.8%	6.3%	<10%	8.7% (2010-11)	Not available
Challenge 6 – Communications								
19. US News & World Report: National Universities ^b	32	33	31 (tie)	33 (tie)	Avail. 9/2012		25 (tie) (2010-11)	15 (tie) (2010-11)
20. US News & World Report: Public Universities ^b	6	6	6	6	Avail. 9/2012		2 (tie) (2010-11)	Not applicable

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

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

**Denotes schools with a medical school and engineering program

³ From Integrated Postsecondary Education Data System of US Dept. of Education Nat'l Center for Education Statistics (data for required reports could vary among schools by one year for some measures)

^b From US News & World Report: rankings published in August based on data submitted in previous spring

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COMMITTEE ON FINANCIAL AFFAIRS

April 27, 2012

9:15 - 10:30 a.m.

Board Room - Blow Memorial Hall

Timothy P. Dunn, Chair
Charles A. Banks III, Vice Chair
Edward L. Flippen, Vice Chair

AGENDA AND MATERIAL TO BE SENT UNDER SEPARATE COVER

COMMITTEE ON FINANCIAL AFFAIRS

MINUTES - FEBRUARY 3, 2012

MINUTES
Committee on Financial Affairs
February 3, 2012
Board Room - Blow Memorial Hall

Attendees: Committee members Timothy P. Dunn, Chair; Charles A. Banks III, Vice Chair; Colin G. Campbell; Laura L. Flippin; Robert E. Scott; and Todd A. Stottlemyer. Board members present: Rector Jeffrey B. Trammell; Janet M. Brashear; Thomas R. Frantz; Dennis H. Liberson; L. Clifford Schroeder, Sr.; Peter A. Snyder; Michael Tang; John C. Thomas; and staff liaison Mary Molineux. Others in attendance: President W. Taylor Reveley; Provost Michael R. Halleran; Samuel E. Jones; Anna B. Martin; Virginia M. Ambler; James R. Golden; Michael L. Stump; Michael J. Fox; Virginia Institute of Marine Science Dean and Director John T. Wells; other College and VIMS staff; Assistant Attorney General Deborah A. Love; Richard Bland College President James B. McNeer; and staff from Wells Fargo Advisors, the Board of Visitors' investment consultant.

Chair Timothy Dunn convened the Committee at 8:32 a.m. Recognizing that a quorum was present, Mr. Dunn requested a motion to approve the minutes of the December 7 and 9, 2011 meetings. Motion was made by Ms. Flippin, seconded by Mr. Scott and approved by voice vote of the Committee.

After opening comments by the Chair, Vice President Jones presented an overview of Governor McDonnell's budget recommendations for the 2012-14 biennium. The Governor's introduced budget includes the following operating allocations for the College:

- | | | |
|-----------------------------|---------------|--|
| • Eliminates 2012 reversion | \$400,000 | |
| • Base Adequacy | \$529,371 | |
| • Degree Incentive | \$625,911 | |
| • Student Research (STEM) | \$250,000 | |
| • Enrollment Growth | \$ -0- | based on FY 11 numbers – may receive some funding for projected growth |
| • Financial Aid | \$52,560 | |
| • FY 2013 Reallocation | \$1.4 million | } support objectives of Higher Education Act |
| • FY 2014 Reallocation | \$2.4 million | |

Also included in the Budget Bill as introduced is language that limits FY13 and FY14 financial aid expenditures supported with in-state tuition to current year levels. This measure is not supported by the State institutions of higher education as it does not allow the flexibility to reprogram tuition.

Capital outlay funding includes:

- | | |
|--------------------------------------|---------------|
| • Tyler Hall Renovation | \$250,000 |
| • Utilities Infrastructure, Phase IV | \$250,000 |
| • Maintenance Reserve 2013 | \$2.9 million |

Committee on Financial Affairs

MINUTES

Page 2

- Maintenance Reserve 2014 \$6.3 million
- Dorm Improvements \$5 million 9(c) debt
- Auxiliary Facility Improvements \$12 million 9(d) debt

There were no operating amendments submitted to the 2012 General Assembly in order to focus on the following Capital Outlay Amendments:

- Brafferton Renovation \$2.25 million – GF
\$2.25 million – Private
- Construction: Fraternities \$1.0 million – 9 (c) bonds

The College has also requested that the State six-year capital plan add the Brafferton Renovation and change the name of the Andrews Renovation project to Arts Complex, Phase I.

Mr. Jones continued with a discussion on student housing. The goals are to improve the quality of existing facilities by upgrading building systems/infrastructure and safety/security while expanding the housing pool. He noted that Tribe Square opened in the Fall of 2011 with 56 beds and the new Fraternity Housing is expected to be open Fall 2013 with 187 beds.

Virginia Institute of Marine Science Dean and Director John Wells provided a summary of the Governor's budget bill as it relates to VIMS. Although no amendments were submitted to the 2012 General Assembly by VIMS, Mr. Wells pointed out that the following two amendments were originated and submitted by legislators:

- \$50,000 -- study strategies related to the rise in sea level in Tidewater Virginia
- \$450,000 -- support for the Center for Coastal Resources Management to provide advisory services and technical support to the Commonwealth as mandated by the Code of Virginia

Mr. Dunn then called on Joseph Montgomery and staff from Wells Fargo Advisors, the College's investment consultants, to report on the Board of Visitors' portfolio. The endowment recorded a loss of 2.3% for the period July 1, 2011- January 2012; however, calendar year 2012 began with a solid start reporting a gain of 4.0% for the month of January. As of January 31, 2012, the BOV portfolio was at \$56.3 million. Allocations and performance will continue to be monitored with frequent communication with the Investments Subcommittee. Wells Fargo Advisors completed their review of proposals submitted for an international value equity fund manager and, with the concurrence of the Investments Subcommittee, recommended that the current international value equity fund manager be replaced with Dodge and Cox, as stated in **Resolution 12**, Appointment of Investment Manager, which was distributed to the Committee.

Mr. Dunn then presented to the Committee **Resolution 11**, Approval of Memorandum of Understanding Authorizing the Investment of Certain William and Mary Real Estate Foundation Funds in the Board of Visitors Endowment Pool. The Memorandum of Understanding has been

Committee on Financial Affairs

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Page 3

reviewed by Deb Love, legal counsel for the College, and approved by the William and Mary Real Estate Foundation Board.

Mr. Dunn made a motion to adopt as a block **Resolution 11** and **Resolution 12**. Motion was seconded by Mr. Scott, and approved by voice vote of the Committee. (**Resolution 12** is appended.)

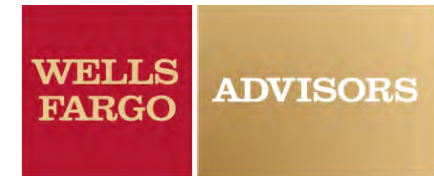
There being no further business, the Committee adjourned at 9:35 a.m.

COLLEGE OF WILLIAM AND MARY
APPOINTMENT OF INVESTMENT MANAGER

At the September 22, 2011 meeting of the Committee on Financial Affairs, Wells Fargo Advisors, financial advisor to the Board of Visitors for investment of private funds, recommended that the Board replace its international value equity fund manager. This recommendation resulted from the Investment Subcommittee's request that Wells Fargo evaluate the performance of the Board's existing manager in this area relative to other manager options. As a result, the Committee authorized Wells Fargo Advisors to work with the College to issue a request for proposals (RFP).

On February 3, 2012, Wells Fargo Advisors presented the results of the RFP process, recommending that the Board replace its current international value equity fund manager with Dodge and Cox. The Committee on Financial Affairs, on the recommendation of the Investments Subcommittee, concurred with this recommendation.

THEREFORE, BE IT RESOLVED that the Board of Visitors of the College of William and Mary in Virginia accepts the recommendation of the Committee on Financial Affairs that its current international value equity fund manager be replaced and that Dodge and Cox be retained as the College's international value equity fund manager.



Investment Portfolio Evaluation For
Periods Ending March 31, 2012:



Board of Visitors Endowment



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Section

- I. Executive Summary

- II. Equity Sector Review

- III. Fixed Income Sector Review

- IV. Capital Markets Review

- V. Green Fund Update

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

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Index Name	3 Months	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	8.8	10.2	23.6	4.2	5.0
NASDAQ Composite	19.0	12.4	27.7	6.0	6.1
S&P 500	12.6	8.5	23.4	2.0	4.1
Russell 1000	12.9	7.9	24.0	2.2	4.5
Russell 1000 Value	11.1	4.8	22.8	(0.8)	4.6
Russell 1000 Growth	14.7	11.0	25.3	5.1	4.3
Russell Midcap	12.9	3.3	29.1	3.0	7.9
Russell Midcap Value	11.4	2.3	29.2	1.3	8.0
Russell Midcap Growth	14.5	4.4	29.2	4.4	6.9
Russell 2000	12.4	(0.2)	26.9	2.1	6.5
Russell 2000 Value	11.6	(1.1)	25.4	0.0	6.6
Russell 2000 Growth	13.3	0.7	28.4	4.2	6.0
Russell 3000	12.9	7.2	24.3	2.2	4.7
MSCI EAFE Index	11.0	(5.3)	17.7	(3.0)	6.2
MSCI World Index	11.7	1.1	20.9	(0.1)	5.3
MSCI EM (EMERGING MARKETS)	14.1	(8.5)	25.4	5.0	14.5
MSCI FM (FRONTIER MARKETS)	5.6	(8.9)	13.2	N/A	N/A
Barclays Capital U.S. Aggregate	0.3	7.7	6.8	6.3	5.8
Barclays Capital U.S. Government/Credit	0.1	8.5	7.1	6.3	5.9
Barclays Capital Intermediate U.S. Government/Credit	0.6	6.1	5.9	5.7	5.3
Barclays Capital Municipal Bond	1.8	12.1	7.7	5.4	5.5
BofA Merrill Lynch Convertible Securities	9.9	0.4	21.1	4.4	6.3
BofA Merrill Lynch High Yield Master	5.1	5.7	23.4	7.7	8.9
Citigroup World Government Bond Index	(0.5)	5.1	6.2	6.8	7.9
JPM EMBI Global Diversified	4.3	10.9	16.2	8.3	10.5
Citigroup 3-month T-bill	0.0	0.1	0.1	1.1	1.8
HFRI Fund of Funds Composite Index	3.4	(3.4)	4.6	(0.7)	3.5
CS Tremont Managed Futures Index	(0.7)	(3.8)	0.9	5.6	7.3
Wilshire REIT	10.8	13.4	44.7	(0.7)	10.4
Dow UBS Commodity Index	0.9	(16.3)	9.1	(2.8)	5.5

Data Sources: Zephyr StyleAdvisor & Barclay's Capital

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After a strong finish to 2011, the equity capital markets surged across the board to nearly double-digit gains in every sector. Despite the relief from sovereign debt issues, the sharp upward move (S&P 500 +12.6%) was surprising given the continued macroeconomic and geopolitical environment with rising gas prices, tensions in the Middle East, fears over a slower-than-expected growth in China, a weak real estate market, and still high, but improving, employment picture. After a strong year in 2011 for corporate earnings and slight improvement in many major economic indicators in 2012, it appears that investors are being rewarded for their patience and reacting positively to marginally better news.

Except for the Dow, each of the major equity market indices opened 2012 with double-digit first quarter gains. Financials led the way with a gain of 22.0% followed closely by technology (+21.5%), and consumer discretionary (+16.0%). The international indices also started 2012 quickly but the weight of fiscal austerity has begun to take its toll in Europe and therefore in the MSCI EAFE which fell 3.1% in March but ended the quarter up 11.0%. Emerging markets declined 3.3% in March but is up 14.1% year-to-date.

While US Treasury yields moved higher throughout March, they still remain low (10-year at 2.21% at March-end) and the Fed Funds Rates will stay between 0-0.25% until at least 2014 according to the Fed. The recent rise was due to a lack of negative headlines in Europe and the perception of a strengthening domestic economy. TIPS (+86 bps) were the only instruments of the US Treasury to record gains for the quarter. The banking sector was bolstered by the release of the Fed's stress test results in which 19 banks submitted plans describing their strategies for managing their capital. Mortgage-backed and asset-backed securities recorded first quarter gains. Priceline.com issued \$875 million in convertible bonds in March which resulted in an upgrade by S&P from BBB- to BBB with a stable outlook which is good news for the dwindling investment-grade convertible universe. High yield and emerging market debt have also done well in 2012. Municipal yields rose for the quarter but most states are in better condition this year than in year's past and the outlook for the sector is positive.

Total Portfolio: *The William & Mary Board of Visitors (BOV) Endowment* gained 8.1% for the 1st quarter, ahead of the target benchmark return of 7.2%. While the fiscal year-to-date number is positive at 0.6% gain but trails the benchmark's return of 4.0%. Additional funds (\$9.25 million) were added during the quarter and they have been deployed. The current overall portfolio asset allocation is in line with policy targets at quarter-end though the committee may be considering changing some of the limits in the near future.

Domestic Equity: Despite an 8.4% gain for the 1st quarter, *Aletheia Large Cap Growth* underperformed the Russell 1000 Growth which gained 14.7%. The portfolio maintains a 19% weighting to materials whereas the benchmark's weighting is 5.2%. Information technology is underweight. Neither stock selection nor allocation selection have helped the portfolio. Longer term results are not as strong from a relative standpoint. Members of The Optimal Service Group met with representatives from the firm in the 1st quarter to discuss performance. They maintain their conviction in the names within the portfolio.

The *Wells Fargo Advantage Discovery* fund (Mid Cap Growth) exceeded its benchmark, the Russell MidCap Growth Index, for the quarter (17.4% vs. 14.5%) and maintained a strong outperformance over the 12-month period ending March 31, 2012 (7.1% vs. 4.4%). Stock selection in eight of nine sectors in which the fund was invested provided positive contribution. Industrials, especially machinery, aerospace and defense areas, as well as the cloud-computing, virtualization, and mobility products within the information technology sector were the strongest contributors for the fund. The fund was also underweight to financials which proved helpful. The team has experienced some personnel turnover that we are reviewing.

Despite a strong absolute return, the *Artisan Mid Cap Value* portfolio trailed the benchmark for the 1st quarter of 2012 (9.4% vs. 11.4%). March proved to be challenging as the fund has slight overweight to energy which

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suffered due to a pull back on the price of crude oil and natural gas. Cimarex Energy, Southwestern Energy, and ENSCO were among the names that detracted from relative performance.

International Equity: The committee elected to terminate the Delaware International Value strategy and hire **Dodge & Cox International**. This transaction occurred in mid-February. While the portfolio did not hold the new fund for the entire quarter, it did add value over the benchmark for the time period it was held. In general, the areas of the market that were hit the hardest in 2011 rebounded the most during the first quarter. For example, Financials, the second-worst performing sector of the market in 2011, was the second-best performing sector of the market during the first quarter. The fund's holdings in financials, particularly emerging market financials, helped the fund. In aggregate, these holdings delivered an overall gain of 25% compared to the index's 16% gain. Materials were another strong area for the fund with a gain of 28% within the strategy compared to the index's gain of 12%.

Artio International fund gained 11.9% for the quarter, compared to the MSCI EAFE's gain of 11.0%. The fund's overweight to consumer discretionary was a positive contributor to performance. The fund continues to maintain an underweight position to Japan but has begun increasing exposure. After the one year anniversary of the tsunami, many companies are regaining production capabilities. This coupled with a weakened yen is making export-centric firms look very appealing. Russia was the best emerging market country performer for the fund.

The **State Street Global Emerging Markets** fund generated a gain of 13.5% for the quarter which was slightly behind the benchmark's gain of 14.1%. Michael Ho was assigned as the new CIO of Emerging Markets Equities for the firm. He replaces Brad Aham and will support SSgA's Advanced Research Center. Because the strategy is managed by a team approach with experienced professional, we do not feel this change is significant.

Domestic Fixed Income: The **PIMCO Total Return** fund outperformed the Barclays US Aggregate Index by 260 bps. It generated a gain of 2.9% vs. 0.3% for the index. For the fiscal year-to-date, the fund is slightly behind the benchmark with a 4.1% gain compared to 5.3%.

The **Pioneer Strategic Income** fund gained 4.0% for the 1st quarter, significantly outpacing the benchmark. Its fiscal year-to-date number matches PIMCO at 4.1%. While both funds have performed well, the benchmark 3rd quarter of 2011 returns have proved difficult to beat. The unexpected rally in US Treasuries after the downgrade was announced caught many managers off guard as most maintained an underweight to Treasuries.

International Fixed Income: The **GMO Global Bond Strategy** returned a gain of 0.5% during the quarter while the Citigroup World Government Bond Index posted a loss of 0.5%.

The **GMO Emerging Country Debt Strategy** returned a strong 9.1% in the quarter, ahead of the J.P. Morgan Emerging Market Bond Index Global return of 4.3%. The fiscal year-to-date and longer time periods remain strong for both of these funds.

Alternatives: The overall alternative portfolio gained 2.5% for the 3 month period, ending February 29, 2012 compared to the HFRI's gain of 2.7%. The overall allocation to alternatives is now approaching the maximum range.

1 Annualized

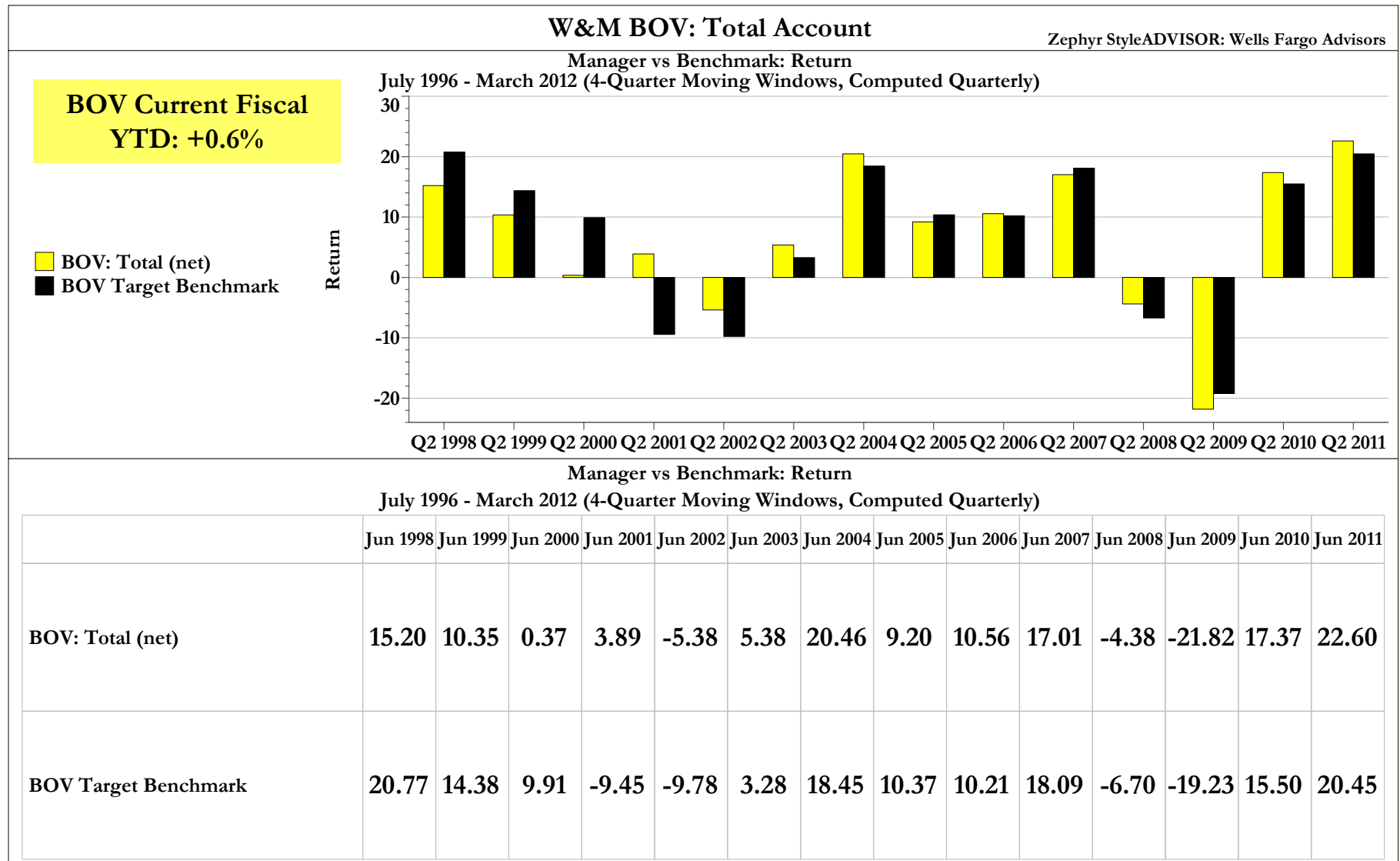
	1q12	FYTD	One Year	Three Years ¹	Five Years ¹	Changes (1/1/03)	Incept (Mgr) ²	Incept Bench ²
Total BOV Account	8.1	0.6	0.8	18.7	2.7	8.3	7.2	7.0
Target Benchmark²	7.2	4.0	5.2	18.6	2.7	8.1		
Blackrock: Large Cap Value	11.6	(0.9)	1.1	17.8	(1.1)	--	1.0	1.9
Russell 1000 Value	11.1	5.3	4.8	22.8	(0.8)	--		
Aletheia: Large Cap Growth	8.4	(3.2)	(6.4)	19.1	--	--	(4.3)	3.6
Russell 1000 Growth	14.7	10.2	11.0	25.3	--	--		
Wells Fargo: Mid Cap Growth	17.4	7.6	7.1	31.9	7.6	--	7.9	4.9
Russell MidCap Growth	14.5	2.8	4.4	29.2	4.4	--		
Artisan Mid Cap Value	9.4	5.5	5.6	--	--	--	26.2	29.2
Russell MidCap Value	11.4	3.0	2.3	--	--	--		
Royce: Small-Cap	17.4	(0.2)	(4.1)	36.7	2.6	12.6	12.6	10.1
Russell 2000	12.4	1.5	(0.2)	26.9	2.1	10.1		
Dodge & Cox (previously Delaware)	6.2	(5.7)	(1.9)	14.9	(3.4)	8.7	6.5	4.4
Artio Int'l Growth	11.9	(14.1)	(14.4)	--	--	--	12.0	17.7
MSCI EAFE	11.0	(7.0)	(5.3)	17.7	(3.0)	8.7		
State Street: Emerging Markets	13.5	(7.8)	(9.5)	24.2	2.6	16.6	16.6	17.9
MSCI EM (Emerging Markets)	14.1	(7.6)	(8.5)	25.4	5.0	17.9		
PIMCO Total Return Fund	2.9	4.1	6.0	--	--	--	7.1	6.5
Pioneer Strategic Income	4.0	4.1	5.1	--	--	--	7.1	6.5
Barclays Capital U.S. Aggregate	0.3	5.3	7.7	6.8	6.3	--		
GMO: Global Fixed Inc	0.5	3.8	7.2	15.3	5.2	6.7	6.7	6.3
Citigroup World Govt Bond Index	(0.5)	1.7	5.1	6.2	6.8	6.3		
GMO: Emerging Mkt Fixed Inc	9.1	10.9	14.3	28.7	9.3	14.4	14.4	10.5
JPM EMBI Global Diversified	4.3	6.8	10.9	16.2	8.3	10.5		
Combined Alternatives (1 mo lag)	2.5	(2.9)	(2.8)	--	--	--	1.6	1.4
HFRI FOFs Index (1 mo lag)	2.7	(2.3)	(3.6)	--	--	--		

2 Total BOV Account (7/1/96) = Target Benchmark; Blackrock Large Cap Value (5/1/06) = Russell 1000 Value; Aletheia Large Cap Growth (11/26/07) = Russell 1000 Growth; Wells Fargo MidCap (4/1/06) = Russell MidCap Growth; Artisan Mid Cap 5/26/09 = Russell MidCap Value; Royce (1/8/03) = Russell 2000; Delaware Int'l (7/1/96-2/12/12); Dodge & Cox (2/13/12) = MSCI EAFE; Artio Int'l (6/4/09) = MSCI EAFE; State Street Emerging Mkts (1/24/03) = MSCI Emerging Markets Free; PIMCO Total Return Fund and Pioneer Strategic Income Fund (11/3/09) = Barclays Capital US Aggregate; GMO Global Fixed (2/11/03) = Citi World Govt Bond Index; GMO Emerging Mkt Fixed (2/11/03) = JPM EMBI Global Diversified.

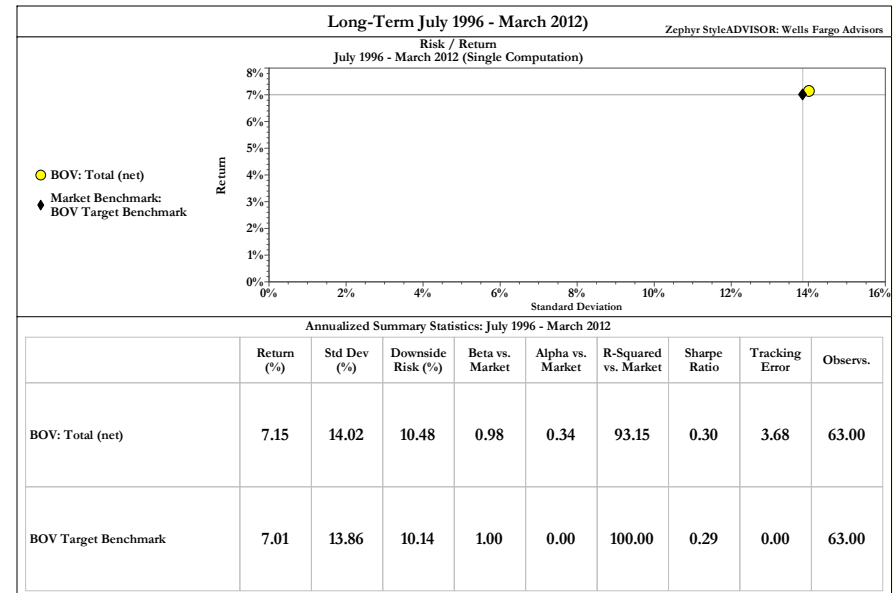
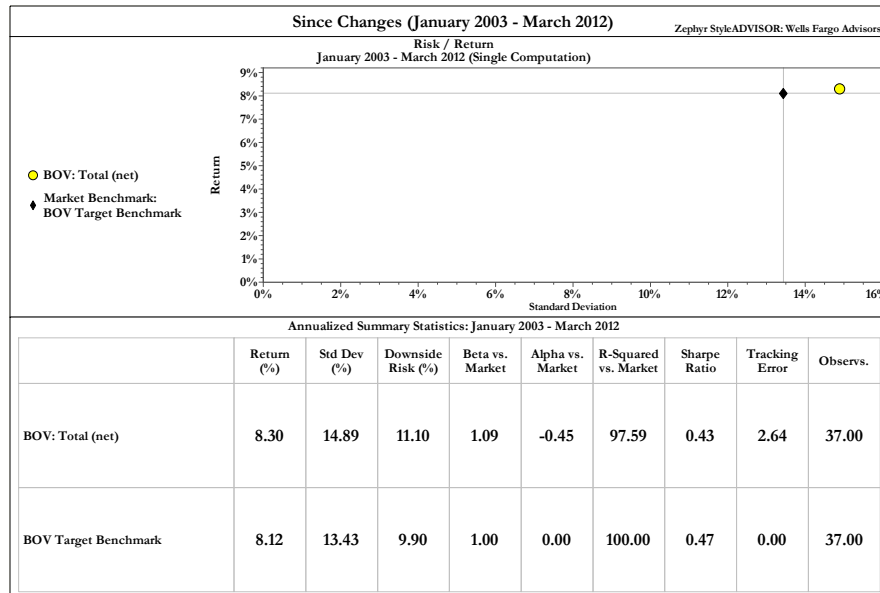
3 From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays Capital U.S. Aggregate, 5% Citi World Government Bond Index, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4%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

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

Performance is net of investment management fees

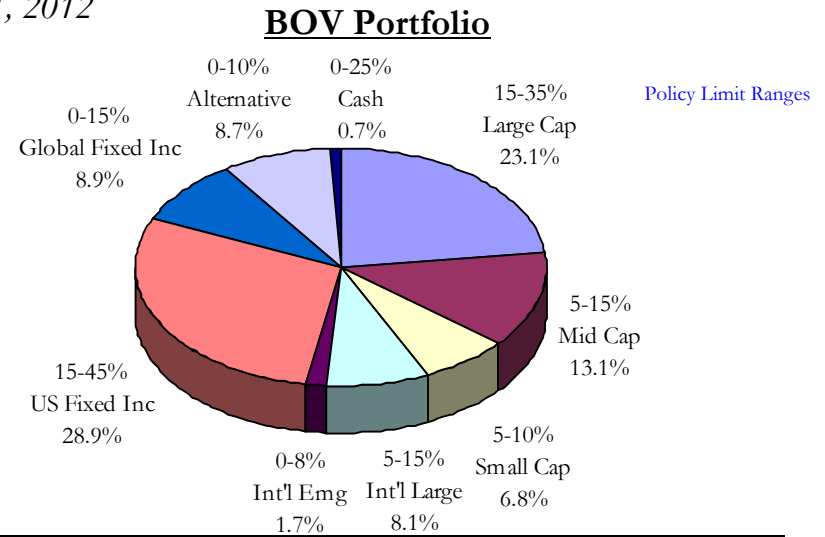
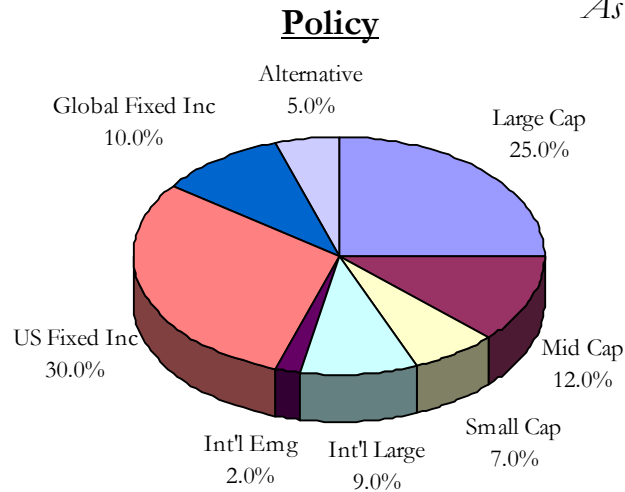


+ see footnote on previous page



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

As of March 31, 2012



Manager	Domestic Fixed Income	Global Fixed Income	Domestic Equity	Non-US Equity	Alternative	Cash Equiv.	Total
Aletheia	0	0	7,242,803	0	0	0	7,242,803
Blackrock	0	0	8,435,583	0	0	0	8,435,583
Dodge & Cox	0	0	0	2,744,101	0	0	2,744,101
Grantham, Mayo	0	6,052,634	0	0	0	0	6,052,634
Artisan MC	0	0	4,013,946	0	0	0	4,013,946
Artio Int'l	0	0	0	2,729,619	0	0	2,729,619
Royce & Associates	0	0	4,593,974	0	0	0	4,593,974
State Street Global Advisors	0	0	0	1,127,131	0	0	1,127,131
Pimco Total Return Fund	9,802,811	0	0	0	0	0	9,802,811
Pioneer Strategic Income	9,774,088	0	0	0	0	0	9,774,088
Wells Capital	0	0	4,886,334	0	0	0	4,886,334
Cash & Equivalents	0	0	0	0	0	504,611	504,611
Private Equity Partners II	0	0	0	0	5,673	0	5,673
Combined Alternatives	0	0	0	0	5,904,675	0	5,904,675
Total BOV Account	19,576,899	6,052,634	29,172,640	6,600,851	5,910,348	504,611	67,817,983
% of Total Fund	28.9%	8.9%	43.0%	9.7%	8.7%	0.7%	

* These values should not be considered as a replacement for actual reported financials. Values and transactions exclude PEP investments. Values and transactions taken from SunTrust monthly Trade Date statements for Aletheia, Blackrock, and Investment Funds accounts. Alternative values are taken from the monthly Wells Fargo Advisors statements.

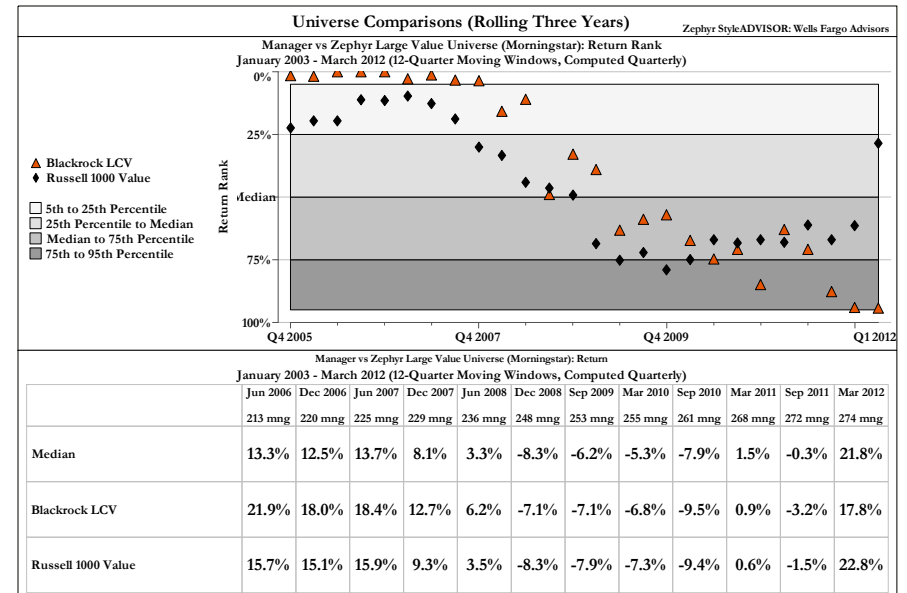
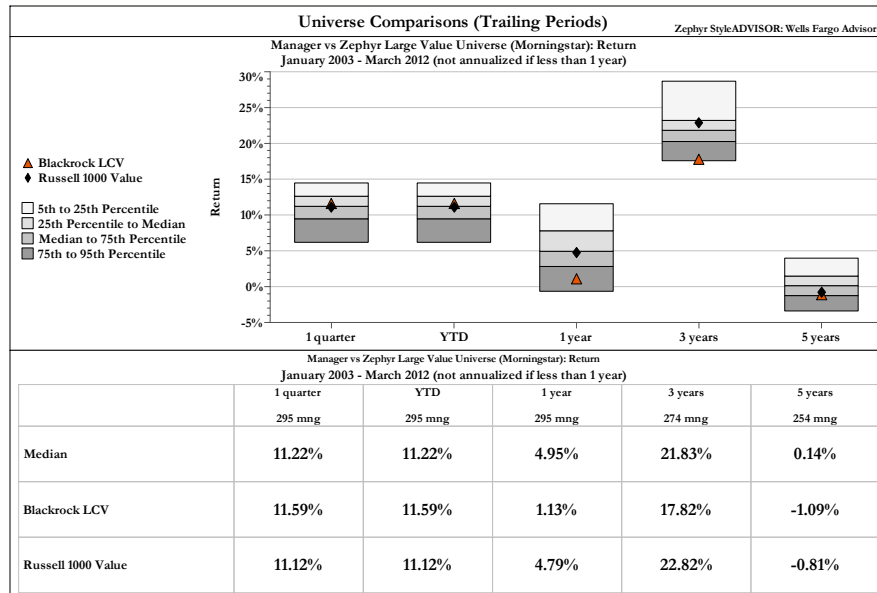
July 1, 2011 – March 31, 2012

	William & Mary BOV Endowment
6/30/11 Market Value	59,300,701
Net Additions/Withdrawals	8,245,581
Expenses	<u>(94,164)</u>
<i>Net Cash Flow</i>	<i>8,151,417</i>
Net Income	1,271,905
Net Realized Gain/(Loss)	177,486
Change Unrealized Gain/(Loss)	<u>(1,089,200)</u>
<i>Total Investment Gain/(Loss)</i>	<i>360,192</i>
3/31/12 Market Value	67,812,310

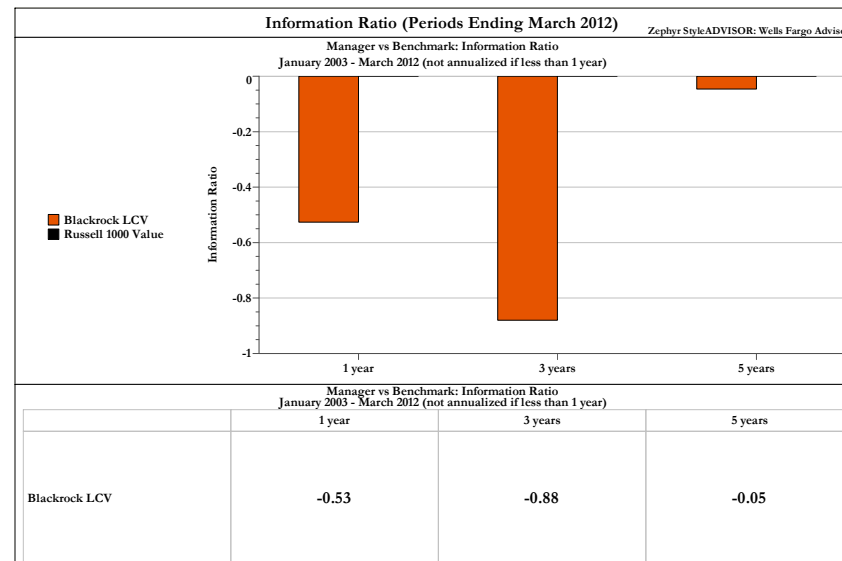
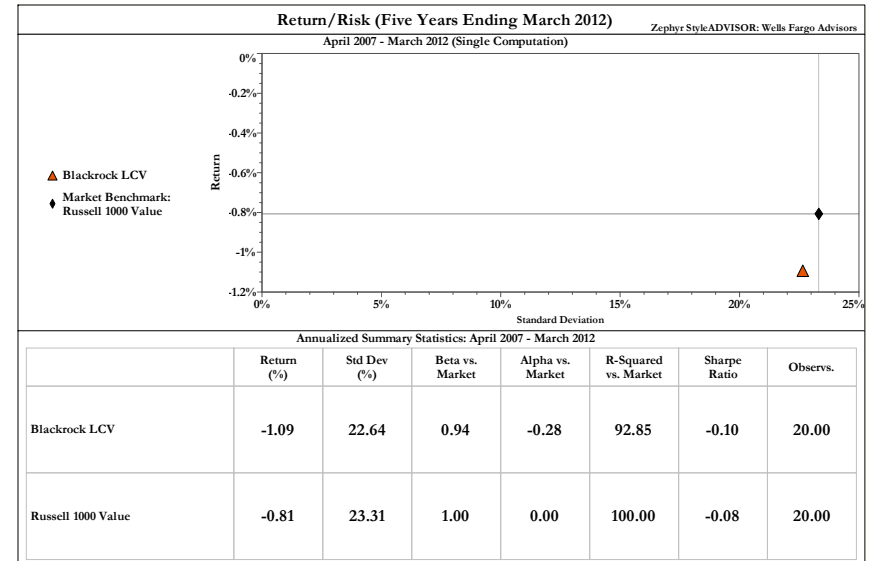
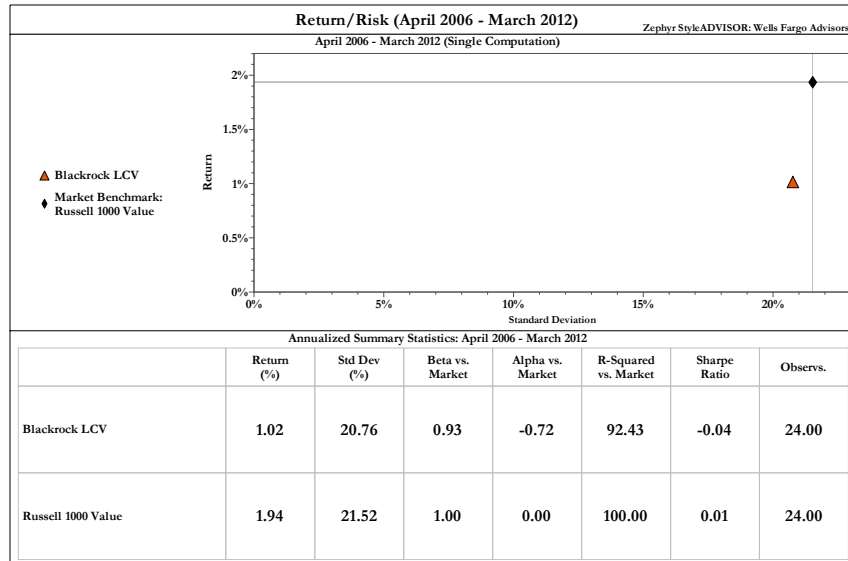
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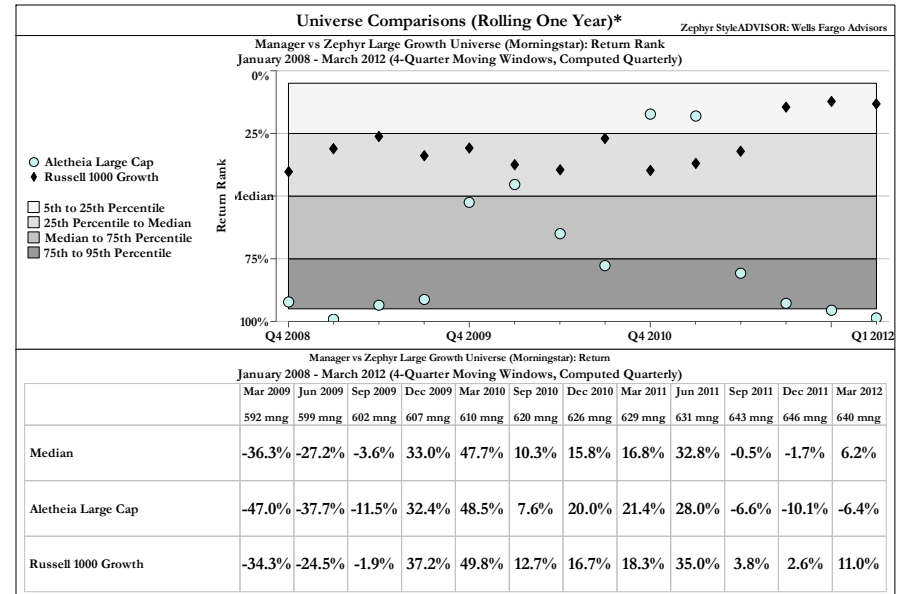
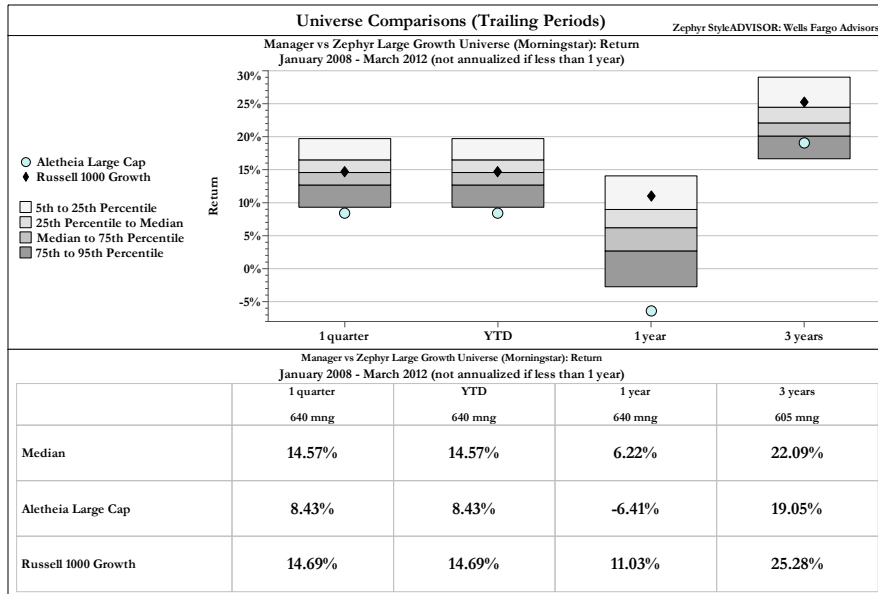
II. Equity Sector (Large-Cap Value*)

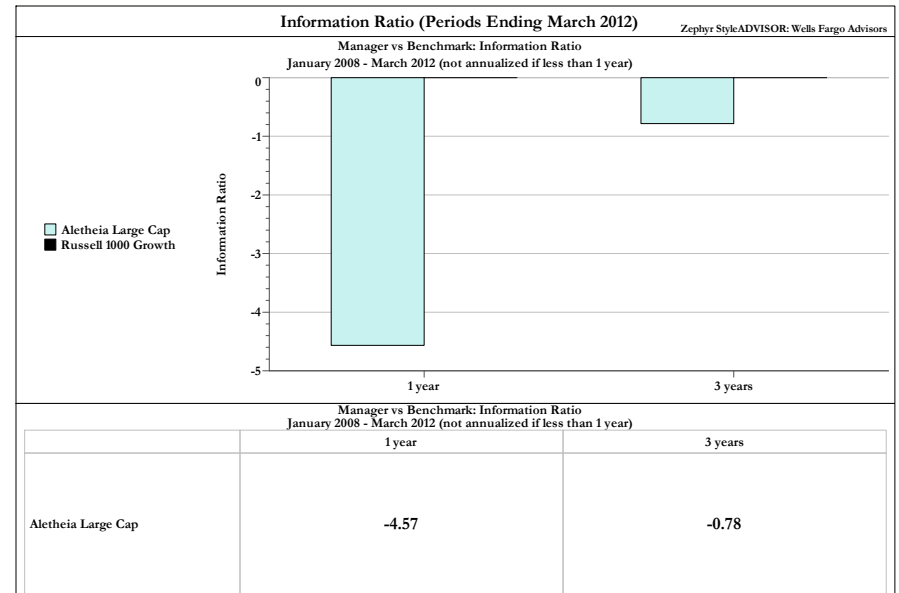
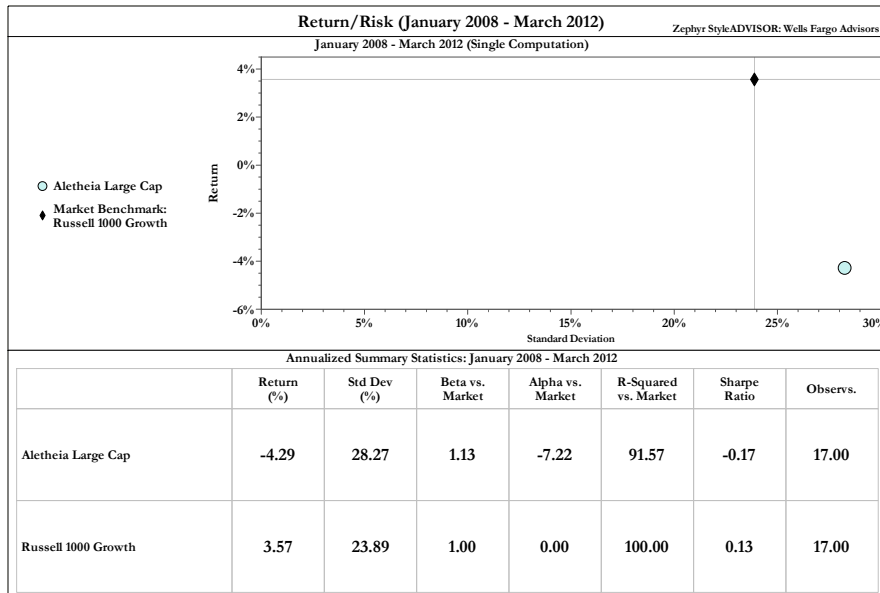
Periods Ending March 31, 2012 - Performance



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







Characteristic	Blackrock	Aletheia	Combined BOV		Over/(Under) Weight
			Large-Cap	S&P 500	
Median Cap (\$MM)	6,940	15,520	10,904	12,300	(1,396)
Avg Cap (\$MM)	41,120	65,050	52,175	109,350	(57,175)
Yield (%)	1.89	1.11	1.53	2.04	(0.51)
P/E Ratio	12.52	16.12	14.18	17.82	(3.64)
Price / Book	1.73	4.16	2.85	3.68	(0.83)
Beta (specific benchmark)	0.93	1.18	1.05	1.00	
R ² (specific benchmark)	0.92	0.74	0.84	1.00	
# of Stocks	101	67	168	500	

Blackrock

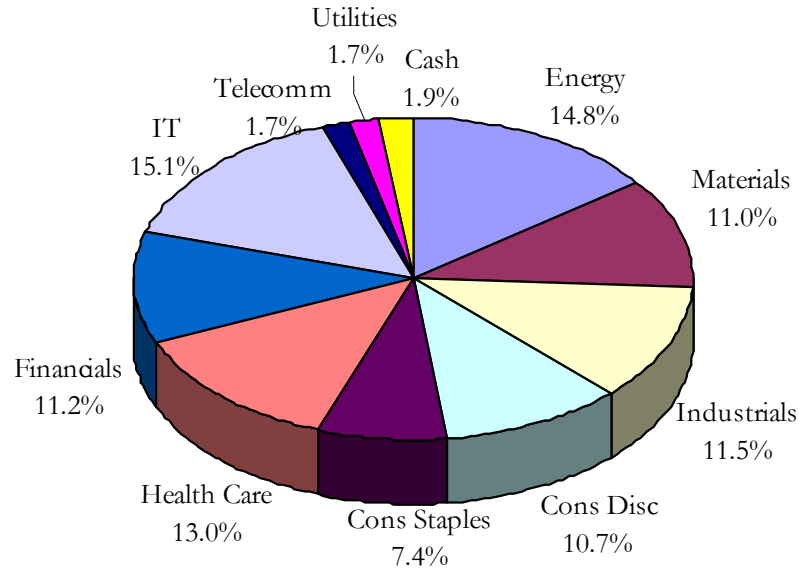
Top Ten Equity Holdings	% of Portfolio
CHEVRON	3.2
CONOCOPHILLIPS	2.4
UNITEDHEALTH GP.	1.9
PFIZER	1.6
ELI LILLY	1.4
MARATHON OIL	1.4
GENERAL DYNAMICS	1.4
AETNA	1.3
CBS 'B'	1.3
DISCOVER FINANCIAL SVS.	1.3

Aletheia

Top Ten Equity Holdings	% of Portfolio
INTERNATIONAL BUS.MCHS.	3.8
COCA COLA	3.4
SUNCOR ENERGY	3.1
BARRICK GOLD	3.0
NOVAGOLD RESOURCES	2.9
FREEPORT-MCMOR.CPR.& GD.	2.9
MOLYCORP	2.9
MCDONALDS	2.8
EXXON MOBIL	2.7
APPLE	2.7

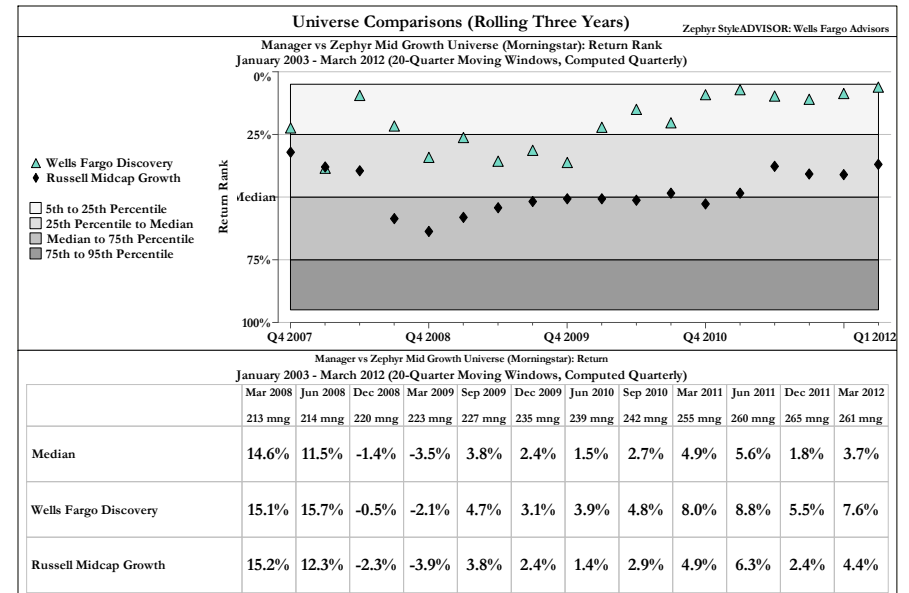
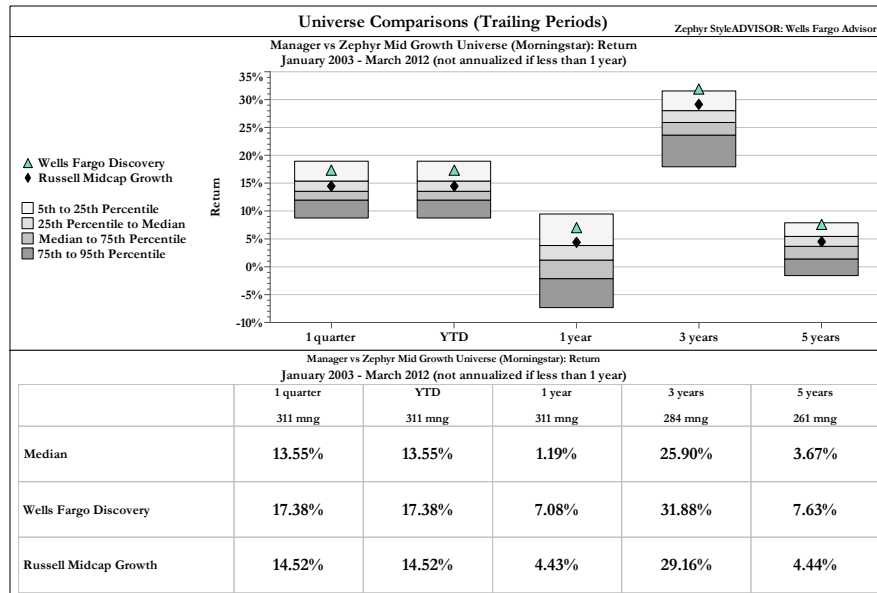
Data Source: Blackrock, Aletheia, InvestorForce

Combined BOV Large-Cap Sector Distribution

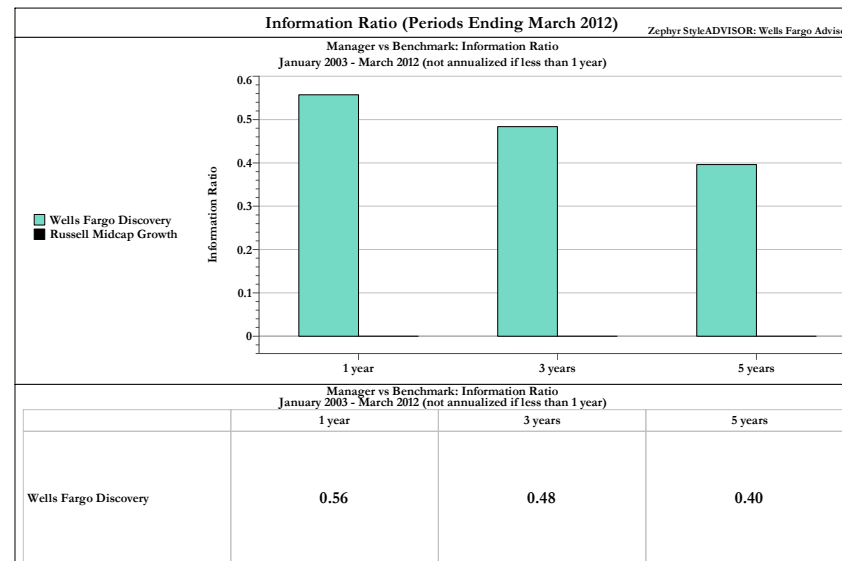
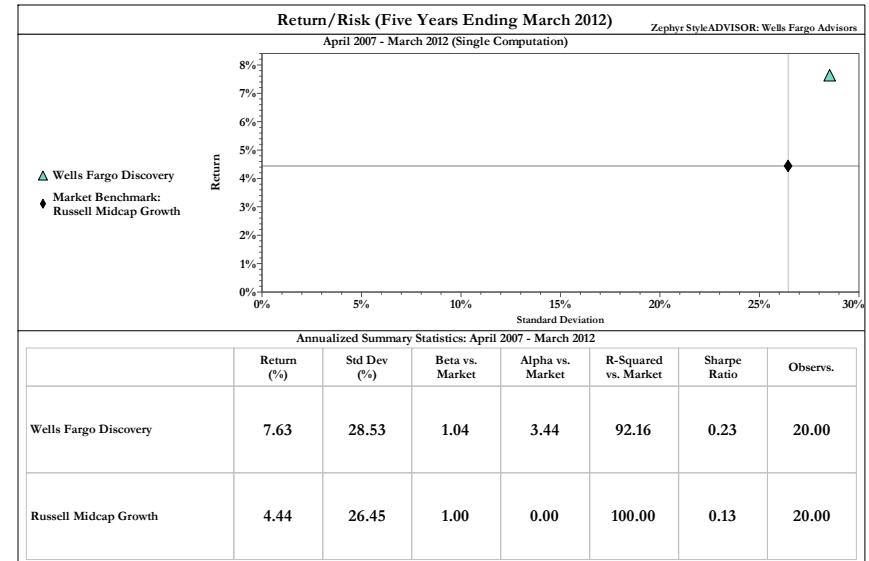
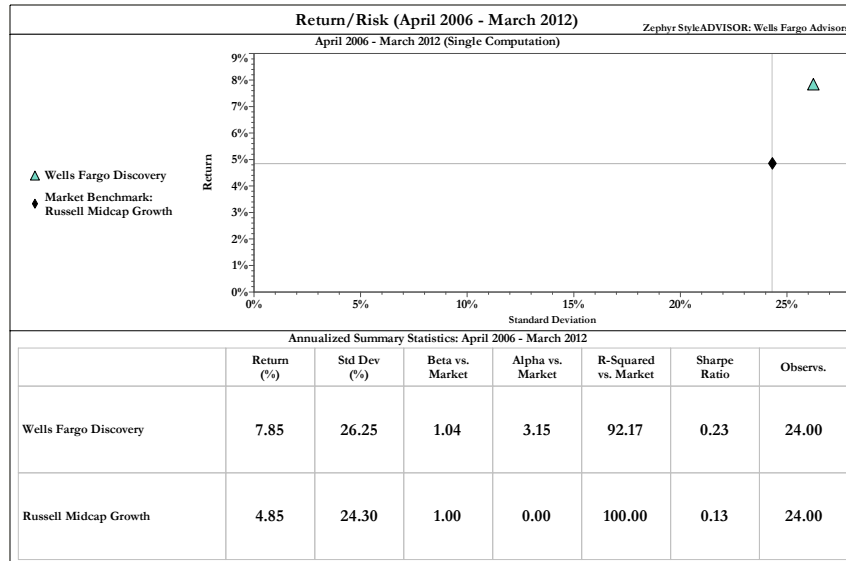


	Blackrock Weight	Aletheia Weight	Combined BOV Large-Cap	S&P 500 Weight	Over / (Under) Weight
Energy	13.6%	16.3%	14.8%	11.2%	3.6%
Materials	4.2%	19.0%	11.0%	3.5%	7.5%
Industrials	15.6%	6.8%	11.5%	10.6%	0.9%
Consumer Discretionary	9.1%	12.5%	10.7%	10.9%	-0.2%
Consumer Staples	5.0%	10.1%	7.4%	10.8%	-3.4%
Health Care	15.2%	10.5%	13.0%	11.4%	1.6%
Financials	16.7%	4.8%	11.2%	14.9%	-3.7%
Information Technology	15.0%	15.2%	15.1%	20.5%	-5.4%
Telecomm Service	1.9%	1.4%	1.7%	2.8%	-1.1%
Utilities	3.1%	0.0%	1.7%	3.4%	-1.7%
Cash & Equiv	0.60%	3.40%	1.9%	0.0	1.9%

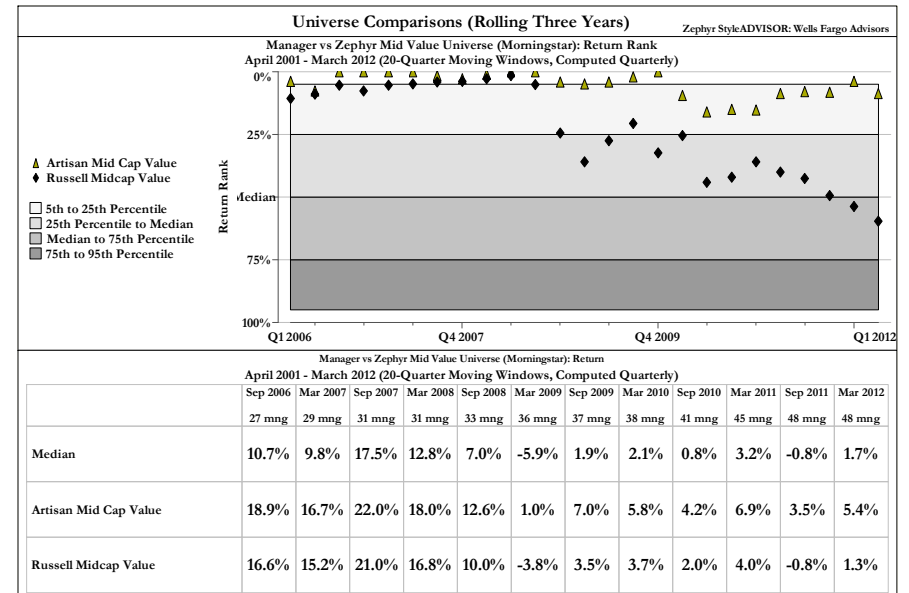
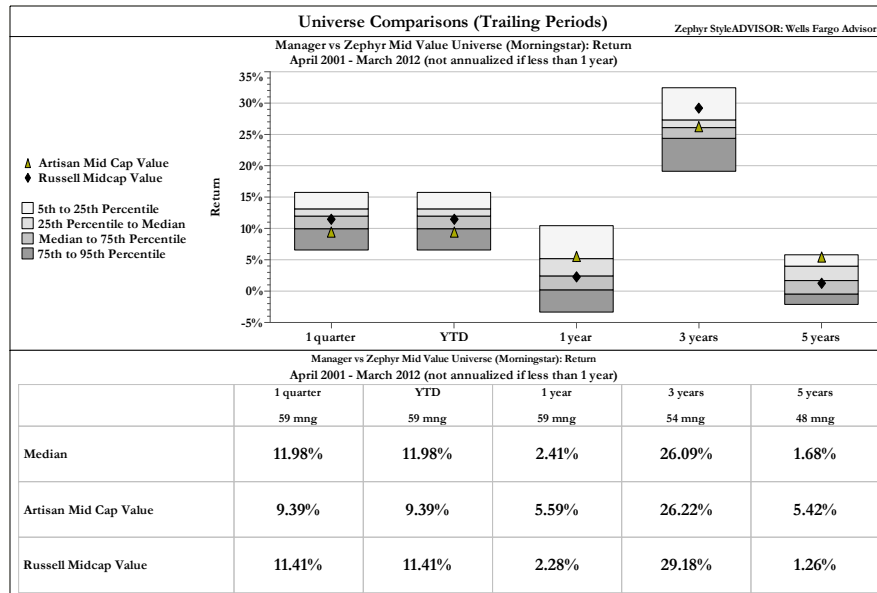
Data Source: Blackrock, Aletheia, InvestorForce



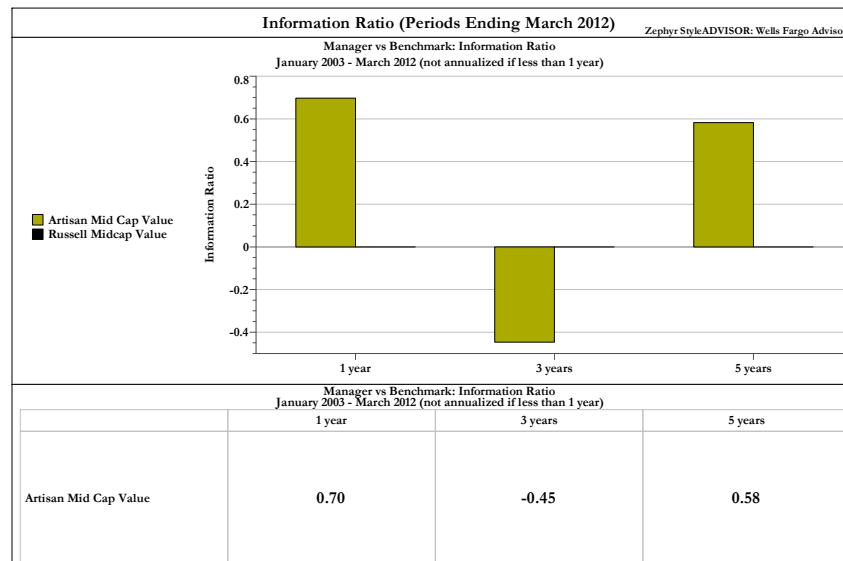
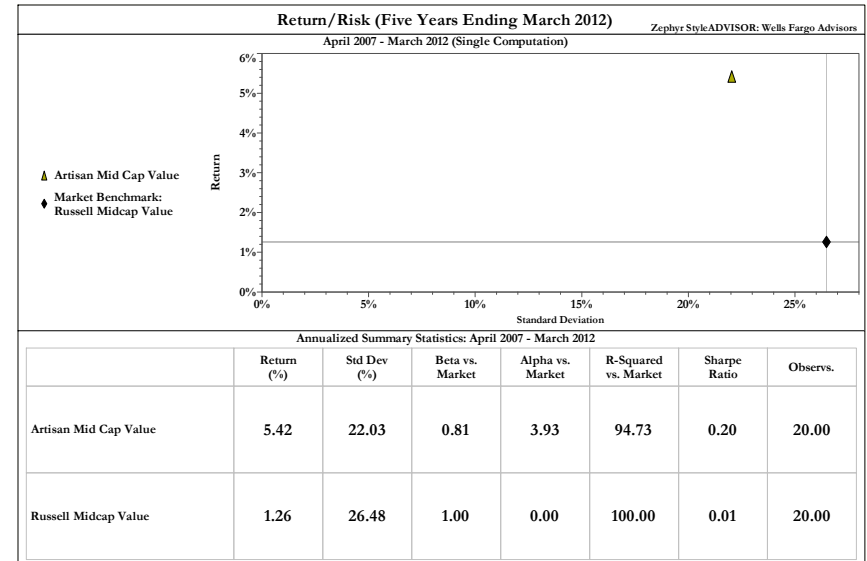
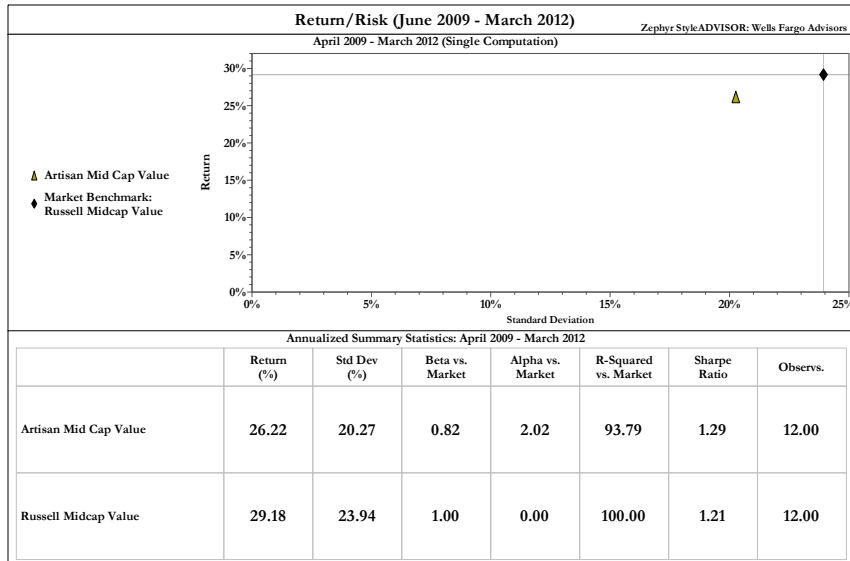
* Please note that we have linked Wells' composite historical returns for periods prior to 4/1/06 with BOV actual results starting with the 2nd quarter of 2006.



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



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



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

Characteristic	Wells	Artisan	Combined BOV Mid-Cap	Russell Mid- Cap	Over/(Under) Weight
Avg Cap (\$MM)	4,460	7,800	5,966	8,660	(2694)
Yield (%)	0.00	0.56	0.25	1.52	(1.27)
P/E Ratio	28.25	12.20	21.01	18.76	2.25
Price / Book	3.94	1.90	3.02	3.11	(0.09)
5 yr EPS Growth (%)	18.67	7.23	13.51	9.31	4.20
# of Stocks	86	56	142	779	

Wells Fargo

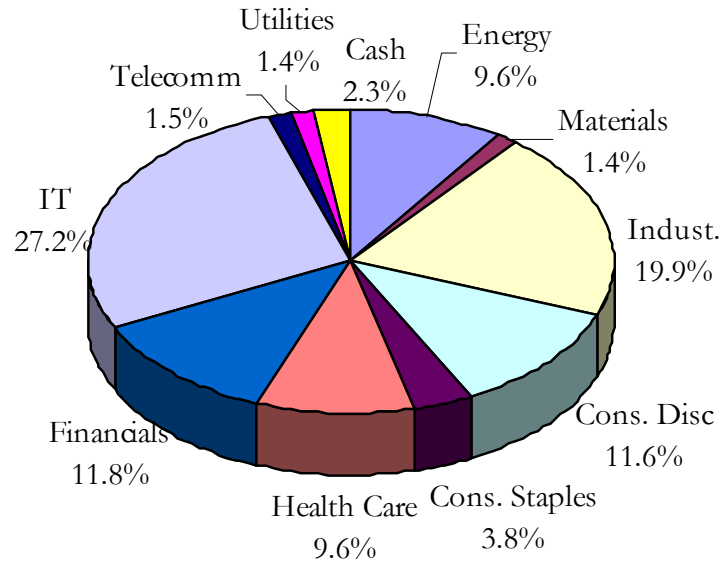
TEN LARGEST HOLDINGS	% of Portfolio
Kansas City Southern	2.7
Airgas Incorporated	2.6
TransDigm Group Incorporated	2.4
Gartner Incorporated	2.2
SBA Communications Corp	1.9
Broadsoft Incorporated	1.9
Monster Beverage Corporation	1.7
Chart Industries Incorporated	1.6
Fortinet Incorporated	1.6
Alexion Pharmaceuticals Inc	1.6

Artisan Partners

Top Ten Equity Holdings	% of Portfolio
Avnet Inc	3.0
The Progressive Corp	2.7
Arrow Electronics Inc	2.7
Cimarex Energy Co	2.7
Alleghany Corp	2.6
The Western Union Co	2.4
Ingram Micro Inc	2.3
Analog Devices Inc	2.3
Cigna Corp	2.3
Jacobs Engineering Group Inc	2.3

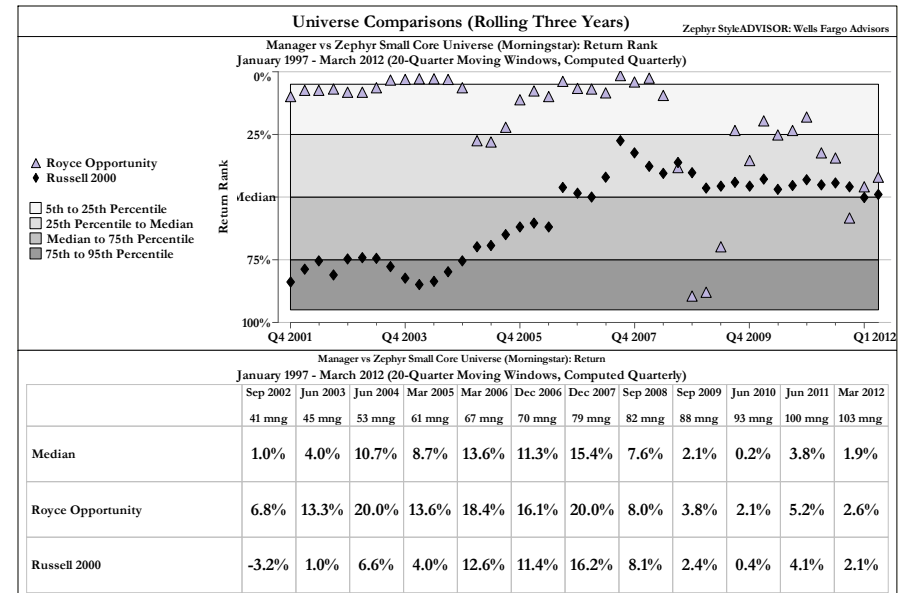
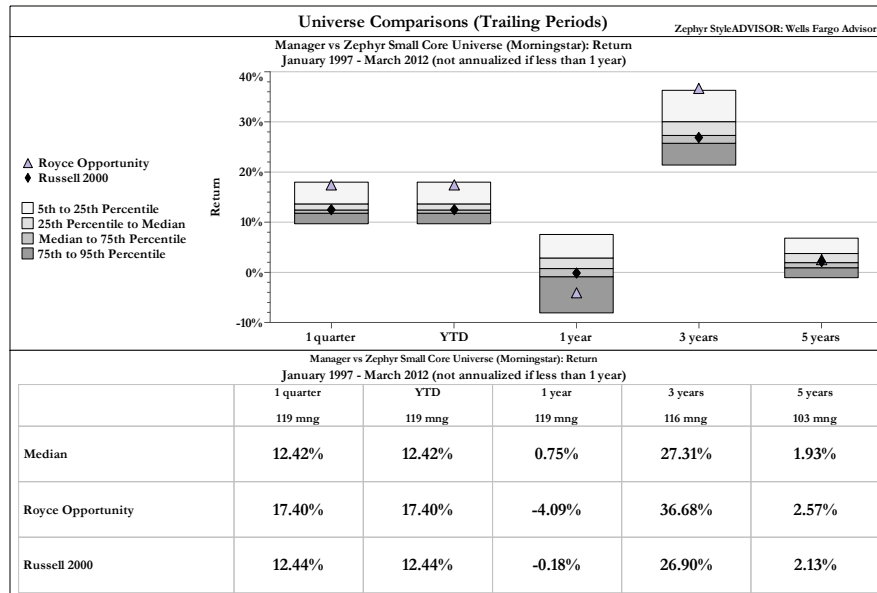
Data Source: Wells Fargo, Artisan, InvestorForce

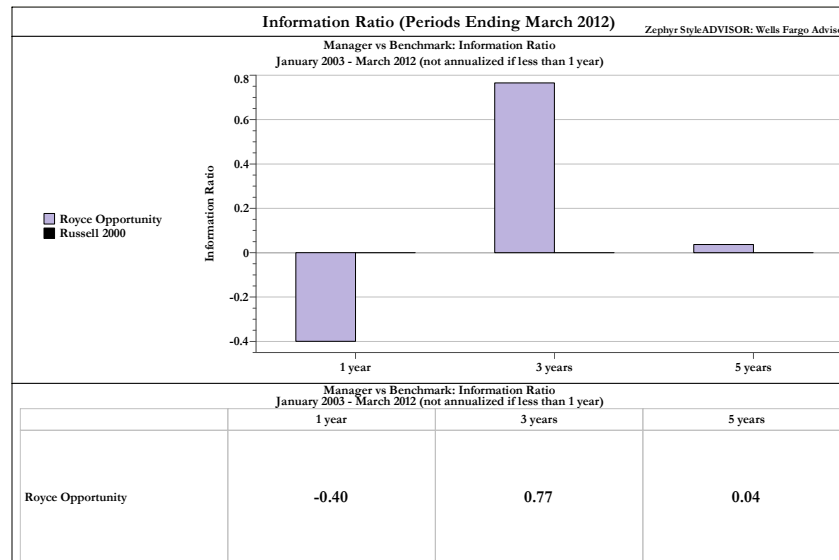
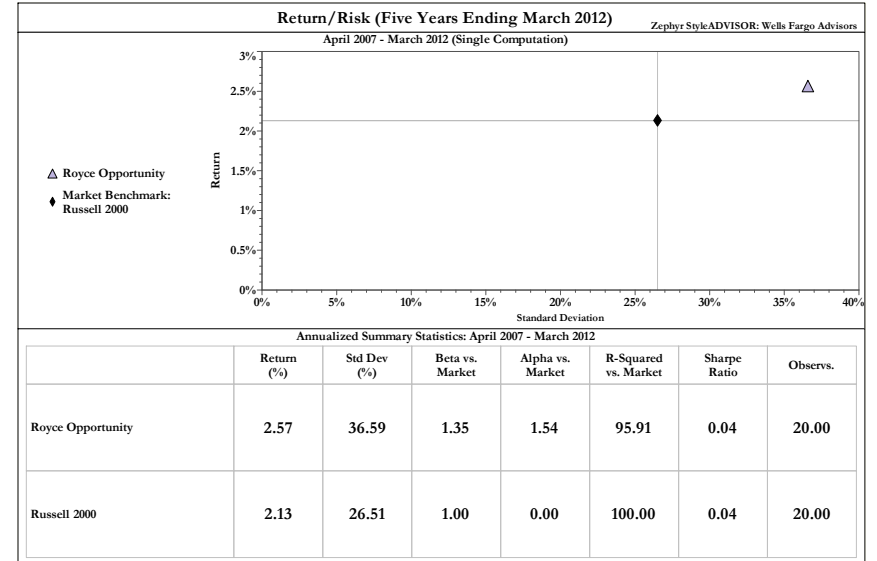
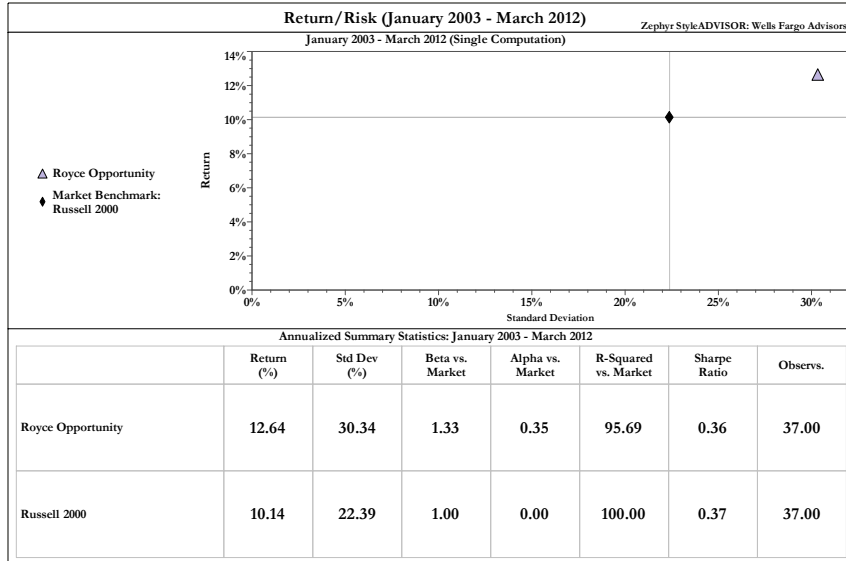
BOV Mid-Cap Sector Distribution



	Wells Fargo Weight	Artisan Weight	Combined BOV Mid-Cap	Russ Mid-Cap Weight	Over / (Under) Weight
Energy	9.4	9.8	9.6	7.5	2.1
Materials	2.5	0.0	1.4	6.6	(5.2)
Industrials	19.8	20.0	19.9	12.9	7.0
Consumer Discretionary	14.5	8.0	11.6	16.2	(4.6)
Consumer Staples	2.7	5.1	3.8	6.3	(2.5)
Health Care	15.0	3.1	9.6	9.7	(0.1)
Financials	3.5	22.0	11.8	19.5	(7.7)
Information Technology	25.7	28.9	27.2	13.7	13.5
Telecomm Service	2.8	0.0	1.5	1.2	0.3
Utilities	0.0	3.0	1.4	6.5	(5.1)
Cash	4.1	0.0	2.3	0.0	2.3

Data Source: Wells Fargo, Artisan, InvestorForce



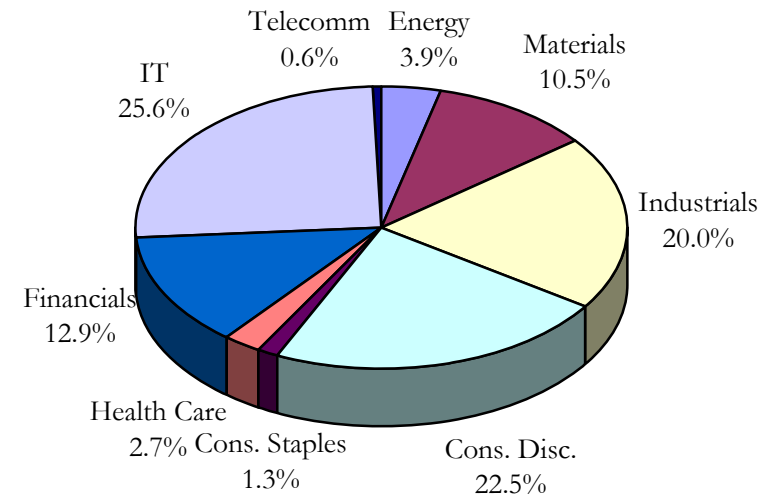


Top Ten Equity Holdings	% of Portfolio
Trex Company	0.8%
La-Z-Boy	0.8%
Toll Brothers	0.8%
Cost Plus	0.7%
Louisiana-Pacific Corporation	0.7%
The Jones Group	0.7%
LaSalle Hotel Properties	0.7%
Collective Brands	0.7%
Orient-Express Hotels Cl. A	0.7%
Kaiser Aluminum	0.7%

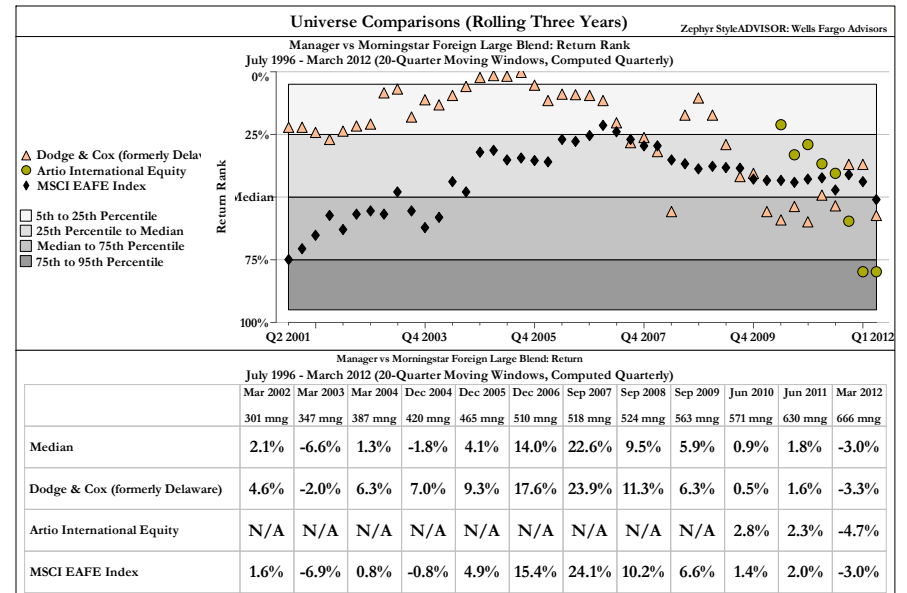
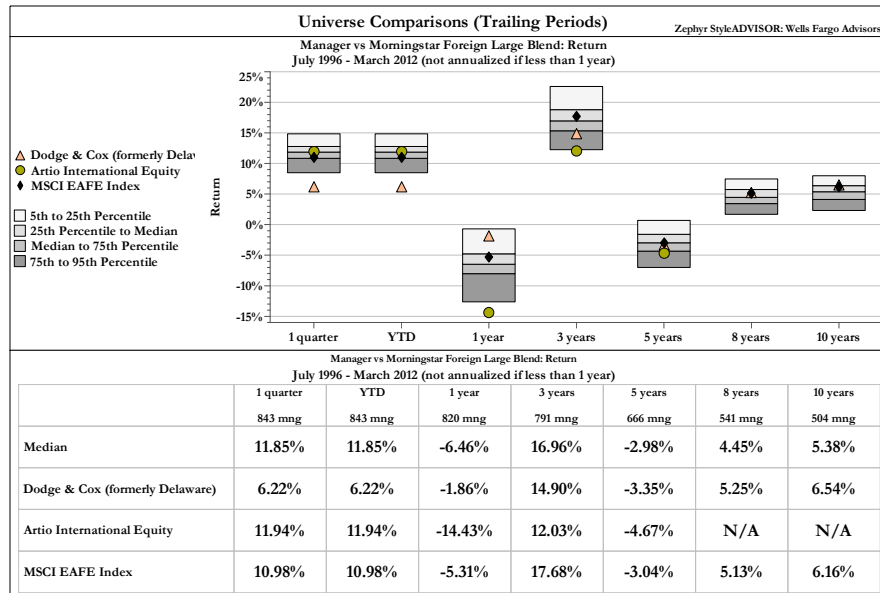
Characteristic	Royce	Russell 2000
Average Capitalization (\$MM)	644	1,360
Yield	0.0	1.2
P/E Ratio	15.9	16.5
Price/Book	1.3	2.8
# Holdings	317	1941

Sector Allocation	% of Portfolio	Russell 2000	Difference
Energy	3.9	6.4	(2.5)
Materials	10.5	4.6	5.9
Industrials	20.1	15.8	4.3
Consumer Discretionary	22.5	13.8	8.7
Consumer Staples	1.3	3.5	(2.2)
Health Care	2.7	12.7	(10.0)
Financials	13.0	22.5	(9.5)
Information Technology	25.6	16.7	8.9
Telecomm Service	0.6	0.8	(0.2)
Utilities	0.0	3.2	(3.2)

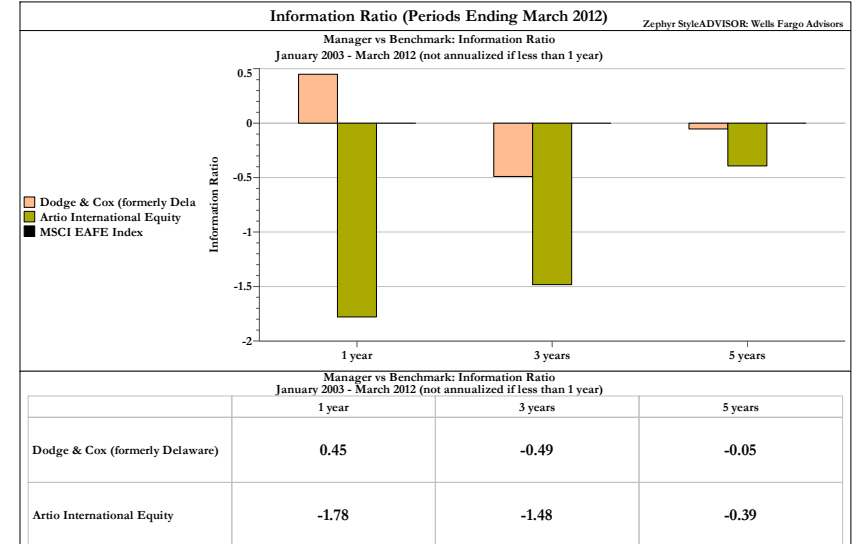
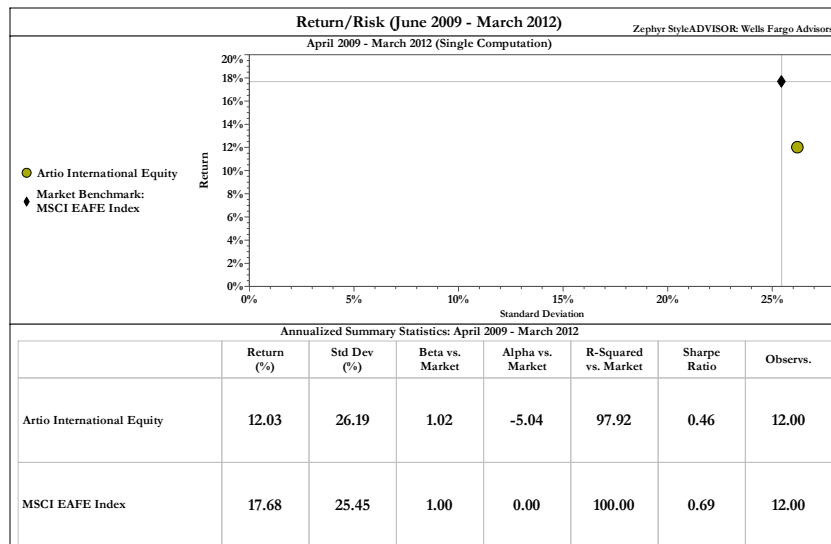
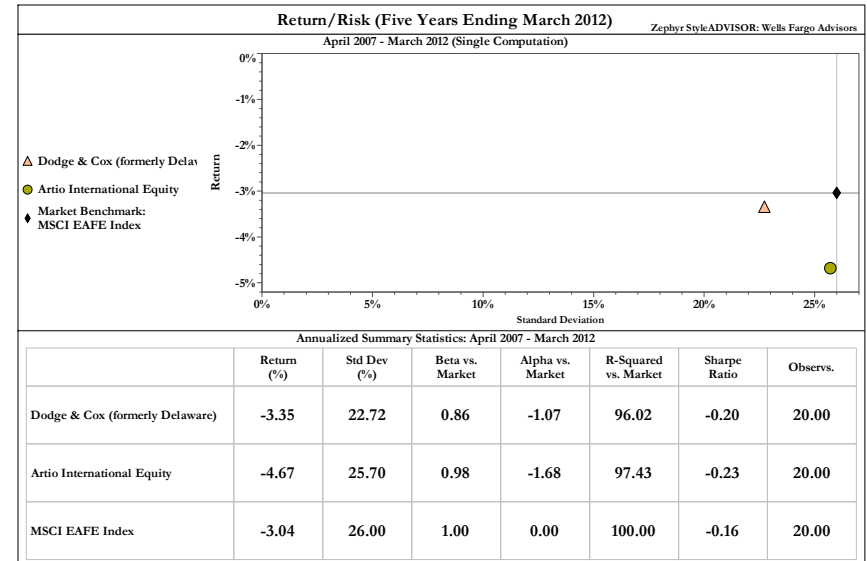
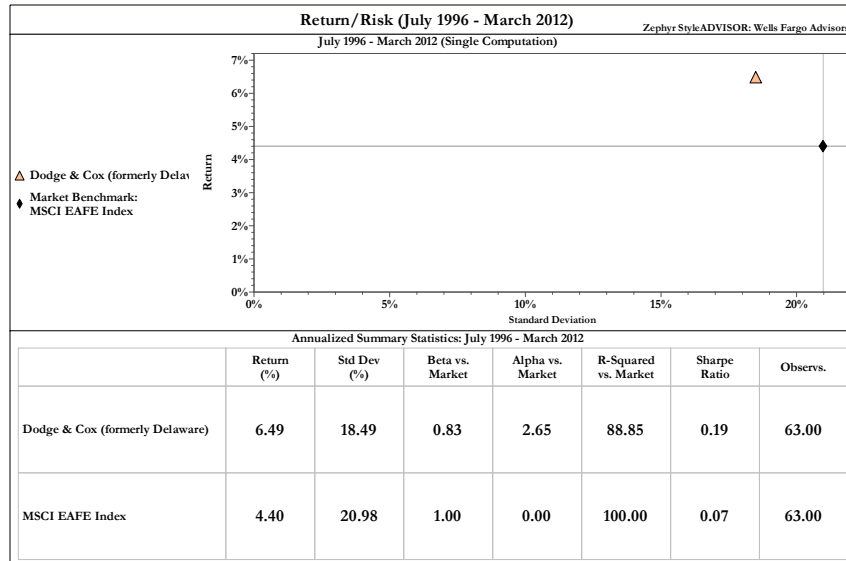
Sector Distribution



Information contained within this report is designed solely for the use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff.
* Source: Royce, VESTEK
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* Please note that we have linked Artio's composite historical returns for periods prior to 6/1/09 with BOV actual results starting with June 2009.



Characteristics

Characteristic	Dodge & Cox	Artio	Combined BOV Intl	MSCI EAFE	Over/Under Weight
Avg. Capitalization (\$MM)	55,000	50,880	52,945	49,000	3945
Price/Book Ratio (x)	1.2	1.9	1.5	2.3	(0.7)
P/E Ratio (x)	10.6	13.7	12.1	13.3	(1.1)
Dividend Yield (%)	2.3	1.8	2.0	3.7	(1.7)
# of Holdings	89	158	247	925	(678)

Dodge & Cox Top Ten

Top Ten Equity Holdings	% of Portfolio
Naspers, Ltd.	3.8
Roche Holding AG	3.3
Sanofi	3.2
GlaxoSmithKline	3.0
Vodafone Group	2.9
Bayer AG	2.9
HSBC Holdings	2.5
Novartis AG	2.4
Barclays PLC	2.4
Lafarge SA	2.3

Sector Distribution

Sector	Dodge & Cox	Artio	Combined BOV Weight	EAFE Weight	Over / (Under)
Consumer Discret.	14.1	16.6	15.4	10.8	4.6
Consumer Staples	2.5	8.8	5.7	11.2	(5.5)
Energy	6.4	11.4	8.9	8.6	0.3
Financials	22.0	12.9	17.5	22.6	(5.1)
Health Care	14.8	13.1	13.9	9.3	4.6
Industrials	8.7	10.5	9.6	12.7	(3.1)
Info. Technology	13.5	5.5	9.5	4.8	4.7
Materials	7.0	9.1	8.0	10.2	(2.2)
Telecomm	9.8	3.7	6.8	5.5	1.3
Utilities	0.0	2.2	1.1	4.3	(3.2)
Cash	1.2	6.2	3.7		

Artio Top Ten

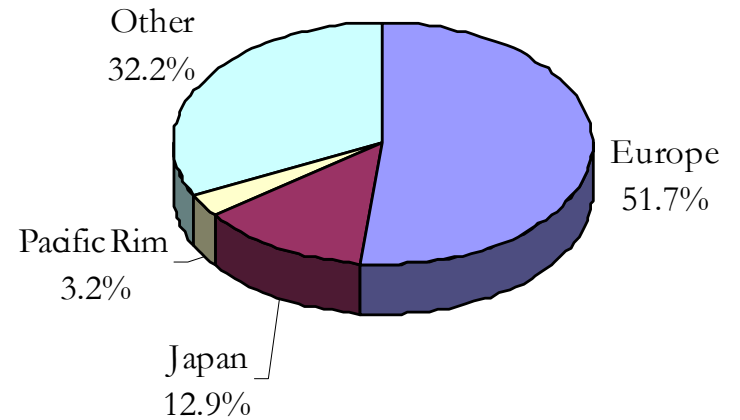
Top Ten Equity Holdings	% of Portfolio
Royal Dutch Shell	2.6
BG Group	2.5
Novo Nordisk	2.1
Vodafone Group	2.0
Suncor Energy	1.9
BHP Billiton	1.8
Toyota Motor	1.8
Essilor International	1.8
Sberbank of Russian Federation	1.8
Fraport AG	1.7

Data Source: Dodge & Cox, Artio, MSCI EAFE

Country Distribution

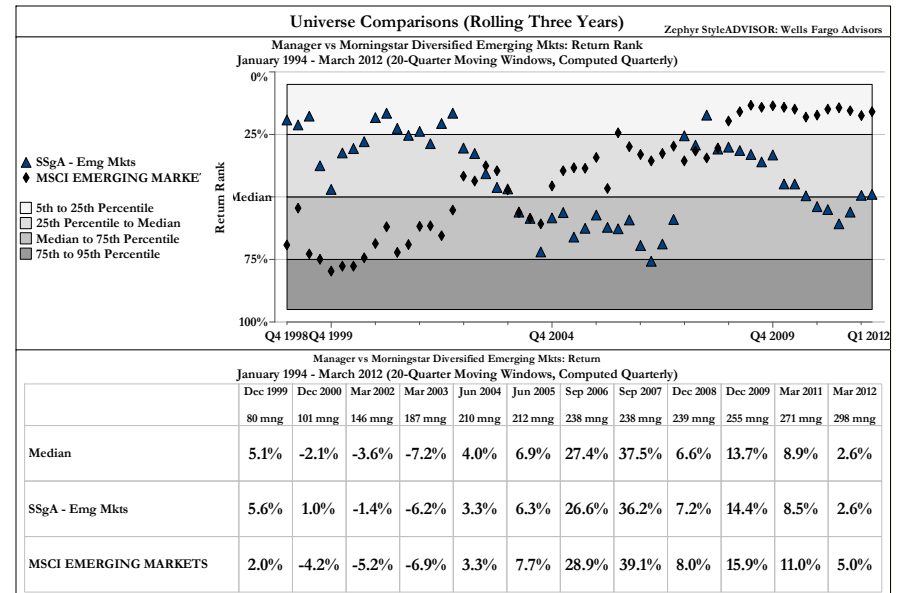
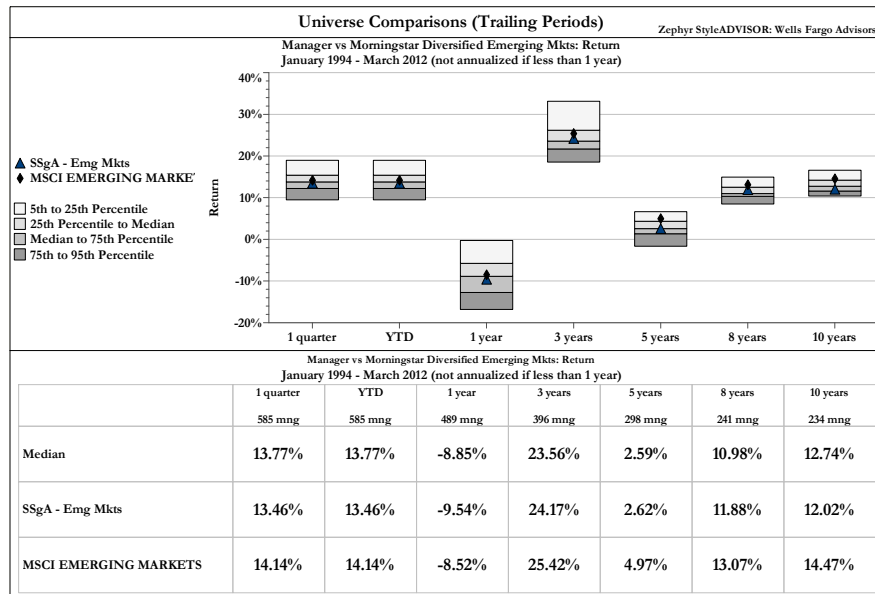
Country	Dodge & Cox Weight	Artio Weight	Combined BOV Weight	EAFE Weight	Over / (Under)
Australia	0.0	1.6	0.8	8.6	(7.8)
Austria	1.0	0.0	0.5	0.2	0.3
Belgium	0.0	0.0	0.0	1.0	(1.0)
Denmark	0.0	2.0	1.0	1.1	(0.1)
Finland	2.0	0.3	1.2	0.8	0.4
France	8.7	8.4	8.5	9.1	(0.6)
Germany	7.0	7.1	7.1	7.8	(0.7)
Greece	0.0	0.0	0.0	0.1	(0.1)
Hong Kong	1.7	3.1	2.4	2.8	(0.4)
Ireland	0.0	0.0	0.0	0.3	(0.3)
Italy	1.7	0.5	1.1	2.3	(1.2)
Japan	13.6	12.1	12.9	21.6	(8.7)
Netherlands	4.0	1.6	2.8	2.5	0.3
New Zealand	0.0	0.0	0.0	0.1	(0.1)
Norway	0.6	0.0	0.3	0.9	(0.6)
Portugal	0.0	0.0	0.0	0.2	(0.2)
Singapore/Malaysia	0.0	0.0	0.0	1.7	(1.7)
Spain	1.6	0.0	0.8	3.3	(2.5)
Sweden	1.5	1.3	1.4	3.1	(1.7)
Switzerland	10.9	7.4	9.1	8.6	0.5
United Kingdom	17.4	18.5	17.9	23.3	(5.4)
Other	28.4	36.0	32.2	0.6	31.6

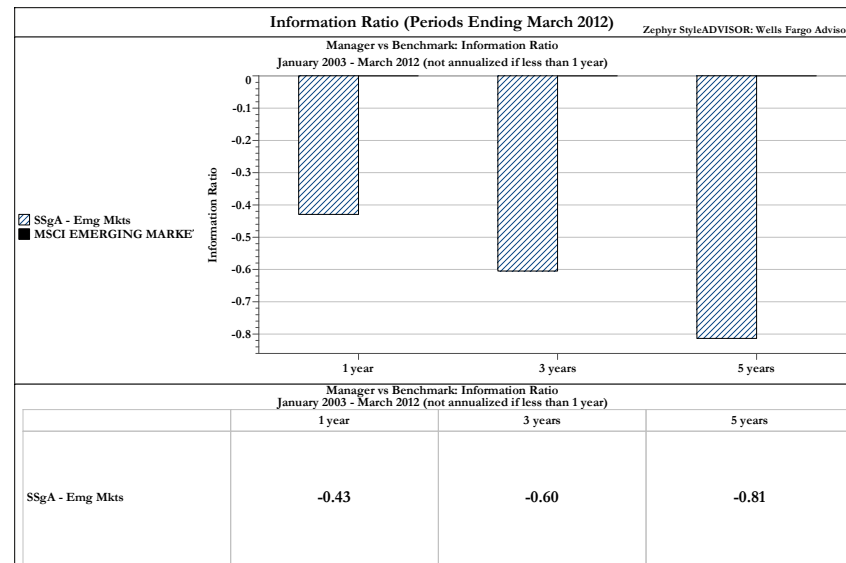
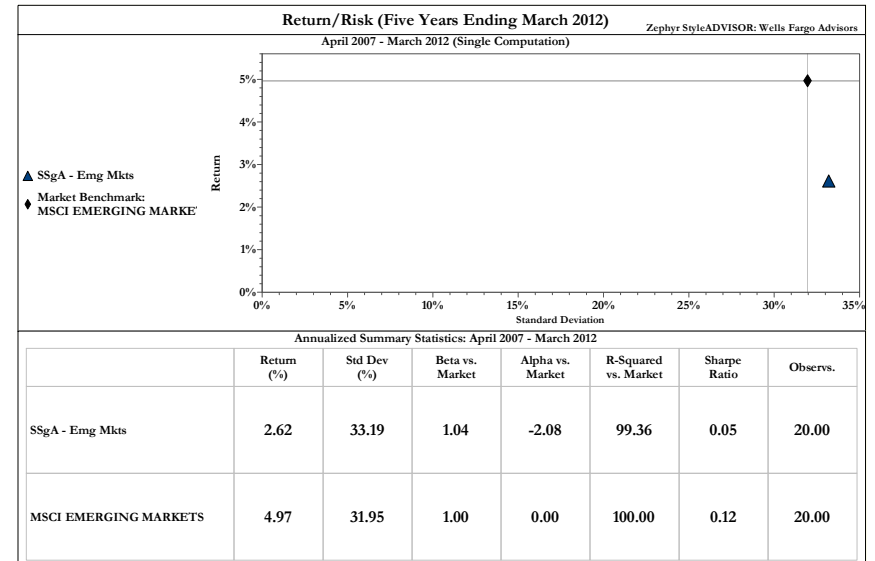
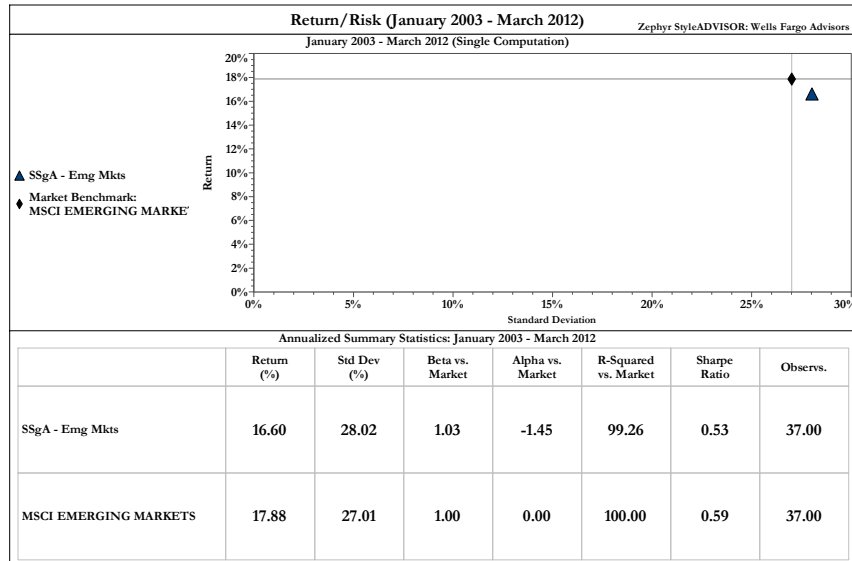
**Regional Distribution
BOV Developed International**



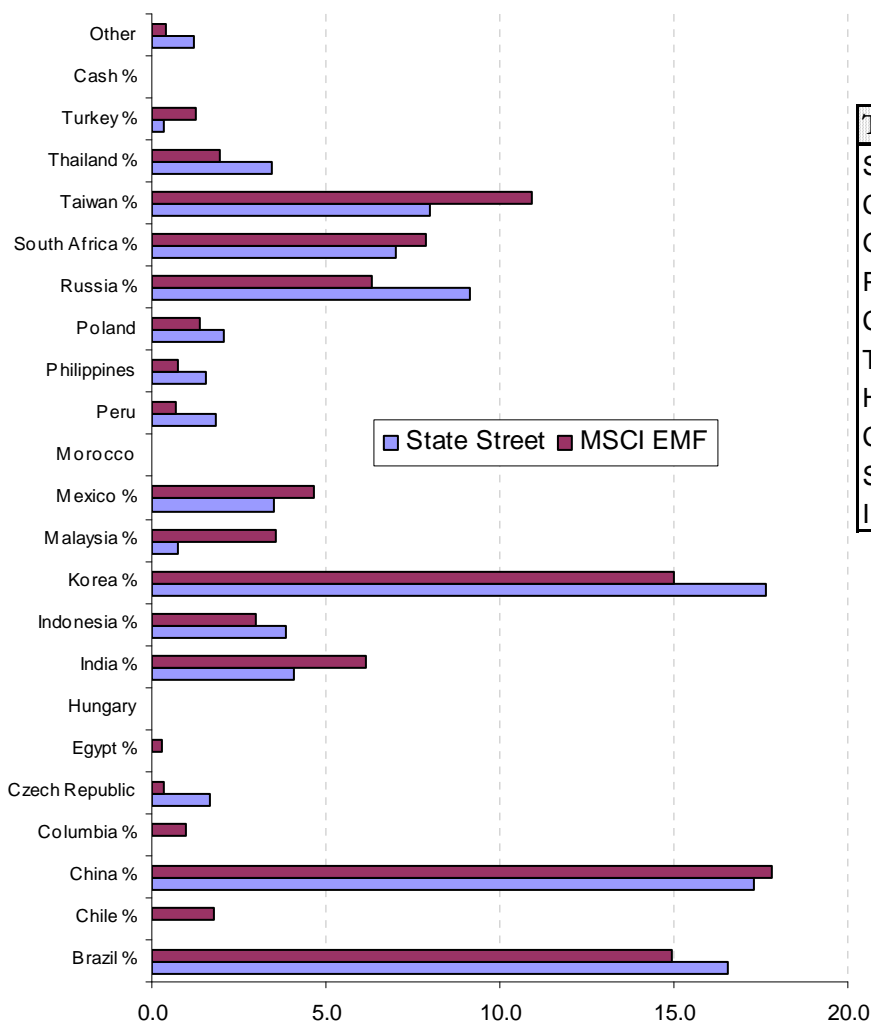
***Artio's country allocation data is as of 12/31/11**

Data Source: Dodge & Cox, Artio, MSCI EAFE





Country Distribution

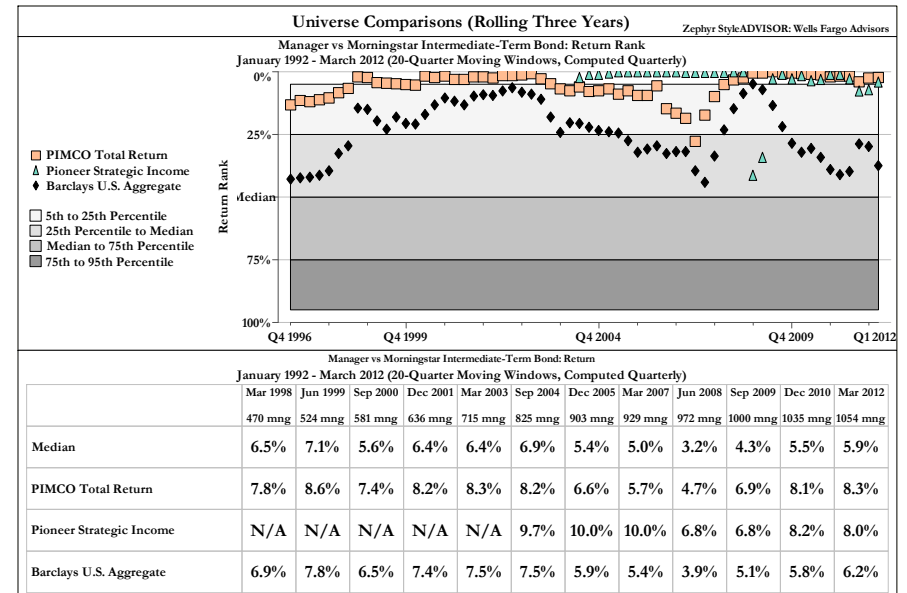
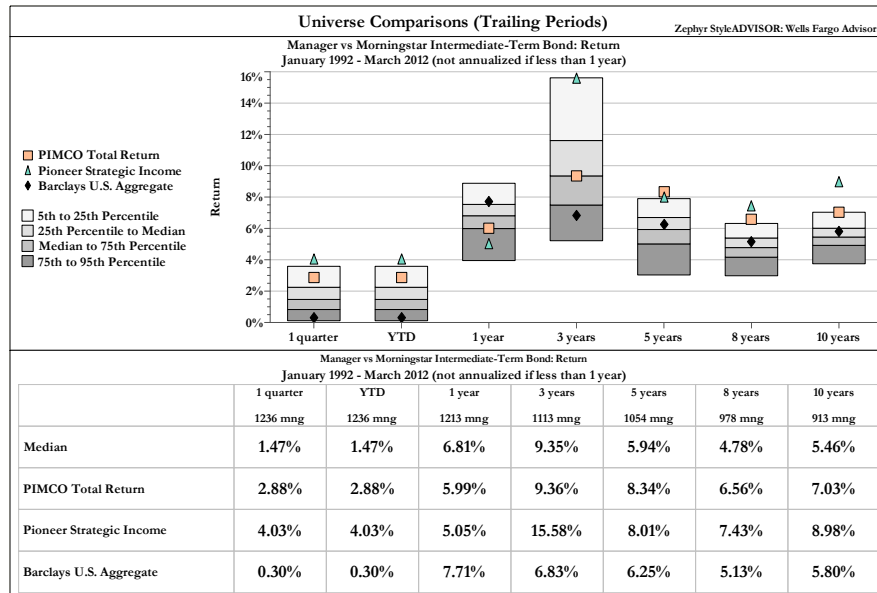


Top Ten Equity Holdings	% of Portfolio
SAMSUNG ELECTRONICS CO LTD	4.3
CIA VALE DO RIO DOCE	3.2
GAZPROM OAO-SPON ADR	3.1
PETROLEO BRASILEIRO-SPON ADR	3.0
CHINA MOBILE LTD	2.1
TAIWAN SEMICONDUCTOR MANUFAC	1.6
HYUNDAI MOTOR CO	1.6
COMPANHIA DE BEBIDAS	1.5
SBERBANK OF RUSSIA	1.4
INDUSTRIAL & COMMERCIAL BANK OF CHINA	1.3

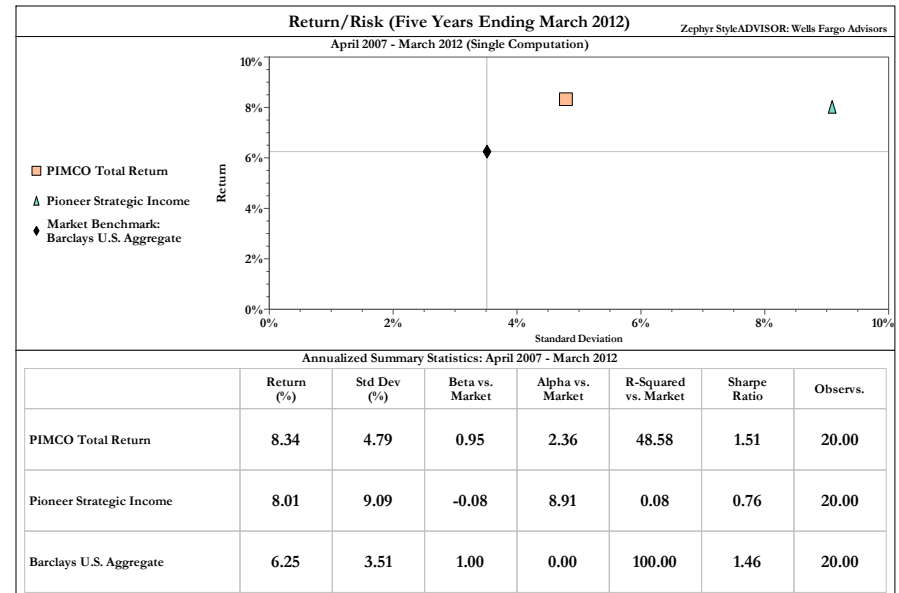
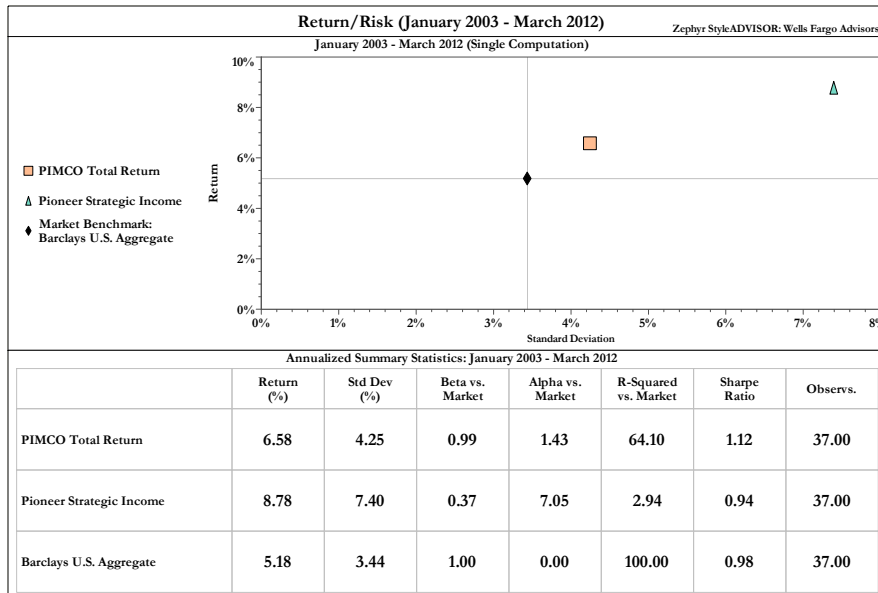
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**Holding data is as of
2/29/12.**
**Country data is
reported as of 12/31/11.**

Data Source: State Street, MSCI



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



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

As of March 31, 2012*

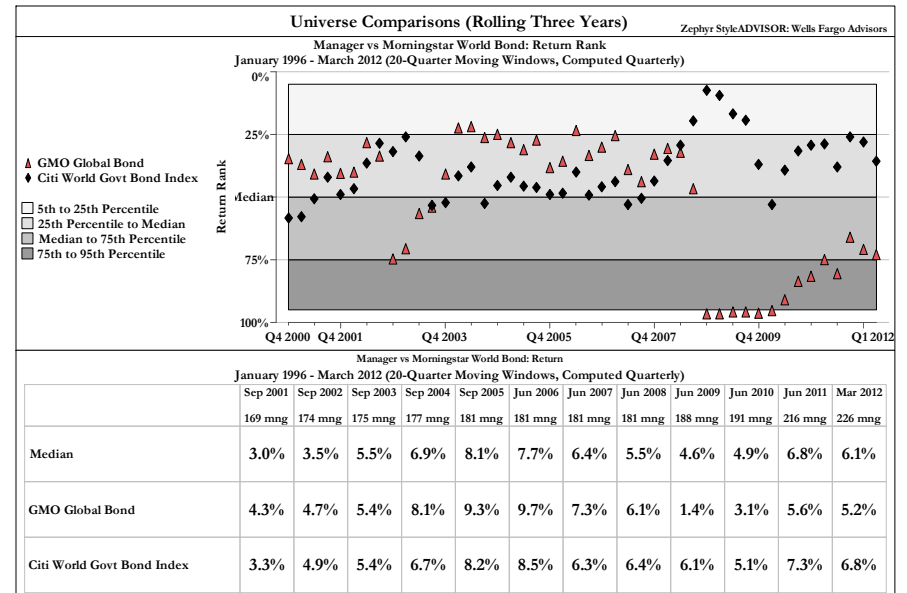
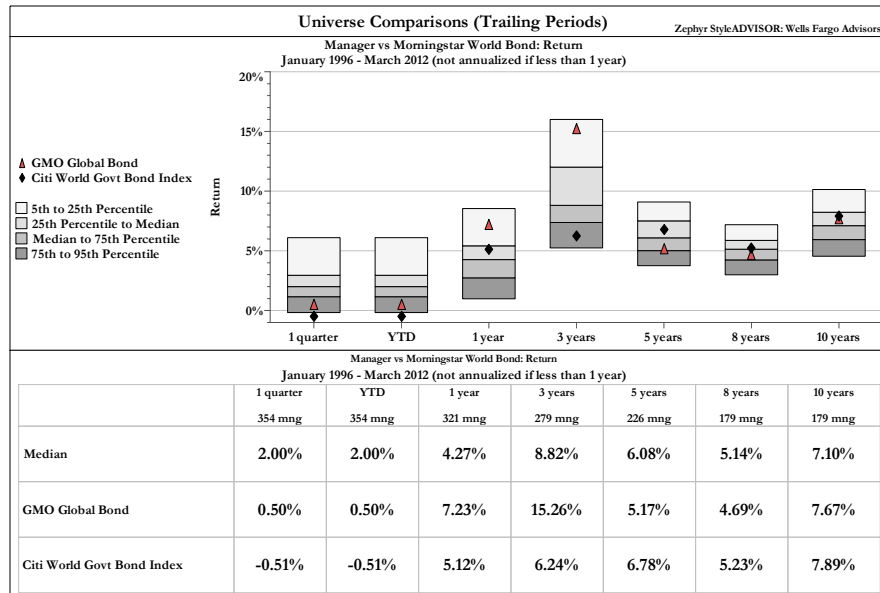
	PIMCO Total Return	Pioneer Strategic Income	Fixed Combined	Barclays Aggregate	Over/(Under) Weight
Modified Adj. Duration	5.37	3.96	4.66	5.01	-0.3
Average Maturity	6.66	9.38	8.02	7.10	0.9

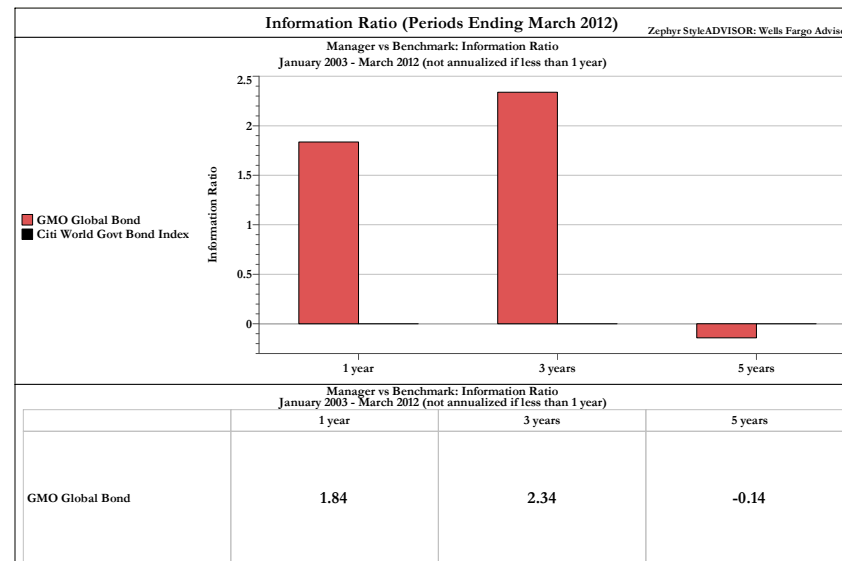
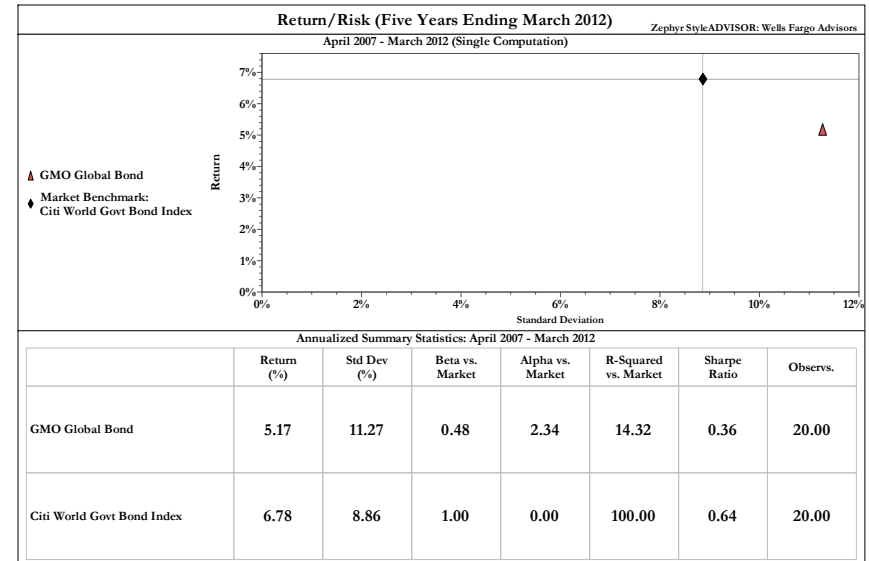
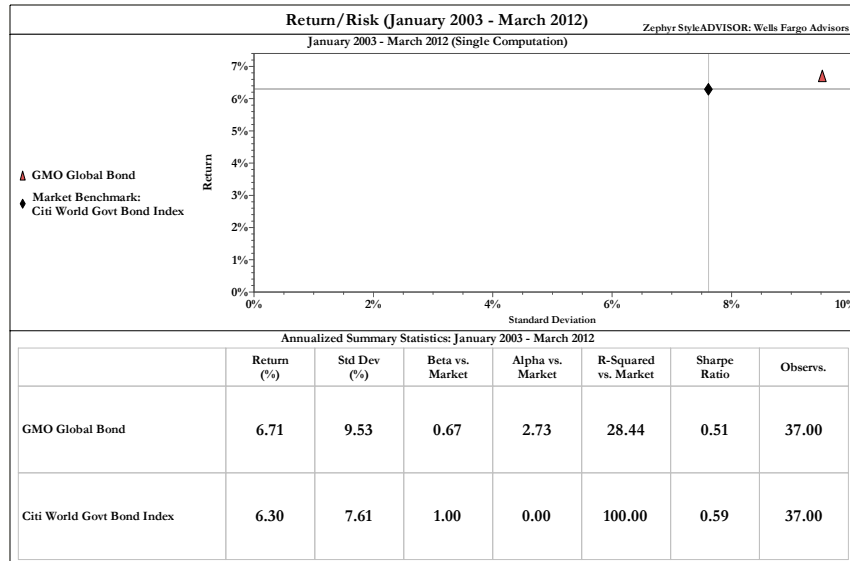
Sector Distribution

Sector Allocation	PIMCO Total Return	Pioneer Strategic Income	Fixed Combined	Barclays Aggregate	Over/(Under) Weight
U.S. Treasury/Agency	35.0	2.4	18.7	43.2	(24.5)
Corporate	17.0	75.7	46.4	22.6	23.8
Mortgage	53.0	19.2	36.1	31.3	4.8
Asset-Backed	0.0	0.0	0.0	0.3	(0.3)
Other	18.0	0.0	9.0	2.6	6.4
Cash & Equivalents	(23.0)	2.7	(10.1)	0.0	(10.1)

PIMCO and Barclays data is as of 3/31/12; Pioneer data is as of 2/29/12

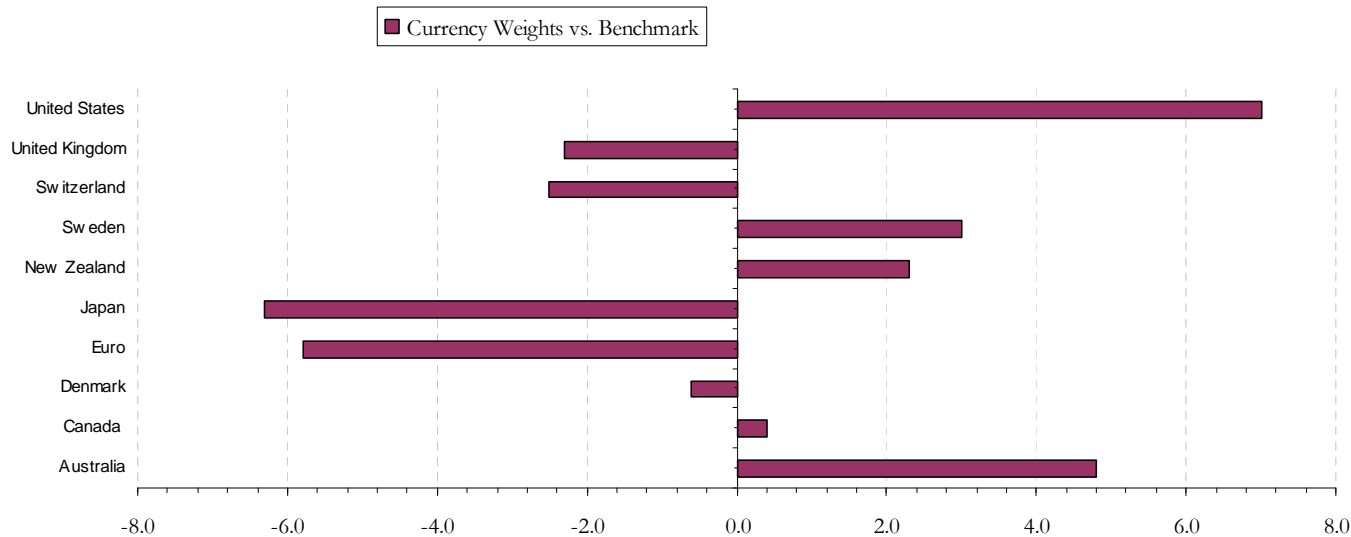
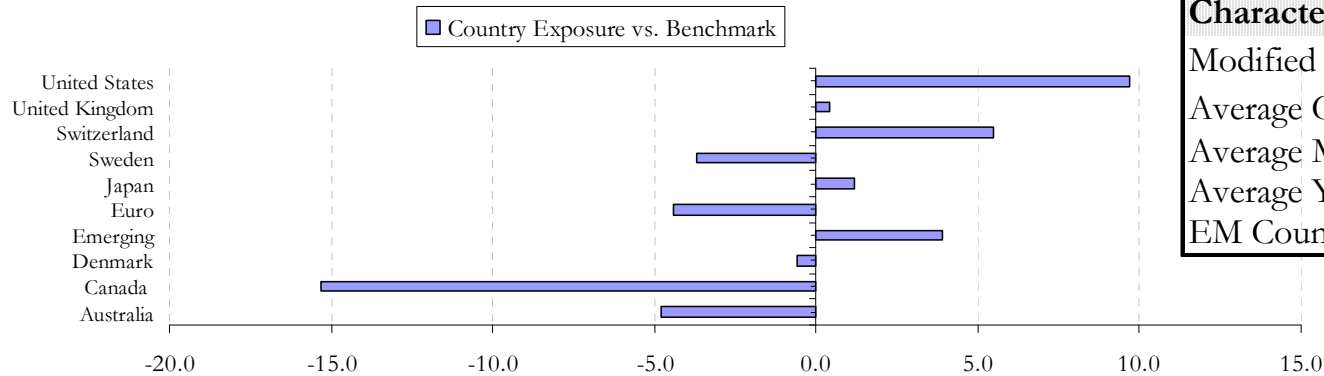
Data Source: PIMCO, Pioneer, Barclays



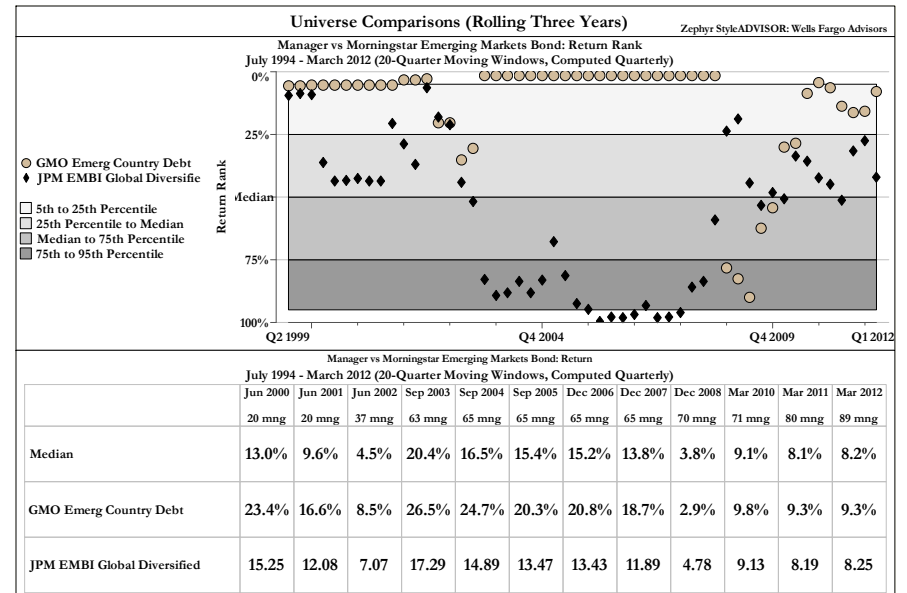
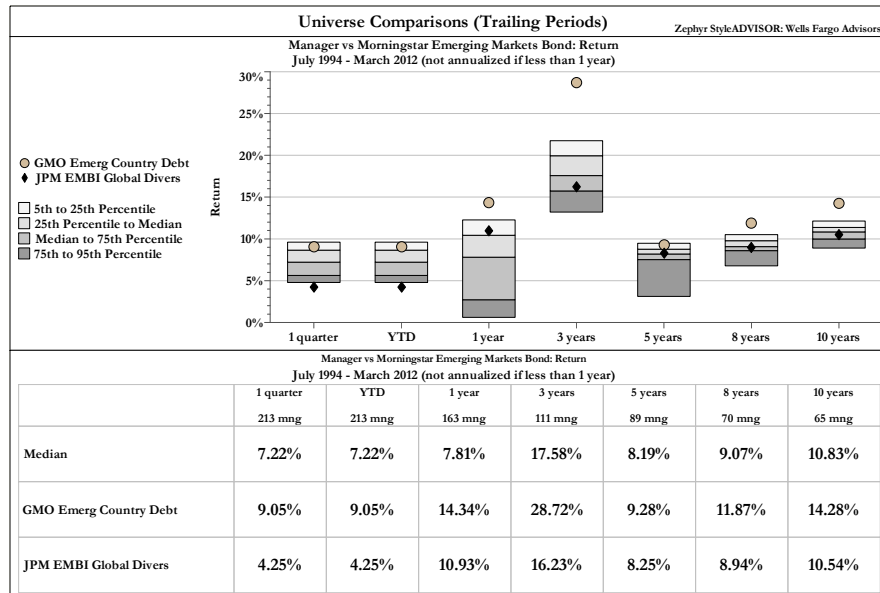


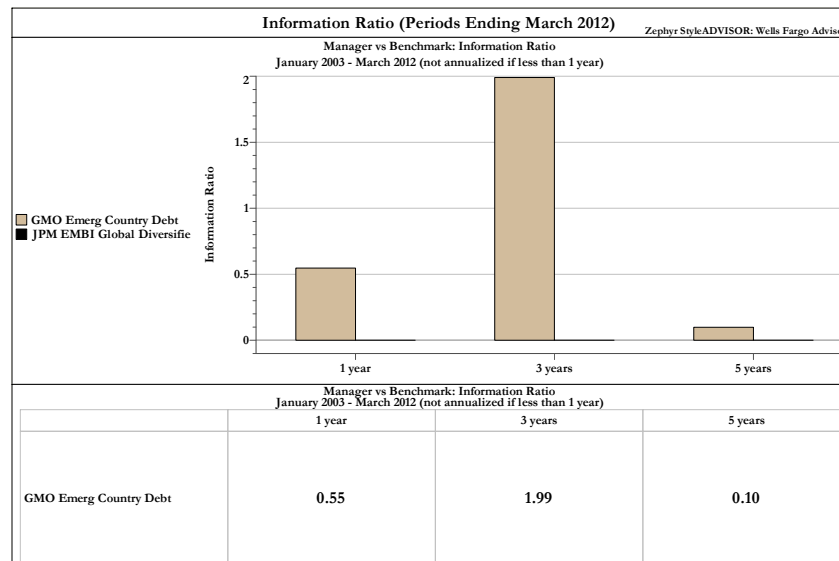
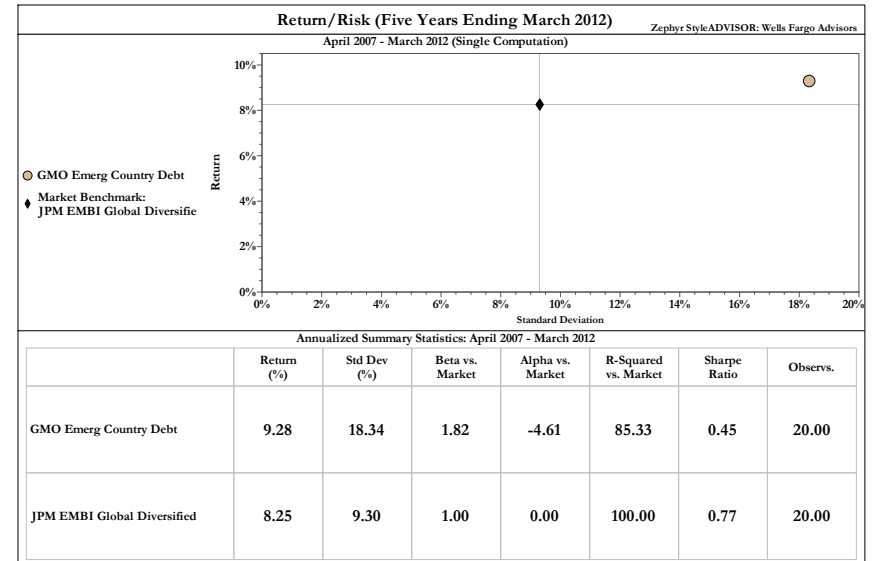
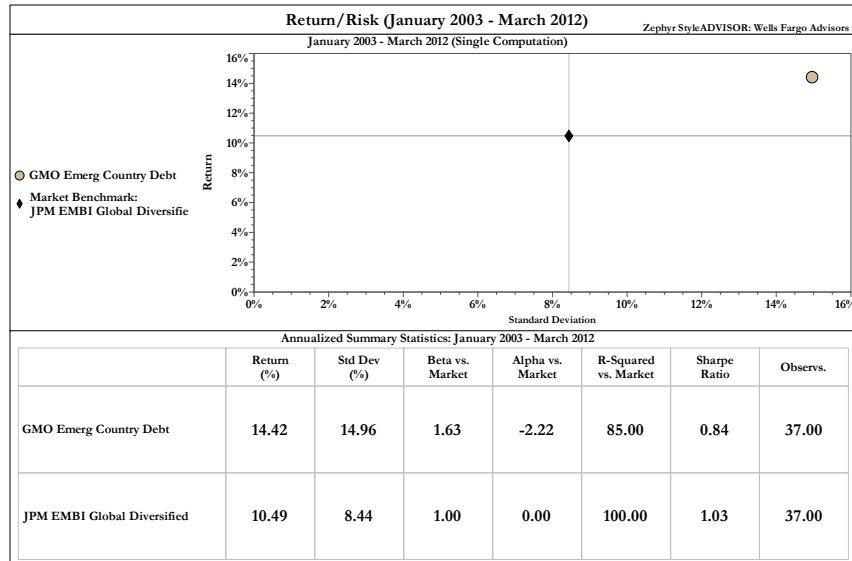
Basic Characteristics

Characteristic	Portfolio
Modified Duration	6.8
Average Coupon	2.9%
Average Maturity	7.8
Average Yield	4.4%
EM Country Exposure	3.9%



Data Source: GMO

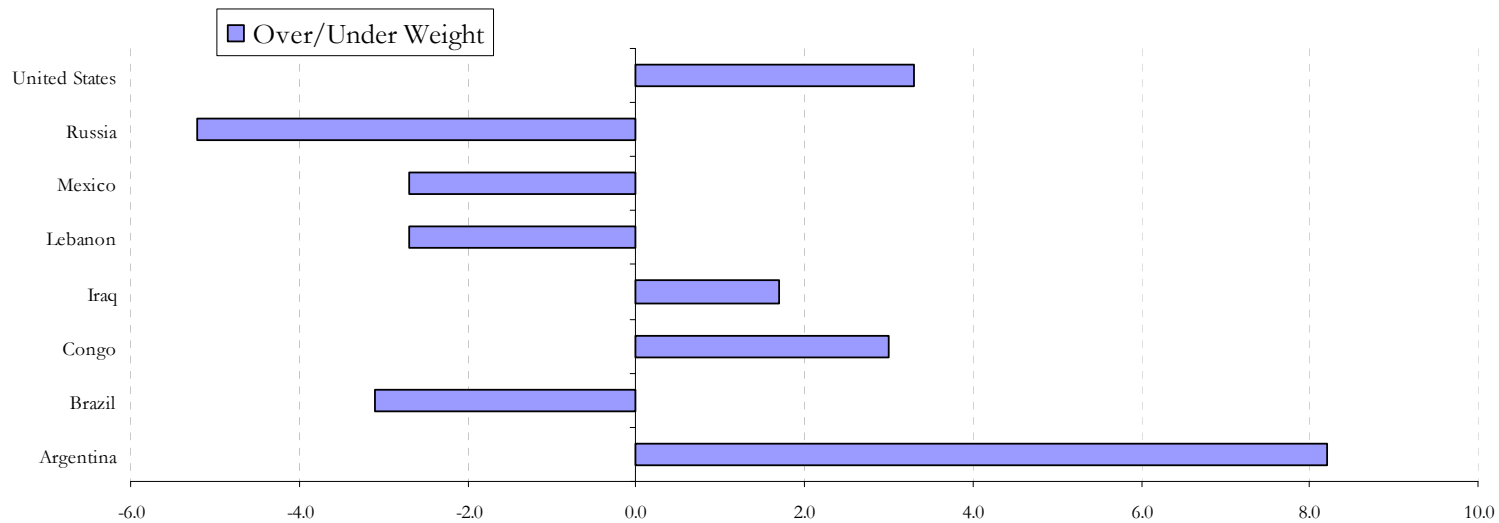




Currency Exposure	% of Fund
US Dollar	96.2
Euro	-0.4
Japanese Yen	0.8
Hong Kong Dollar	0.0
Swiss Francs	0.1
Thailand Baht	0.0
S. African Unitary Rand	0.3
Argentina Peso	1.9
British Pounds Sterling	0.1
Malaysion Ringgits	0.9
Brazilian Reais	0.1

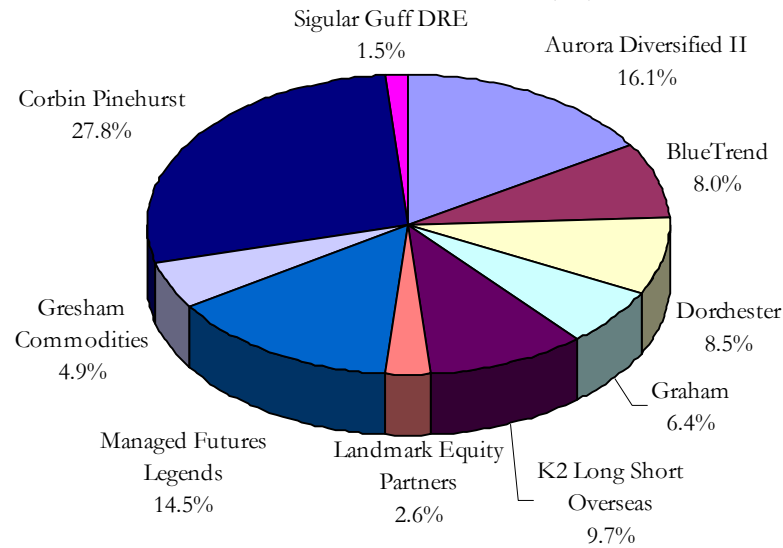
Characteristic	Portfolio
YTM	5.3%
Maturity	17.6
Modified Duration	6.6

Quality Districib	% of Fund	% of Index
Investment Grade	40.0	55.4
BB	24.4	25.0
B	28.0	18.6
<B	0.3	0.1
Not Rated	7.3	0.9



Data Source: GMO

Alternative Breakdown (%)



<u>Manager</u>	<u>% of Account</u>	<u>3/31/2012 Market Value</u>
Aurora Diversified II	16.1%	\$951,286
BlueTrend	8.0%	\$474,045
Dorchester	8.5%	\$500,996
Graham	6.4%	\$376,459
K2 Long Short Overseas	9.7%	\$570,393
Landmark Equity Partners	2.6%	\$154,199
Managed Futures Legends	14.5%	\$857,630
Gresham Commodities	4.9%	\$289,773
Corbin Pinehurst	27.8%	\$1,643,865
Sigular Guff DRE	1.5%	\$86,029
Total	100.0%	\$5,904,675

Data Source: Wells Fargo Advisors

IV. Capital Markets Review

First Quarter 2012 - Overview

Domestic markets advanced this quarter as investors seemed to set aside concerns about lingering sovereign debt problems in Europe. Domestic markets improved at their fastest pace since 2009 and finished with their best first quarter since 1998. The markets were aided by improvement in consumer confidence despite a sluggish economy and lack of improvement in the labor markets.

The NASDAQ led all indices with an 19% quarterly gain, closing above 3,000 for the first time since 2001. The S&P 500 gained 12% for the quarter, closing above 1,408. The Dow Jones Industrial Average gained more than 8% and is at its highest level in four years.

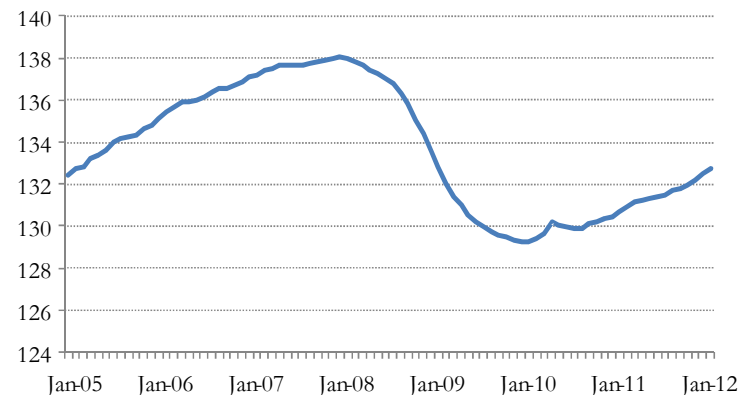
European markets continued to struggle this quarter. Manufacturing in the euro-region contracted for the eighth month (ending March) despite a modest increase in Germany. European leaders announced additional funding that now exceeds 1 trillion Euro. Greece announced it may need to restructure its debt yet again. Adding further to global concerns was the reduction of China's economic target from 8% to 7.5%. This announcement kept pressure on emerging markets and commodities.

Fed Chairman Ben Bernanke reinforced comments made last quarter that interest rates will remain in an accommodative state through late 2014 due to the sluggish economy and weak employment. As the stock market improved, so did investors willingness to assume more risk and bonds lost value as a safe haven investment.

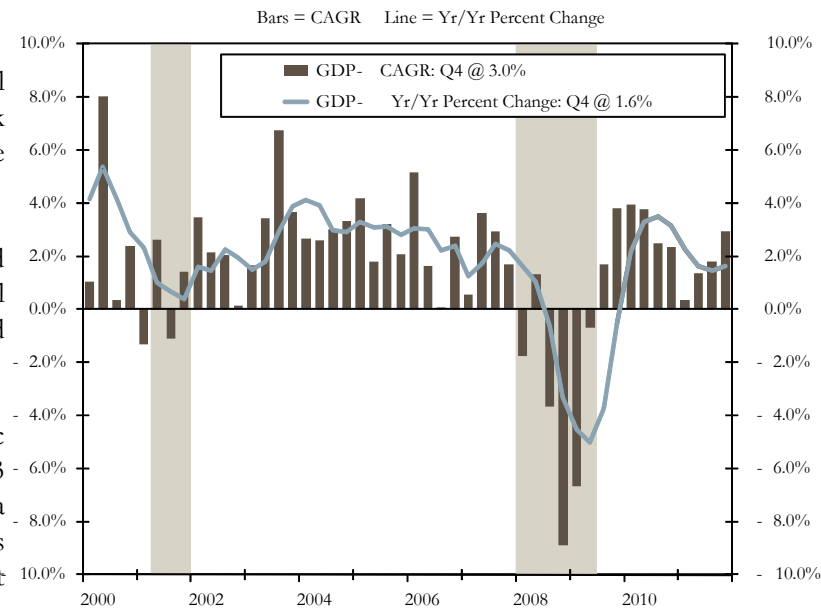
On the commodity front, gold also lost value as a safe haven investment putting downward pressure on the metal. Oil continued its climb and closed above \$100 per barrel. Industrial metals lost ground due to broad selloffs after slower growth expectations were announced by China.

The U.S. economy remains sluggish, but is showing signs of improvement. Most economic indicators continue to show the recovery gaining momentum. Real GDP grew at a solid 3 percent annualized rate during the fourth quarter of last year, and 2012 has gotten off to a good start. Consumer confidence is on the increase, supported by an improving jobs market. Non-farm payrolls have risen by an average of 244,000 per month over the past three months and the unemployment rate is down, albeit slightly, to 8.3%.

Total Nonfarm payrolls

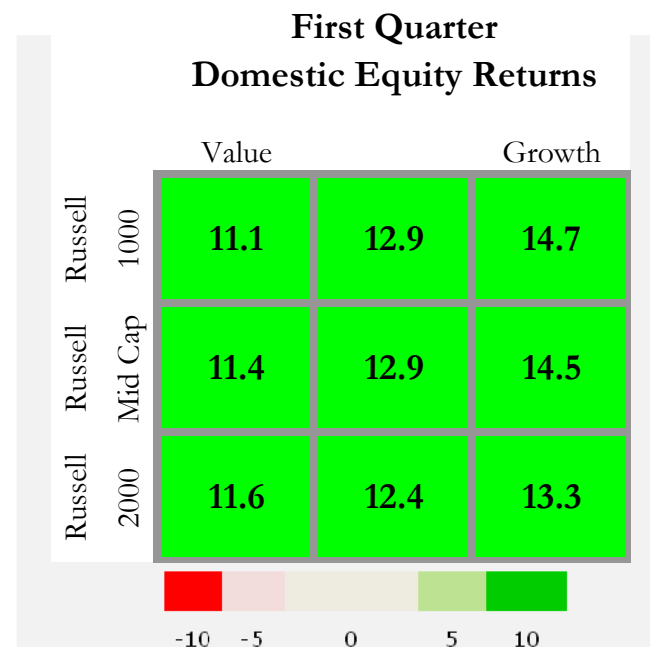
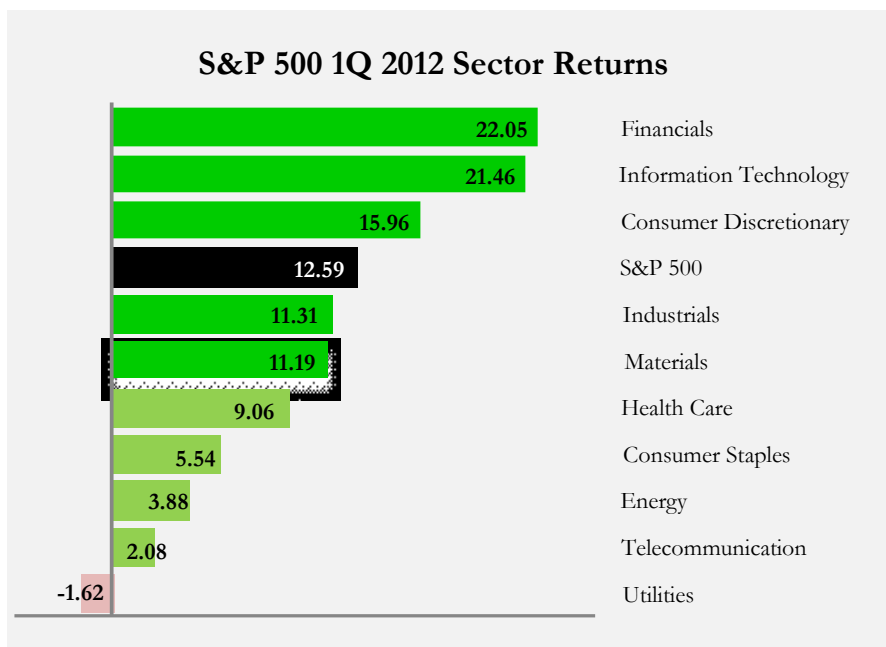


Real GDP



More volatile, cyclically-sensitive sectors outperformed the defensive sectors

- Economically-sensitive sectors of the stock market outperformed the less volatile, defensive sectors of the market so far this year. Financials, Information Technology, and Consumer Discretionary sectors outpaced the overall market.
- Energy, Telecom, and Utilities were the biggest laggards.
- Growth outpaced Value across all capitalizations.

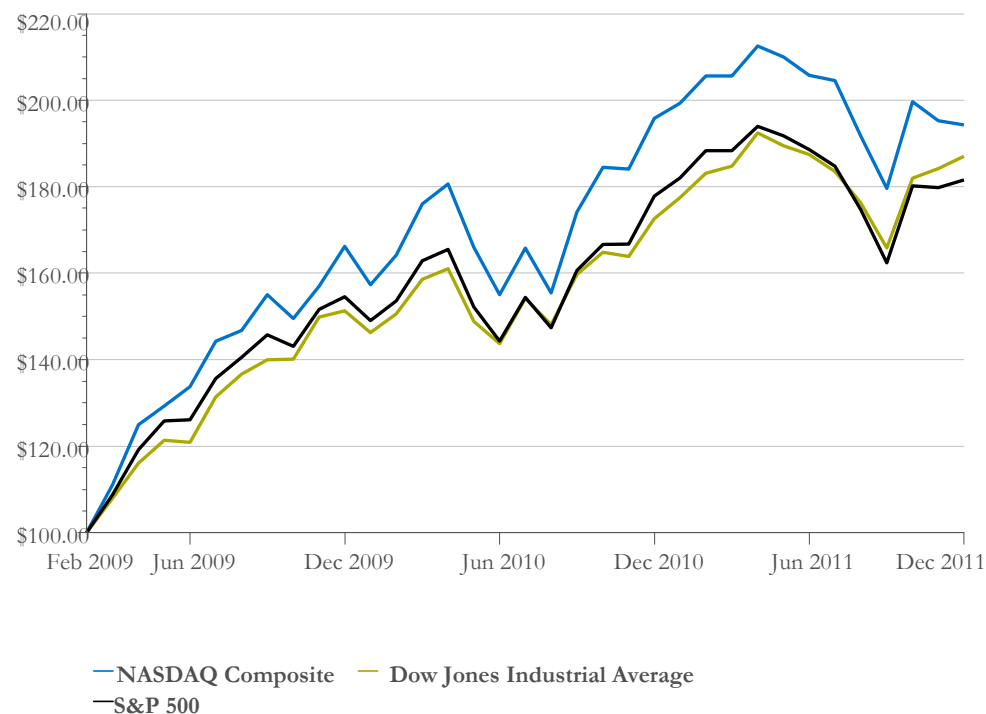


Data Sources: Zephyr StyleAdvisor, Barclay's Capital, MSCI Barra, Standard & Poor's

Domestic markets had their strongest first quarter advance since 1998

- S&P 500 rallied 12.6%, DJIA rose 8.8% and NASDAQ Composite increased 19.0%.
- Margin debt has not been rising significantly faster than the overall market, indicating a correction due to liquidating leveraged positions may not materialize.
- Stocks were buoyed by encouraging economic reports in the U.S., an extension of loose monetary policy by the Fed, and moderately positive reports from Europe.
- Stocks have advanced the past two quarters at the fastest rate since the beginning of the current cyclical bull market began in March 2009.

Growth of \$100 invested on March 1, 2009

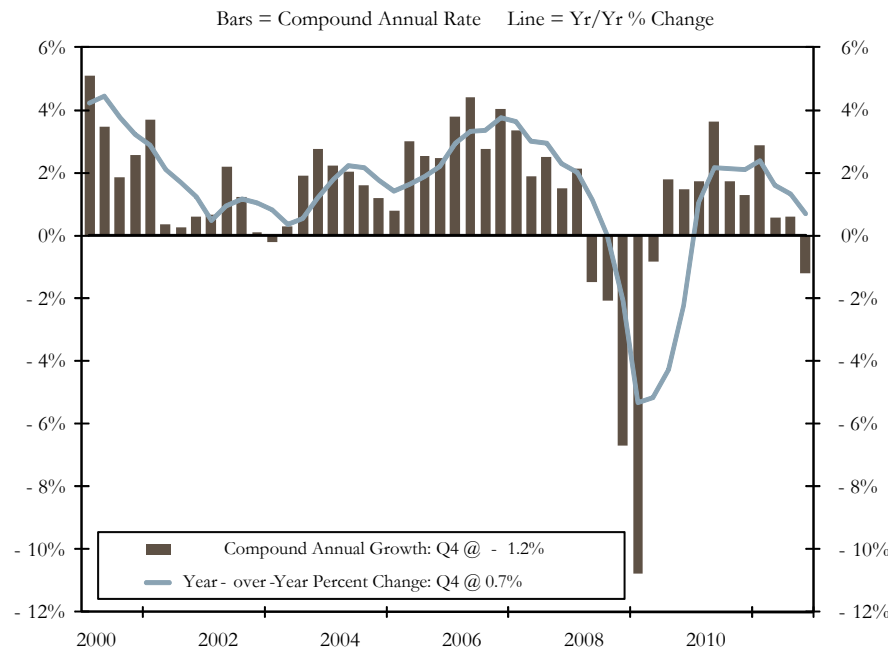


International markets continue their momentum into the new year

International developed markets managed a solid quarter despite a European economy mired in high unemployment and sovereign debt uncertainty.

Emerging markets, as measured by the MSCI Emerging Markets index, were up more than 14% this quarter, led by early strength in Asia, and Latin American.

Eurozone Real GDP



MSCI World Index Excluding the United States

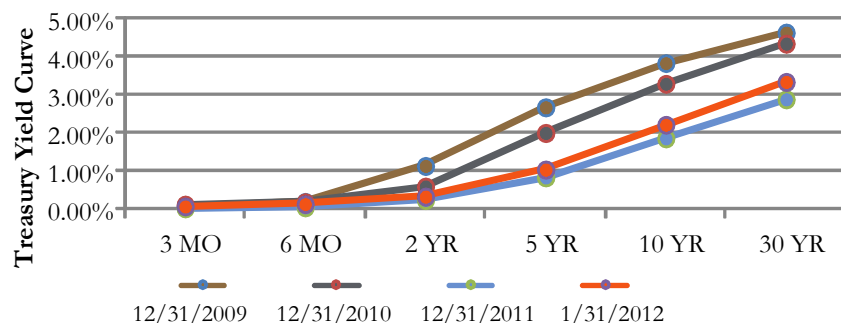
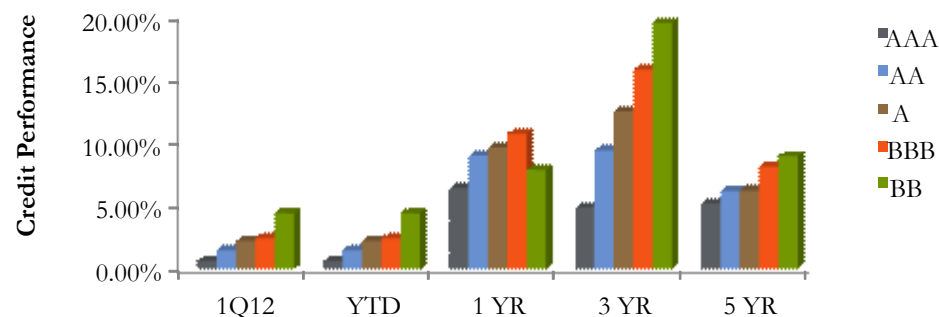
One-year chart



Source: U.S. Department of Commerce, Bloomberg LP, Wells Fargo Securities, LLC

Fixed-Income investors search for yield outside of Treasuries

- The FOMC, a committee within the Fed responsible for overseeing the nation's open market operations, stated that the Fed Funds rate would warrant exceptionally low levels through late 2014.
- Convertible and High Yield securities see the best returns for the quarter as investors search for yield in spite of the Fed's low interest rate policy.



Improving economic data pushes interest rates slightly higher

- Longer-termed Treasury rates increased as the situation in Europe stabilized and in anticipation of ending “Operation Twist” on June 30, 2012. Absent any new Fed programs, a large buyer of these long-term securities will be removed from the market.

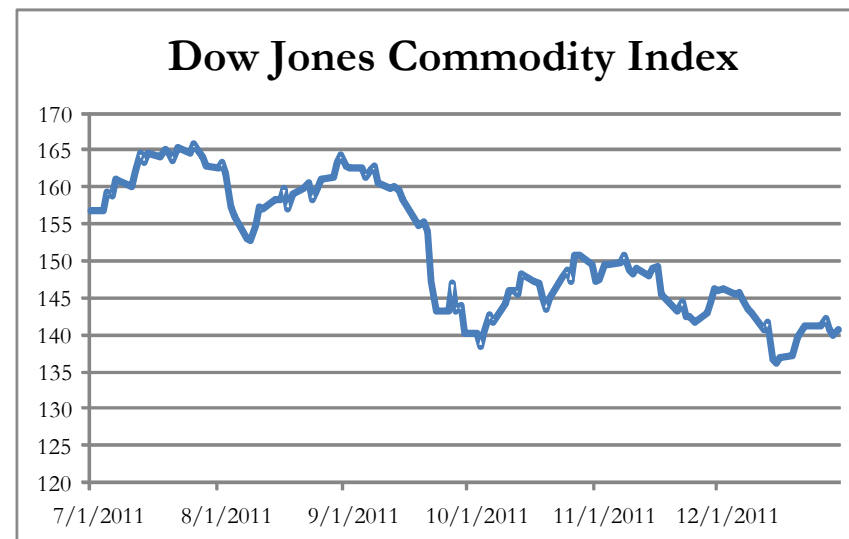
Data Sources: Zephyr StyleAdvisor, Barclay's Capital, MSCI Barra, Standard & Poor's

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Commodity prices rebound

- Commodity prices rebounded this quarter from their downward slide. Energy prices outperformed the broad commodity index.
- Industrial commodities gave back most of their early-year gains on lowered economic growth news out of China.
- Simultaneously, economic data out of Europe suggested that the euro-zone recession may run a bit longer and deeper into the year.



Commodities	Current	3 Months Ago*	1 Year Ago**
Gold (per Troy ounce)	\$1,668.35	\$1,563.70	\$1,432.30
Oil (per barrel)	\$103.02	\$98.83	\$106.72
Copper (per pound)	\$382.20	\$343.60	\$430.75
*As of December 31, 2011	**as of March 31, 2011	Source: FactSet, Wells Fargo Advisors	

Source: Bloomberg LP, Wells Fargo Securities, LLC, FactSet

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

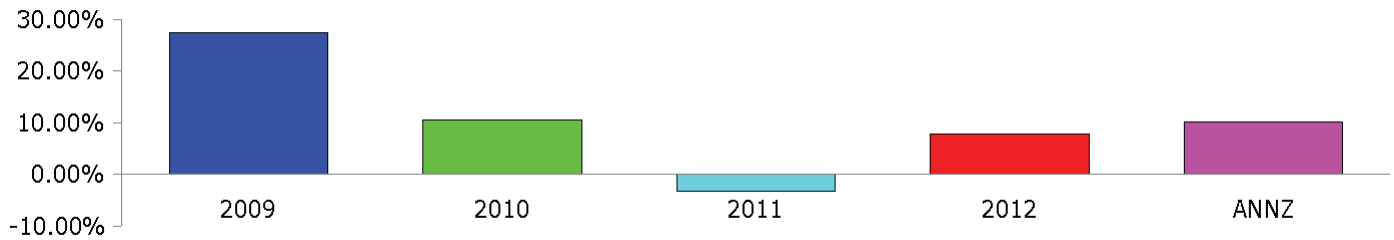
Citigroup 3 Month Treasury Bill - Representing the monthly return equivalents of yield averages that are not marked to market, this index is an average of the last three three-month Treasury bill issues.

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

Previous Month End Performance for 11893008

COLLEGE OF WILLIAM AND MARY- GREEN FUND

Net Money-Weighted Rates of Return



Previous Month End Performance Summary

Performance Inception Date: Jan 23, 2009 Since Inception Money-Weighted ROR: 10.17 %
 2012 YTD Money-Weighted ROR: 7.89 %

Beginning Market Value (January 1, 2012): \$157,780

Quarter	Contributions	Withdrawals
Jan 1 - Mar 31	20,000	0

Total Net Flows: 20,000
 Invested Capital: 177,780
 Appreciation/Depreciation: 13,369
 Ending Market Value (March 31, 2012): \$191,149
 Average Invested Capital: 169,428

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

Returns greater than one year are annualized.

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

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

Included within Appreciation/Depreciation is: Income \$292

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

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

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

2011-2012

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Dennis H. Liberson, Secretary of the Board

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R. Philip Herget III
John C. Thomas
Michael R. Halleran
Anna B. Martin

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R. Philip Herget III
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Michael R. Halleran
Samuel E. Jones

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Janet M. Brashear
Colin G. Campbell
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Peter A. Snyder
Edward C. Driscoll, Jr.

2011-2012 Student & Faculty Representatives:

<u>W&M</u>	<u>RBC</u>
Kaveh Sadeghian, student	Emily R. Michalek, student
Alan J. Meese, faculty	Steven E. Martin, faculty

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Charles A. Banks III, Vice Chair
Dennis H. Liberson, Secretary
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Colin G. Campbell
Timothy P. Dunn
R. Philip Herget III

Committee on Audit

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Michael Tang, Vice Chair
Edward L. Flippen
Laura L. Flippin
Leigh A. Pence
L. Clifford Schroeder, Sr.
Michael L. Stump

Committee on Buildings and Grounds

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Leigh A. Pence, Vice Chair
Thomas R. Frantz
L. Clifford Schroeder, Sr.
Peter A. Snyder
Michael Tang
Anna B. Martin

Richard Bland College Committee

Dennis H. Liberson, Chair
Laura L. Flippin, Vice Chair
Edward L. Flippen
Thomas R. Frantz
Leigh A. Pence
James B. McNeer
LeAnn Binger

Committees of the Whole:

Committee on Alumni Relations

Laura L. Flippin, Chair
Peter A. Snyder, Vice Chair
Karen R. Cottrell

Committee on Development

R. Philip Herget III, Chair
Thomas R. Frantz, Vice Chair
L. Clifford Schroeder, Sr., Vice Chair
Sean M. Pieri

Committee on Strategic Initiatives

Robert E. Scott, Chair
Janet M. Brashear, Vice Chair
James R. Golden

Committee on Student Affairs

Michael Tang, Chair
John C. Thomas, Vice Chair
Virginia M. Ambler

2011-2012 Staff Liaison:

Mary S. Molineux, Professionals and Professional
Faculty Assembly President

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



WILLIAM
& MARY

ANNUAL BOARD MEETING

Board Room - Blow Memorial Hall

April 27, 2012

MEETING AGENDA
Board of Visitors
The College of William and Mary

April 27, 2012 - 10:40 a.m.
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Jeffrey B. Trammell
- II. Approval of Minutes – February 1-3, 2012 Mr. Trammell
March 12-13, 2012
- III. Opening Remarks Mr. Trammell
President W. Taylor Reveley III
- IV. Closed Session (if necessary) Mr. Trammell
- V. Open Session - Certification of Closed Session **Resolution** Mr. Trammell

Rector should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Rector or designee will conduct roll call vote of the Board members for adoption. Upon passage, Rector should sign the resolution and direct that it be appended to the official minutes of this meeting.

- VI. Reports of Standing Committee chairs
 - A. Committee on Audit John C. Thomas
 - B. Committee on Athletics Todd A. Stottlemyer
 - C. Committee on Administration Dennis H. Liberson
 - D. Richard Bland College Committee Dennis H. Liberson
 - 1. **Resolution 1:** Faculty Promotion – Lauran Johnson *tab #1*
 - 2. **Resolution 2:** Faculty Promotion and Tenure – Carolina Yaber *tab #2*
 - 3. **Resolution 3:** Faculty Promotion – Jill Mitten *tab #3*
 - 4. **Resolution 4:** Retirement of B. Lee Woodruff *tab #4*
Division of Science and Quantitative Methods
 - 5. **Resolution 5:** Retirement of Virginia Rose Cherry *tab #5*
Director of the Richard Bland College Library
 - 6. **Resolution 6:** 2012-13 Tuition and Fees *tab #6*
 - 7. **Resolution 7:** Adoption of the Emergency Operations Plan *tab #7*
 - 8. **Resolution 8:** 2012-13 Operating Budget Proposal *tab #8*

Board of Visitors
MEETING AGENDA
April 27, 2012

- E. Committee on Buildings and Grounds Janet M. Brashear
1. **Resolution 31:** Resolution to Approve Demolition of Graduate House – 234 Jamestown Road *tab #31*
 2. **Resolution 32:** Naming of Capelli Cove in Lake Matoaka *tab #32*
- F. Committee on Development R. Philip Herget III
1. **Resolution 33:** Charles E. Flynn '34 Memorial Chemistry Endowment and the Ruby Wright Bequest *tab #33*
 2. **Resolution 34:** The Christopher Wren Association Fund Functioning as an Endowment *tab #34*
- G. Committee on Financial Affairs Timothy P. Dunn
- *See separate book**
- H. Committee on Academic Affairs Colin G. Campbell
1. **Resolution 9:** Appointment to Fill Vacancy in the Executive Faculty *tab #9*
 2. **Resolution 10:** Appointments to Fill Vacancies in the Instructional Faculty *tab #10*
 3. **Resolution 11:** Appointments to Fill Vacancies in the Professional Faculty *tab #11*
 4. **Resolution 12:** Faculty Promotions *tab #12*
 5. **Resolution 13:** Designated Professorships *tab #13*
 6. **Resolution 14:** Term Distinguished Professorship for Associate Professor *tab #14*
 7. **Resolution 15:** William and Mary Student Professorship *tab #15*
 8. **Resolution 16:** Changes to the Faculty Handbook *tab #16*
 9. **Resolution 17:** Revision of the Bylaws of the Faculty of Arts and Sciences *tab #17*
 10. **Resolution 18:** Retirement of William D. Barnes Department of Art and Art History *tab #18*
 11. **Resolution 19:** Retirement of George M. Bass, Jr. School of Education *tab #19*
 12. **Resolution 20:** Retirement of Craig N. Canning Department of History *tab #20*
 13. **Resolution 21:** Retirement of Gregory M. Capelli Department of Biology *tab #21*
 14. **Resolution 22:** Retirement of George W. Grayson Department of Government *tab #22*

Board of Visitors
MEETING AGENDA
April 27, 2012

- 15. **Resolution 23:** Retirement of William J. Kossler
Department of Physics *tab #23*
- 16. **Resolution 24:** Retirement of Robert E. Noonan
Department of Computer Science *tab #24*
- 17. **Resolution 25:** Retirement of Ann M. Reed
Department of English *tab #25*
- 18. **Resolution 26:** Retirement of Robert J. Solomon
Mason School of Business *tab #26*
- 19. **Resolution 27:** Retirement of David W. Thompson
Department of Chemistry *tab #27*
- 20. **Resolution 28:** Retirement of Barbara A. Watkinson
Department of Art and Art History *tab #28*
- 21. **Resolution 29:** Retirement of G. Thomas White
Mason School of Business *tab #29*
- 22. **Resolution 30:** Retirement of Brenda Toler Williams
School of Education *tab #30*

- I. Executive Committee Mr. Trammell
- VII. Old Business Mr. Trammell
- VIII. New Business Mr. Trammell
- IX. Executive Session (if necessary) Mr. Trammell
- X. Open Session - Certification of Closed Session **Resolution** Mr. Trammell

Rector should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Rector or designee will conduct roll call vote of the Board members for adoption. Upon passage, Rector should sign the resolution and direct that it be appended to the official minutes of this meeting.

- XI. Closing remarks
- XII. Adjournment Mr. Trammell

BOARD DINING ROOM:

12:30 p.m. Lunch

FULL BOARD OF VISITORS MEETING

MINUTES - FEBRUARY 1-3, 2012

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

February 1 - 3, 2012

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg, on Wednesday, Thursday and Friday, February 1-3, 2012.

On Wednesday, February 1, the Executive Committee met from 4:30 to 5:30 p.m. in the Rector's Office and the Committee on Audit met from 4:30 to 5:30 p.m. in the Board Conference Room. That evening the full Board convened for dinner in Plumeri House at 119 Chandler Court.

Those present were:

Charles A. Banks III	Dennis H. Liberson
Janet M. Brashear	L. Clifford Schroeder, Sr.
Colin G. Campbell	Robert E. Scott
Timothy P. Dunn	Peter A. Snyder
Edward L. Flippen	Todd A. Stottlemeyer
Laura L. Flippin	John C. Thomas
Thomas R. Frantz	Jeffrey B. Trammell, Rector
R. Philip Herget III	

Absent: Leigh A. Pence
Michael Tang

Also present was William and Mary President W. Taylor Reveley III.

At 6:45 p.m. the Rector convened the full Board at Plumeri House, and moved that, pursuant to Section 2.2-3711.A.1., of the Code of Virginia, the meeting be closed in order to discuss personnel matters involving specific college employees. Motion was seconded by Mr. Liberson and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 7:45 p.m.

The Board reconvened in open session at 9:15 p.m. Mr. Trammell reviewed the topic discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Liberson and approved by roll call vote of the Committee members conducted by Secretary of the Board Dennis Liberson.(Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 9:15 p.m.

On Thursday morning, February 2, the Committee on Buildings and Grounds, Committee on Athletics, Committee on Academic Affairs met in the Board Room, while the Committee on Administration and the Richard Bland College Committee met in the Board Conference Room in Blow Memorial Hall. On Thursday afternoon, the Committee on Development and

Board of Visitors
MINUTES
Page 2

the Committee on Alumni Relations met jointly with the William and Mary Foundation Board of Trustees and the Alumni Association Board of Directors in the Matoaka Woods Room at the School of Education.

Those present on Thursday morning were:

Charles A. Banks III	Dennis H. Liberson
Janet M. Brashear	L. Clifford Schroeder, Sr.
Colin G. Campbell	Robert E. Scott
Timothy P. Dunn	Peter A. Snyder
Edward L. Flippen	Todd A. Stottlemeyer
Laura L. Flippin	John C. Thomas
Thomas R. Frantz	Jeffrey B. Trammell, Rector
R. Philip Herget III	Faculty representative Alan J. Meese
	Student representative Kaveh Sadeghian

Absent: Leigh A. Pence
Michael Tang

Others present were:

W. Taylor Reveley III	Karen R. Cottrell
Michael R. Halleran	Michael J. Fox
Virginia M. Ambler	W. Fanchon Glover
Edward C. Driscoll, Jr.	Michael L. Stump
James R. Golden	Brian W. Whitson
Anna B. Martin	Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Mary Molineux, Acting Dean Eugene Tracy, Dean John T. Wells, Alumni Association President Peter Nance, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

At 11:35 a.m. Rector Jeffrey Trammell convened the Board for the Provost Report and Faculty Presentation.

Provost Michael Halleran advised that these reports would focus on the faculty and the use of technology in the classroom. The Provost introduced Professor of Economics Will Hausman, who used a powerpoint presentation to show some facts about the faculty, then introduced three faculty members to discuss how they used technological information in their classrooms. Professor Gene Roche from the School of Education, who serves as Director of Academic Information Services, provided an overview of the evolution of technology and how it is used in the classroom. Professor of Hispanic Studies Francie Cate-Arries discussed how the use of technology in one of her courses greatly enhanced student learning. Associate Professor of Sociology Tom Linneman discussed the use of

Board of Visitors
MINUTES
Page 3

two technological innovations in his classroom: clickers and Blackboard. Following a general discussion, the Board recessed at 12:40 p.m. and moved to the School of Education for lunch and the afternoon joint meeting with the William and Mary Foundation Board of Trustees and the Alumni Association Board of Directors in the Matoaka Woods Room of the School of Education.

Those present on Thursday afternoon were:

Charles A. Banks III	Dennis H. Liberson
Janet M. Brashear	L. Clifford Schroeder, Sr.
Colin G. Campbell	Robert E. Scott
Timothy P. Dunn	Peter A. Snyder
Laura L. Flippin	Todd A. Stottlemeyer
Thomas R. Frantz	John C. Thomas
R. Philip Herget III	Jeffrey B. Trammell, Rector
	Student representative Kaveh Sadeghian

Absent: Edward L. Flippen
Leigh A. Pence
Michael Tang

Others present were:

W. Taylor Reveley III	Karen R. Cottrell
Michael R. Halleran	Michael J. Fox
Virginia M. Ambler	W. Fanchon Glover
Edward C. Driscoll, Jr.	Michael L. Stump
James R. Golden	Brian W. Whitson
Samuel E. Jones	Sandra J. Wilms
Anna B. Martin	

Also in attendance were Assistant Attorney General Deborah Love, additional members of the William and Mary administration, members of the William and Mary Foundation Board of Trustees and the Alumni Association Board of Directors.

At 2:00 p.m., Rector Jeffrey Trammell convened the joint meeting of the Board of Visitors, the William and Mary Foundation Board of Trustees and the Alumni Association Board of Directors and welcomed everyone. Following brief opening remarks, the Rector introduced President Reveley.

In his welcoming remarks, President Reveley noted how important senior volunteer leadership was to the College, and discussed continuing efforts to increase productivity on campus, increase philanthropy and the impact of politics in the effort to develop a new financial model to solve the financial challenges ahead.

William and Mary Foundation Chair Tom Watkins introduced Phil Herget, chair of the Board of Visitors Committee on Development, and Ellen Stofan, Chair of the William and Mary Foundation Development Committee, who will be leading the joint session.

Mr. Herget called the **Committee on Development** to order at 2:17 p.m. and presided. He noted that the meeting would be a joint session with the **Committee on Alumni Relations**, as well as the William and Mary Foundation and Alumni Association Boards. From 2:25 p.m. to 4:20 p.m. the committees met in closed session.

Following a short break, the Rector reconvened the Board in open session at 4:32 p.m. for a presentation by Vice President for Strategic Initiatives Jim Golden on university communications. Mr. Golden provided a powerpoint presentation outlining current capabilities and discussed plans for the future, and led a general discussion, ending his presentation with a preview of the video to be shown during the Charter Day ceremony on Friday.

There being no further business, the joint meeting recessed at 5:25 p.m.

On Friday, February 3, the Committee on Financial Affairs and the Committee on Strategic Initiatives met in the Board Room, prior to the full Board meeting.

Those present on Friday were:

Charles A. Banks III	Peter A. Snyder
Janet M. Brashear	Todd A. Stottlemyer
Colin G. Campbell	Michael Tang
Timothy P. Dunn	John C. Thomas
Laura L. Flippin	Jeffrey B. Trammell, Rector
Thomas R. Frantz	Faculty representatives: Alan Meese
Dennis H. Liberson	Stephen Martin
L. Clifford Schroeder, Sr.	Student representatives: Kaveh Sadeghian
Robert E. Scott	Emily Michalek

Absent: Edward L. Flippen
R. Philip Herget III
Leigh A. Pence

Others present were:

W. Taylor Reveley III	Anna B. Martin
Michael R. Halleran	Michael J. Fox
Virginia M. Ambler	W. Fanchon Glover
Edward C. Driscoll, Jr.	Michael L. Stump
James R. Golden	Brian W. Whitson
Samuel E. Jones	Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Mary Molineux, Richard Bland, President James B. McNeer, Provost LeAnn Binger, Dean of University Libraries Carrie Cooper, Dean Virginia L. McLaughlin, Acting Dean Eugene Tracy, Dean John T. Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

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

Following a short break, at 9:40 a.m. the Rector convened the Board as a committee of the whole. Chair Robert E. Scott called the **Committee on Strategic Initiatives** to order and presided. Mr. Scott briefly reviewed the agenda, and then called on Vice President Jim Golden to provide an update on the strategic planning process.

In their update Mr. Golden and Provost Michael Halleran reviewed the vision statement and summarized the key implementation steps that will be proposed for FY13, noting that a revised vision statement would be presented at the April meeting. A brief discussion ensued.

Mr. Scott opened the meeting to a general discussion of innovations and those already underway on the academic side. Mr. Scott asked the Provost for a progress report. The Provost reported on the progress of the Creative Adaptation Fund, noting that 13 proposals had been received, and the deans were working to develop their five percent reallocation plans for report at the April meeting.

Provost Halleran introduced School of Education Dean Ginnie McLaughlin and the Associate Dean of the School of Business John Krapfl, who provided an update on how they plan to approach the 5 percent reallocation in their respective schools. A brief discussion ensued.

Noting that John King, CNN's chief national correspondent and host of "John King, USA," broadcast his show live from the steps of the Wren Building last night, Mr. Golden introduced Brian Whitson, who was responsible for getting Mr. King to come to campus, and publicly thanked him. The Board responded with a round of applause and a brief discussion regarding other media events.

There being no further business, the Committee adjourned at 10:34 a.m.

Following a short break, the Rector convened the full Board at 10:48 a.m. Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of December 7-9, 2011. Motion was made by Mr. Schroeder, seconded by Mr. Scott and approved by voice vote.

In brief opening remarks, the Rector noted that tremendous progress was being made on a number of fronts. He also stated that this had been a productive two days and thanked committee chairs and members of the board for the work done to prepare for the meetings.

President Reveley commented briefly that he was very encouraged to see all three leadership boards gathered together and working toward the same goal. The President briefly reviewed the Charter Day weekend schedule.

The Rector moved that the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing and/or approving personnel actions pertaining to the appointment, promotion, tenure and leaves of specific instructional and professional faculty; for consultation with legal counsel pertaining to legal matters requiring legal advice; discussing specific recommendations related to future fundraising strategies as well as current development activities including those involving friends and alumni of the College, and discussing matters pertaining to the consideration of honorary degrees and speakers, as provided for in Section 2.2-3711.A.1., 7., 8., and 10. of the Code of Virginia. Motion was seconded by Mr. Schroeder and approved by voice vote. The Board went into closed session at 10:53 a.m.

The Board reconvened in open session at 11:05 a.m. The Rector reviewed the topics discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Banks and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Thomas reported for the **Committee on Audit** and asked for a motion to approve the minutes of the committee meeting held on December 8, 2011. Motion was made by Mr. Scott, seconded by Ms. Flippin and approved by voice vote. Mr. Thomas advised that the Committee had heard a report from the Director of Internal Audit and from the Compliance and Policy Officer. There were no action items.

Ms. Brashear reported for the **Committee on Buildings and Grounds**, noting the Committee had heard a report focused on residence halls and the plan to put out an RFP for future use of the Dillard complex.

Ms. Brashear asked for a motion to adopt **Resolution 3**, Resolution to Approve Easement for Fraternity Complex Project for Dominion Virginia Power, and **Resolution 4**, Resolution to Adopt Guidelines for Projects under the Public-Private Education Facilities and Infrastructure Act of 2002. Motion was made by Mr. Dunn, seconded by Mr. Scott and approved by voice vote.

Mr. Stottlemeyer reported for the **Committee on Athletics**, noting that the Committee had heard reports on financial issues and had discussed challenges facing the athletic department. There were no action items.

Mr. Liberson reported for the **Committee on Administration**, noting the Committee had heard the annual report on safety and security.

Mr. Liberson moved adoption of **Resolution 5**, Resolution to Adopt 2012 Emergency Response Plan (ERP). Motion was seconded by Ms. Flippin and approved by voice vote.

Mr. Liberson reported for the **Richard Bland College Committee**, and asked President McNeer for a brief report.

President McNeer advised that enrollment was up five percent, noted the Governor's recommendations in the budget were favorable for Richard Bland, especially for the renovation of Ernst Hall, advised that the College was working to address vacancies in faculty and staff and advised that Assistant Attorney General Deb Love had been assigned an office and was now spending time on campus on a regular basis.

Mr. Liberson moved adoption of **Resolution 1**, Resolution to Approve Final Regulation Regarding Weapons on Campus. Motion was seconded by Mr. Frantz and approved by voice vote.

Mr. Liberson moved adoption of **Resolution 2**, Approval of Criteria for Course Credit: Cambridge Advanced (A/AS) Exams. Motion was seconded by Mr. Frantz and approved by voice vote.

Mr. Dunn reported for the **Committee on Financial Affairs**, noting that Vice President for Finance Sam Jones had given a general update on the budget and discussed the financial side of residence life, including a room cost analysis. Dean/Director John Wells provided an update on VIMS. Wells Fargo provided their regular investment update and discussed hiring a new investment manager, as detailed in the handout **Resolution 12**, Appointment of Investment Manager.

Mr. Dunn moved adoption of **Resolution 11**, Approval of Memorandum of Understanding Authorizing the Investment of Certain William and Mary Real Estate Foundation Funds in the Board of Visitors Endowment Pool, and **Resolution 12**. Motion was seconded by Mr. Banks and approved by voice vote. (**Resolution 12** is appended.)

Mr. Campbell reported for the **Committee on Academic Affairs**, noting that the Provost had advised this was a record year for admissions. The co-chairs of the curriculum review committee had reported on progress.

Mr. Campbell moved adoption as a block of **Resolution 6**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 7(R)**, Award of Academic Tenure; **Resolution 8(R)**, Faculty Promotions; **Resolution 9**, Designated Professorship; and **Resolution 10**, Faculty Leave of Absence. Motion was seconded by Mr. Scott and approved by voice vote. (**Resolution 7(R)** and **Resolution 8(R)** are appended.)

Mr. Trammell advised that the report for the **Executive Committee** had been given in closed session.

Under old business, the Rector advised that he had appointed a committee to study the preservation of President Monroe's home at Ash Lawn-Highland. The committee will be chaired by former Rector Jim Murray. Members will include Board members John Thomas and Colin Campbell, former Rector Susan Magill, President Emeritus Tim Sullivan, along with several others to be named.

The Rector advised that based on responses received, plans were being made for a retreat in July or August and would include the new members of the Board. He encouraged those who had not yet responded to do so as soon as possible so that a location could be selected.

There was no new business.

The Rector moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the evaluation of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Banks and approved by voice vote. The Board went into Executive Session at 11:31 p.m.

The Board reconvened in open session at 12:05 p.m. The Rector reviewed the topics discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Banks and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 12:05 p.m.

Board of Visitors

February 1, 2012

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

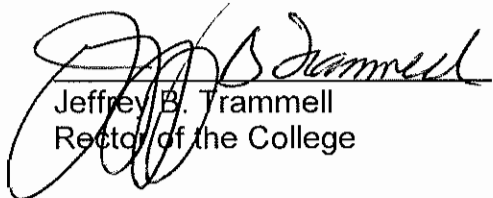
AYES:

15

NAYS:

0

ABSENT DURING CLOSED SESSION:



Jeffrey B. Trammell
Rector of the College

Board of Visitors

February 3, 2012

CERTIFICATION OF CLOSED SESSION

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

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


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

VOTE

AYES: 13

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Wammell
Rector of the College

COLLEGE OF WILLIAM AND MARY
APPOINTMENT OF INVESTMENT MANAGER

At the September 22, 2011 meeting of the Committee on Financial Affairs, Wells Fargo Advisors, financial advisor to the Board of Visitors for investment of private funds, recommended that the Board replace its international value equity fund manager. This recommendation resulted from the Investment Subcommittee's request that Wells Fargo evaluate the performance of the Board's existing manager in this area relative to other manager options. As a result, the Committee authorized Wells Fargo Advisors to work with the College to issue a request for proposals (RFP).

On February 3, 2012, Wells Fargo Advisors presented the results of the RFP process, recommending that the Board replace its current international value equity fund manager with Dodge and Cox. The Committee on Financial Affairs, on the recommendation of the Investments Subcommittee, concurred with this recommendation.

THEREFORE, BE IT RESOLVED that the Board of Visitors of the College of William and Mary in Virginia accepts the recommendation of the Committee on Financial Affairs that its current international value equity fund manager be replaced and that Dodge and Cox be retained as the College's international value equity fund manager.

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following members of the Faculty be awarded academic tenure, effective with the beginning of the 2012-2013 academic year:

MARK J. BRUSH, School of Marine Science

GJERGJI CICI, Mason School of Business

DANIELLE H. DALLAIRE, Department of Psychology

LEAH F. GLENN, Department of Theatre, Speech and Dance

ERIC J. HILTON, School of Marine Science

OLIVER KERSCHER, Department of Biology

ERIN K. MINEAR, Department of English

IRINA B. NOVIKOVA, Department of Physics

AMY C. OAKES, Department of Government

NATHAN B. OMAN, Marshall-Wythe School of Law

ELENA V. PROKHOROVA, Department of Modern Languages and Literatures

NICOLE J. SANTIAGO, Department of Art and Art History

Board of Visitors

Resolution 7(R)

February 1-3, 2012

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COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

XIPENG SHEN, Department of Computer Science

LEA A. THEODORE, School of Education

KEVIN A. VOSE, Department of Religious Studies

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotions of the following members of the Faculty of the College, effective with the beginning of the 2012-2013 academic year:

Assistant Professor to Associate Professor

MARK J. BRUSH, School of Marine Science

GJERGJI CICI, Mason School of Business

DANIELLE H. DALLAIRE, Department of Psychology

LEAH F. GLENN, Department of Theatre, Speech and Dance

ERIC J. HILTON, School of Marine Science

OLIVER KERSCHER, Department of Biology

ERIN K. MINEAR, Department of English

IRINA B. NOVIKOVA, Department of Physics

AMY C. OAKES, Department of Government

ELENA V. PROKHOROVA, Department of Modern Languages and Literatures

NICOLE J. SANTIAGO, Department of Art and Art History

XIPENG SHEN, Department of Computer Science

KEVIN A. VOSE, Department of Religious Studies

Board of Visitors

Resolution 8(R)

February 1-3, 2012

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COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

Associate Professor to Professor

NATHAN B. OMAN, Marshall-Wythe School of Law

Board of Visitors

February 3, 2012

CERTIFICATION OF CLOSED SESSION

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

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

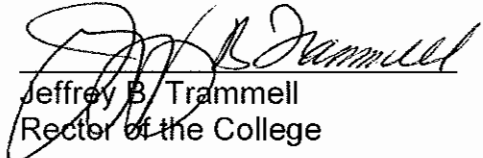
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

VOTE

AYES: 13

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Rector of the College

CALLED BOARD OF VISITORS MEETING

MINUTES – MARCH 12-13, 2012

MINUTES

Called Meeting of the Board of Visitors
The College of William and Mary in Virginia
March 12-13, 2012

The Board of Visitors of The College of William and Mary in Virginia met in a called meeting on the campus in Williamsburg on Monday and Tuesday, March 12-13, 2012.

Those in attendance were:

Charles A. Banks III
Colin G. Campbell
Edward L. Flippen
Laura L. Flippin
Thomas R. Frantz
R. Philip Herget III
Dennis H. Liberson
John C. Thomas
Jeffrey B. Trammell, Rector

Others present were:

Michael J. Fox
Samuel E. Jones
Brian W. Whitson
Sandra J. Wilms

On Monday, March 12, the Rector convened the Executive Committee at 6:30 p.m. in the Board Room in Blow Memorial Hall. Those present were: Jeffrey B. Trammell, Rector; Charles A. Banks III, Vice Rector; Dennis H. Liberson, Secretary, and Colin G. Campbell. The Rector recognized that a quorum was present, offered a welcome and thanked the members for attending, then called on Mr. Liberson, Chair of the Richard Bland College Presidential Search Committee.

Mr. Liberson announced that the Board of Visitors would meet at an undisclosed time and in an undisclosed location within the next 15 days for the sole purpose of interviewing candidates for President of Richard Bland College.

There being no further business, the Executive Committee meeting adjourned at 6:33 p.m.

At 7:40 p.m. the Rector convened the Board of Visitors at Plumeri House at 119 Chandler Court, recognized that a quorum was present, and moved that, pursuant to Section 2.2-3711.A.1., of the Code of Virginia, the meeting be closed in order to discuss personnel matters pertaining to applicants for the position of President of Richard Bland College. Motion was seconded by Mr. Liberson and approved by voice vote. The Board went into closed session at 7:40 p.m.

Board of Visitors
MINUTES
Page 2

The Board reconvened in open session at 9:15 p.m. Mr. Trammell reviewed the topic discussed during closed session, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Liberson and approved by roll call vote of the Board members conducted by Secretary of the Board Dennis Liberson.(Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 9:15 p.m.

On Tuesday, March 13, the Rector convened the Board at Plumeri House at 8:15 a.m., recognized that a quorum was present, and moved that, pursuant to Section 2.2-3711.A.1., of the Code of Virginia, the meeting be closed in order to discuss personnel matters pertaining to applicants for the position of President of Richard Bland College. Motion was seconded by Mr. Liberson and approved by voice vote. The Board went into closed session at 8:15 a.m.

The Board reconvened in open session at 9:40 a.m. Mr. Trammell reviewed the topic discussed during closed session, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Liberson and approved by roll call vote of the Board members conducted by Secretary of the Board Dennis Liberson.(Certification **Resolution** is appended.)

There being no further business, the Board recessed at 9:45 a.m. and moved to the Board Room in Blow Memorial Hall.

At 10:03 a.m. the Rector reconvened the Board in the Board Room, and reviewed the agenda for the meeting, which was called for the sole purpose of selecting the fourth President of Richard Bland College. The Rector noted that the Search Committee had conducted a professional process to select the best candidate to lead Richard Bland College.

The Rector moved that the Board of Visitors convene in Closed Session for the purpose of discussing personnel matters pertaining to applicants for the position of President of Richard Bland College, as provided for in Section 2.2-3711.A.1. of the Code of Virginia. Motion was seconded by Mr. Banks and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 10:07 a.m.

The Board reconvened in open session at 11:06 a.m. The Rector reviewed the topic discussed during closed session, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Banks and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector read **Resolution 1**, Election of the Fourth President of Richard Bland College, and moved its adoption. Motion was seconded by Mr. Campbell and approved by voice vote. (**Resolution 1** is appended.)

The Rector read **Resolution 2**, Resolution of Appreciation for Dennis H. Liberson, and moved its adoption. Motion was seconded by Mr. Herget and approved, with applause, by voice vote. (**Resolution 2** is appended.)

The Rector read **Resolution 3**, Resolution Commending the Richard Bland College Presidential Search Committee, and moved its adoption. Motion was seconded by Mr. Herget and approved by voice vote. (**Resolution 3** is appended.)

The Rector read the following motion, designated **Resolution 4**, and moved its adoption:

BE IT RESOLVED, That the Board of Visitors also commends the Secretary to the Board Michael J. Fox for his assistance to the Richard Bland College Presidential Search Committee, and expresses its appreciation for the many contributions he and Executive Assistant to the Board Sandy Wilms have made and continue to make to the Board of Visitors and to the College of William and Mary.

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

The Rector asked Secretary to the Board Michael Fox to report on the Governor's conference call held Monday evening with the Presidents, Rectors and members of the boards of visitors. Mr. Fox said the call had focused on the budget and the Governor's goals for higher education. The General Assembly reconvenes on March 21 for work on the 2012-2014 biennial budget. A general discussion ensued.

The Rector asked for a report on the status of President Reveley's evaluation review. Mr. Liberson noted that the recent survey had produced an excellent response rate, and advised that the three members of the Board's Presidential Evaluation Committee – Mr. Frantz, Mr. Herget and himself – would be meeting with the members of the Faculty Assembly Executive Committee for more in-depth discussion. A brief discussion ensued regarding how the report would be presented to the Board.

There being no further business, the Rector adjourned the Board meeting at 11:30 a.m.

At 2:00 p.m., the Board's Presidential Evaluation Committee convened in the Board Room. Dennis Liberson presided as chair. Others in attendance were: Committee members R. Philip Herget III and Thomas R. Frantz, and members of the Faculty Assembly Executive Committee Todd Mooradian, Will Hausman, Terry Meyers, Rick Gressard, Suzanne Raitt, Deborah Bebout and Kathleen Bragdon.

Mr. Liberson called the meeting to order, asked those present to introduce themselves, then moved that Board's Presidential Evaluation Committee convene in Closed Session for the purpose of discussing personnel matters pertaining to the evaluation of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Herget and approved by voice vote. The Committee went into closed session at 2:08 p.m.

Board of Visitors
MINUTES
Page 4

The Committee reconvened in open session at 3:35 p.m. Mr. Liberson reviewed the topic discussed during closed session, then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Frantz and approved by roll call vote of the Committee members conducted by Committee Chair Dennis Liberson. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 3:35 p.m.

Board of Visitors

March 12, 2012

CERTIFICATION OF CLOSED SESSION

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

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

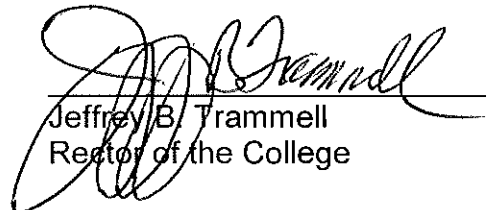
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

VOTE

AYES: 9

NAYS: 0

ABSENT DURING CLOSED SESSION:



Jeffrey B. Trammell
Rector of the College

Board of Visitors

March 13, 2012

CERTIFICATION OF CLOSED SESSION

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

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


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

VOTE

AYES: 9

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Rector of the College

Board of Visitors

March 13, 2012

CERTIFICATION OF CLOSED SESSION

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

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

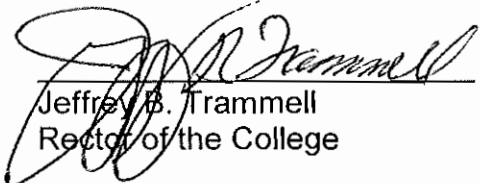
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

VOTE

AYES: 9

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Rector of the College

Board of Visitors

Resolution 1

March 13, 2012

Page 1 of 1

**ELECTION OF THE FOURTH PRESIDENT OF
RICHARD BLAND COLLEGE
OF
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA**

The Board of Visitors of The College of William and Mary in Virginia, upon recommendation of the Richard Bland College Presidential Search Committee, chaired by Secretary of the Board Dennis H. Liberson, has interviewed the candidates for the position of President of Richard Bland College.

BE IT RESOLVED, That upon recommendation of the Committee Chair, the Board of Visitors hereby elects Debbie L. Sydow as the fourth President of Richard Bland College of The College of William and Mary in Virginia, effective July 1, 2012.

BE IT FURTHER RESOLVED, That the Board of Visitors authorizes the Rector of the College or his designee to negotiate and execute an employment contract.

**RESOLUTION OF APPRECIATION
FOR
DENNIS H. LIBERSON**

The Board of Visitors of The College of William and Mary in Virginia joins with the Presidential Search Committee and the Richard Bland College community in acknowledging the leadership role that Secretary of the Board Dennis H. Liberson has exercised in the search process for the fourth President of the College. In his role as Chair of the Richard Bland College Presidential Search Committee, Mr. Liberson has guided the College through a complicated process that was conducted with discretion, sensitivity, integrity and professionalism.

Mr. Liberson helped all of us to feel a real sense of pride in Richard Bland College and we convey to him our gratitude and appreciation.

NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary hereby acknowledges the service of Dennis H. Liberson as Chair of the Richard Bland College Presidential Search Committee and expresses its deep appreciation to him for the many contributions he has made to the College and the search process.

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. Liberson.

**RESOLUTION COMMENDING THE
RICHARD BLAND COLLEGE PRESIDENTIAL SEARCH COMMITTEE**

On February 23, 2011, then-Rector of the College Henry C. Wolf charged the Richard Bland College Presidential Search Committee to conduct a comprehensive search for the fourth president of Richard Bland College, in accordance with the laws of the Commonwealth.

During the months since receiving its charge, the seven members of the Richard Bland College Presidential Search Committee – Dennis H. Liberson, chair; Kathy Y. Hornsby; Anita O. Poston; Victor K. Branch; J. Peter Clements; Timothy J. Evans and Johnathan R. Malbon – representing each of the College's constituencies – have devoted substantial time and effort to establish the search criteria, review resumes and interview candidates.

The Committee was assisted throughout the process by the Secretary to the Search Committee Edwin M. Betts, Jr., and the executive search firm of Lochlin Partners.

The Board of Visitors of The College of William and Mary in Virginia joins with the entire Richard Bland College community in acknowledging the leadership roles that the members of the Presidential Search Committee have exercised during the search process. In his role as Secretary to the Search Committee, Mr. Betts has guided the Committee and the College through a professional process.

NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary commends the individual members of the Richard Bland College Presidential Search Committee and expresses its appreciation for their efforts which have contributed to the successful completion of the search process; 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 each member of the Richard Bland College Presidential Search Committee and to Mr. Edwin M. Betts, Jr.

March 13, 2012

CERTIFICATION OF CLOSED SESSION

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

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

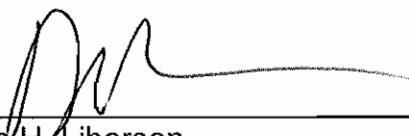
NOW, THEREFORE, BE IT RESOLVED, That Presidential Evaluation Sub-Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session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

VOTE

AYES: 3

NAYS: 0

ABSENT DURING CLOSED SESSION: 0



Dennis H. Liberson
Chair
Presidential Evaluation Sub-Committee

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

April 25 - 27, 2012
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, <i>tab #1</i>	Faculty Promotion – Lauran Johnson
Resolution 2, <i>tab #2</i>	Faculty Promotion and Tenure – Carolina Yaber
Resolution 3, <i>tab #3</i>	Faculty Promotion – Jill Mitten
Resolution 4, <i>tab #4</i>	Retirement of B. Lee Woodruff Division of Science and Quantitative Methods
Resolution 5, <i>tab #5</i>	Retirement of Virginia Rose Cherry Director of the Richard Bland College Library
Resolution 6, <i>tab #6</i>	2012-13 Tuition and Fees
Resolution 7, <i>tab #7</i>	Adoption of the Emergency Operations Plan
Resolution 8, <i>tab #8</i>	2012-13 Operating Budget Proposal

COLLEGE OF WILLIAM AND MARY

Resolution 9, <i>tab #9</i>	Appointment to Fill Vacancy in the Executive Faculty
Resolution 10, <i>tab #10</i>	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 11, <i>tab #11</i>	Appointments to Fill Vacancies in the Professional Faculty
Resolution 12, <i>tab #12</i>	Faculty Promotions
Resolution 13, <i>tab #13</i>	Designated Professorships

Board of Visitors
AGENDA ITEMS
April 25-27, 2012

Resolution 14, <i>tab #14</i>	Term Distinguished Professorship for Associate Professor
Resolution 15, <i>tab #15</i>	William and Mary Student Professorship
Resolution 16, <i>tab #16</i>	Changes to the Faculty Handbook
Resolution 17, <i>tab #17</i>	Revision of the Bylaws of the Faculty of Arts and Sciences
Resolution 18, <i>tab #18</i>	Retirement of William D. Barnes Department of Art and Art History
Resolution 19, <i>tab #19</i>	Retirement of George M. Bass, Jr. School of Education
Resolution 20, <i>tab #20</i>	Retirement of Craig N. Canning Department of History
Resolution 21, <i>tab #21</i>	Retirement Gregory M. Capelli Department of Biology
Resolution 22, <i>tab #22</i>	Retirement of George W. Grayson Department of Government
Resolution 23, <i>tab #23</i>	Retirement of William J. Kossler Department of Physics
Resolution 24, <i>tab #24</i>	Retirement Robert E. Noonan Department of Computer Science
Resolution 25, <i>tab #25</i>	Retirement of Ann M. Reed Department of English
Resolution 26, <i>tab #26</i>	Retirement of Robert J. Solomon Mason School of Business
Resolution 27, <i>tab #27</i>	Retirement of David W. Thompson Department of Chemistry
Resolution 28, <i>tab #28</i>	Retirement of Barbara A. Watkinson Department of Art and Art History

Board of Visitors
AGENDA ITEMS
April 25-27, 2012

Resolution 29, *tab #29*

Retirement of G. Thomas White
Mason School of Business

Resolution 30, *tab #30*

Retirement Brenda Toler Williams
School of Education

Resolution 31, *tab #31*

Resolution to Approve Demolition of Graduate
House – 234 Jamestown Road

Resolution 32, *tab #32*

Naming of Capelli Cove in Lake Matoaka

Resolution 33, *tab #33*

Charles E. Flynn '34 Memorial Chemistry
Endowment and the Ruby Wright Bequest

Resolution 34, *tab #34*

The Christopher Wren Association Fund
Functioning as an Endowment

RICHARD BLAND COLLEGE

RESOLUTIONS

**RICHARD BLAND COLLEGE
FACULTY PROMOTION – LAURAN JOHNSON**

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member:

LAURAN JOHNSON, Assistant Professor of Mathematics to Associate Professor of Mathematics, effective August 10, 2012

B.A., Psychology/Business Administration Composite,
 East Carolina University 1986
M.S., Mathematics, Virginia State University 2002

Lauran has served as an Adjunct Professor at Richard Bland College, 2004; a mathematics teacher at Colonial Heights High School, 2004-2009; and Assistant Professor of Mathematics at Richard Bland College, 2009 to present.

**RICHARD BLAND COLLEGE
FACULTY PROMOTION AND TENURE – CAROLINA YABER**

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

CAROLINA YABER, Assistant Professor of Biology to Associate Professor of Biology,

B.S., Biology, Universidad Simon Bolivar, Venezuela, 1990
Ph.D., Biological Sciences, Purdue University 2000

Carolina has served as a visiting Assistant Professor: James Madison University, 2007-2008, and at Hampden-Sydney College, 2000-2007. She has been an Assistant Professor of Biology at Richard Bland College 2008 to the present.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion in rank, effective August 10, 2012.

BE IT FURTHER RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the award of academic tenure, effective with the beginning of the 2013-2014 academic year.

**RICHARD BLAND COLLEGE
FACULTY PROMOTION – JILL MITTEN**

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member:

JILL MITTEN, Assistant Professor of English and Speech/Theatre to Associate Professor of English and Speech/Theatre, effective August 10, 2012

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

Jill came to Richard Bland College with experience in teaching Theatre and other speech communication courses at Mary Washington College and Central Texas College. Since coming to Richard Bland College she has directed theatrical productions and has served as advisor to the speech team and the student newspaper.

**RICHARD BLAND COLLEGE
RETIREMENT OF B. LEE WOODRUFF
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

Professor of Biology B. Lee Woodruff joined the faculty of Richard Bland College in September of 1972 as Instructor of Biology. In 1976, he rose to Assistant Professor, in 1981 to Associate Professor and in 1988 Full Professor. He was granted tenure in 1978. In 1978, Lee became Director of Institutional Research and Planning for one year while continuing to teach in the Biology Department. In 1979 he served temporarily as Director of Institutional Advancement.

Dr. Woodruff earned his Bachelor's degree in 1969 and his Masters degree in 1971 in Biology at Austin Peay State University. He received his Certificate of Advanced Studies in Higher Education in 1981 and his Ed.D. in Higher Education in 1986 from the College of William and Mary.

Before coming to Richard Bland College, Dr. Woodruff taught junior high science in the public school system of Fort Campbell, Kentucky, for many years. He coordinated annual science fairs involving area secondary schools and developed an enrichment program for gifted and talented students from the area;

Dr. Woodruff's service and commitment to the students and the College will be greatly missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of B. Lee Woodruff, expresses its appreciation to him for the many contributions he has made to Richard Bland College, and approves, with deep gratitude for his forty years of devoted service to the College, a change in status from Professor of Biology to Professor of Biology, Emeritus.

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

**RICHARD BLAND COLLEGE
RETIREMENT OF VIRGINIA ROSE CHERRY
DIRECTOR OF THE RICHARD BLAND COLLEGE LIBRARY**

Dr. Virginia Rose Cherry joined the administration of Richard Bland College in 1992. During her tenure, she served as Librarian, Associate Librarian and Director of Media Services. In 2005 she was appointed Director of the Library. Dr. Cherry will retire on June 30, 2012, after twenty years of service.

Dr. Cherry received her B.A. in Philosophy from the College of William and Mary in 1966, her M.L.S. from Emory University in 1969, and Ph.D. in 1999 from Virginia Commonwealth University.

In addition to her duties as Director, Dr. Cherry has been actively involved in the Richmond Academic Library Association (RALC) and the Virtual Library of Virginia (VIVA) professional organizations and has presented at American Library Association and Virginia Library Association meetings. Dr. Cherry was very involved in the 2006-2008 renovation of the Library; converted the library from the Dewey Decimal System to the Library of Congress Classification System; automated the library and brought it into the technological age with online databases and electronic books. She was instrumental in revitalizing the Friends of the Library and was very supportive of their many activities both on and off campus. Additionally, she sponsored the Rotaract Club at the College.

Dr. Cherry is a member of the American Library Association; Virginia Library Association; American Business Women's Association; Delta Kappa Gamma; Virginia Women in History Project sponsored by the Virginia Foundation for Women; Past President of Ex Libris, Swem Library; and many others too numerous to mention.

Dr. Cherry's service and commitment to the students and the College will be greatly missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Virginia Rose Cherry; expresses its appreciation to her for the many contributions she has made to Richard Bland College; and approves, with deep gratitude for her twenty years of devoted service to the College, a change in status from Director of the Richard Bland College Library to Director of the Richard Bland College Library, Emerita.

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

**RICHARD BLAND COLLEGE
2012-13 TUITION AND FEES**

Tuition and fee recommendations which follow are those the administration has agreed will meet the 2012-13 funding requirements for academic programs, residence hall operations and related support programs. Tuition and fees will increase an average of 5.47% for Virginia commuter students and 4.67% for Virginia residential students. Charges for out-of-state students will increase an average of 3.12% for commuter students and 3.67% for residential students.

RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves tuition, fee and rent charges for Richard Bland College for 2012-13.

Tuition and Academic Fees (Per Semester)

Virginia StudentsFull Time

	<u>11-12</u>		<u>12-13</u>	
Tuition	1468.00	(5.99%)	1556.00	(6.00%)
Comprehensive Fee	14.00		14.00	
Technology Fee	<u>27.00</u>		<u>27.00</u>	
	1509.00	(5.96%)	1597.00	(5.83%)

Part Time Per Credit

	<u>11-12</u>		<u>12-13</u>	
Tuition	115.00	(5.50%)	121.00	(5.21%)
Comprehensive Fee	2.00		2.00	
Technology Fee	4.00		4.00	
Parking	5.00		5.00	
Auxiliary Ent. Fee	<u>2.00</u>		<u>2.00</u>	
	128.00	(5.78%)	134.00	(4.68%)

Total Cost of Attendance (Per Semester)

Virginia StudentsResidential

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	1509.00	(5.96%)	1597.00	(5.83%)
Auxiliary Fees	595.00	(7.20%)	620.00	(4.20%)
Housing	<u>4635.00</u>	(5.94%)	<u>4835.00</u>	(4.31%)
	6739.00	(6.05%)	7052.00	(4.67%)

Commuters

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	1509.00	(5.96%)	1597.00	(5.83%)
Auxiliary Fees	<u>227.00</u>	(4.12%)	<u>232.00</u>	(2.20%)
	1736.00	(5.72%)	1829.00	(5.47%)

Tuition & Academic Fees (Per Semester)

Out of State StudentsResidential

	<u>11-12</u>		<u>12-13</u>	
Tuition	6164.00	(6.00%)	6364.00	(3.24%)
Comprehensive Fee	14.00		14.00	
Technology Fee	27.00		27.00	
Capital Fee	<u>125.00</u>		<u>125.00</u>	
	6330.00	(5.87%)	6530.00	(3.15%)

Part Time Per Credit

	<u>11-12</u>		<u>12-13</u>	
Tuition	517.00	(5.94%)	533.00	(3.00%)
Comprehensive Fee	2.00		2.00	
Technology Fee	4.00		4.00	
Capital Fee	4.00		15.00	
Parking	5.00		5.00	
Auxiliary Ent. Fee	<u>2.00</u>		<u>2.00</u>	
	534.00	(5.82%)	561.00	(2.93%)

Total Cost of Attendance (Per Semester)

Out of State StudentsResidential

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	6330.00	(5.87%)	6530.00	(3.15%)
Auxiliary Fees	595.00	(7.20%)	620.00	(4.20%)
Housing	<u>4635.00</u>	(5.94%)	<u>4835.00</u>	(4.30%)
	<u>11560.00</u>	(5.98%)	<u>11985.00</u>	(3.67%)

Commuters

	<u>11-12</u>		<u>12-13</u>	
Tuition & Academic Fees	6330.00	(5.87%)	6530.00	(3.15%)
Auxiliary Fees	<u>227.00</u>	(4.12%)	<u>232.00</u>	(2.20%)
	<u>6557.00</u>	(5.80%)	<u>6762.00</u>	(3.12%)

Per Semester

Auxiliary Fee - Full Time - Residential

	<u>11-12</u>	<u>12-13</u>
Parking	50.00	50.00
Auxiliary Ent. Fee	125.00	110.00
Student Activities	90.00	95.00
Intramural Athletics	25.00	30.00
Health Services	75.00	75.00
Technology	175.00	200.00
Food Services	30.00	35.00
Room Change	25.00	25.00

Auxiliary Fee - Full Time - Commuters

Parking	50.00	50.00
Auxiliary Ent. Fee	15.00	15.00
Student Activities	45.00	45.00
Intramural Athletics	12.00	12.00
Health Services	75.00	75.00
Food Services	30.00	35.00

Auxiliary Fee - Part Time - Students

Student Parking	5.00	5.00
Auxiliary Ent. Fee	2.00	2.00

Other

Faculty/Staff Parking	35.00	35.00
Parking Tickets	30.00	30.00
Application Fee	25.00	25.00

RICHARD BLAND COLLEGE
ADOPTION OF THE
EMERGENCY OPERATIONS PLAN

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the Code of Virginia Chapter 1 of Titles 23 and 44 requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by Richard Bland College staff in coordination with the Virginia Department of Emergency Management, Richard Bland College departments and the Counties of Dinwiddie and Prince George Emergency Management;

NOW THEREFORE BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia does hereby officially adopt the Richard Bland College 2012 Emergency Operations Plan (*see separate booklet*), to include plans and procedures for both peace time and war-caused disasters.

RICHARD BLAND COLLEGE EMERGENCY OPERATIONS PLAN

EXECUTIVE SUMMARY

Introduction

Disasters or emergencies can happen suddenly, creating a situation in which the normal staff support services for the College can become overwhelmed. During crises, the College requires special procedures to address the needs of emergency response operations and recovery management. To address such emergencies, Richard Bland College has established an Emergency Operations Plan (EOP), which provides a guideline for the management of the immediate action and operations required to respond to an emergency or disaster.

The Plan complies with Code of Virginia Title 23 and Title 44 and is consistent with the National Incident Management System as implemented in the National Response Framework adopted January 2008.

Purpose

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

Situation

Richard Bland College is located in the Counties of Dinwiddie and Prince George, Virginia, which is immediately south of the City of Petersburg. Richard Bland College of The College of William and Mary in Virginia was founded in 1960. It is The Junior College of the Commonwealth of Virginia. Richard Bland College has a full time, professional Police Department, which is trained in responding to numerous types of emergencies. Mutual-aid agreements exist with numerous public-safety agencies in the region which can be implemented in the event of an emergency.

Concept of Operations

The President of Richard Bland College is ultimately responsible for emergency management activities within its boundaries. The Police Chief/Coordinator of Emergency Management is responsible for maintaining college emergency services in constant state of readiness. The Emergency Planner/Emergency Coordination Officer is responsible for implementing and updating the Emergency Operations Plan (EOP).

The EOP is based on the concept that the emergency functions assigned to the various groups, organizations, and individuals involved in this plan will parallel their normal day-to-day functions as closely as possible. The same personnel and material resources will be employed as much as possible in both normal and emergency functions. Those day-to-day functions that do not contribute directly to the emergency operations may be suspended for the duration of the emergency.

Organization

The Emergency Operations Plan is organized into a Basic Plan, Emergency Support Functions (ESF's) and Incident Annexes. Each ESF addresses a specific functional area and outlines in a more detailed manner the responsibilities and operation of that function. Incident Annexes provide procedures for specific emergencies.

Plan Development and Maintenance

Title 23-9 charges the president and vice-president of each public institution of higher education to annually review the institution's crisis and emergency management plan; certify in writing that the president and vice-president have reviewed the plan; and make recommendations to the institution for appropriate changes to the plan.

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

Anticipated fees, appropriations and transfers are projected to generate the following amounts to meet the operating needs of the College for 2012-13:

Educational & General Programs	\$ 9,632,000
Scholarships & Loan Assistance	441,736
Auxiliary Enterprises	3,310,000
Financial Assistance for E&G Services	25,000
Private Funds (Scholarships)	<u>22,000</u>
 TOTAL	 \$13,430,736

This budget is based on a proposed budget passed by the House of Delegates. Any adjustments or revisions required by the final actions of the General Assembly and the Governor will be reported in the 2013 operating budget reports. The following factors should be noted:

1. The proposed General Fund appropriations for Educational & General Programs has been increased by 6.84% as follows:

• Base Adequacy	\$ 21,561
• Degree Incentives	148,135
• Enrollment Growth	129,491
• Central Account Adjustment	<u>37,786</u>
 TOTAL	 \$ 336,973
2. The House removed the Governor's recommendation for a 3% bonus in FY13 and proposed a 2% salary increase in FY14 contingent upon state revenue.
3. The House restored payment of Auxiliary Enterprise interest to institutions in 2013.
4. No additional General Funds were recommended for Financial Aid.
5. This budget includes an operating contingency of \$360,000 with \$260,000 to be allocated after discussions with the new President.

RESOLVED, that, upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the operating budget for Richard Bland College for the 2012-13 fiscal year.

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

EDUCATIONAL & GENERAL

	<u>Actual</u> <u>2008-09</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Projected</u> <u>2011-12</u>	<u>Proposed</u> <u>2012-13</u>
<u>REVENUE</u>					
General Funds	\$ 6,119,777	\$ 6,062,200	\$ 5,234,621	\$ 4,908,756	\$ 5,245,000
Nongeneral	3,282,470	3,509,190	3,714,578	3,898,431	4,200,000
Central Appropriations	(35,083)	(148,222)	(133,352)	77,786	37,000
Prior Year Reappropriations	101,997	112	24,800	177,533	150,000
ARRA	-	155,539	200,000	520,569	-
General Fund Reversion	(295,397)	(819,526)	-	-	-
TOTAL REVENUE	\$ 9,173,764	\$ 8,759,293	\$ 9,040,647	\$ 9,583,055	\$ 9,632,000
<u>EXPENDITURES</u>					
Instruction	\$ 3,478,496	\$ 3,082,695	\$ 2,890,044	\$ 3,409,431	\$ 3,637,000
Public Service	-	-	-	1,000	1,000
Academic Support	339,316	329,583	291,137	430,000	400,000
Student Services	971,741	984,503	988,523	1,160,000	1,160,000
Institutional Support	2,888,116	2,766,213	2,773,697	2,650,000	2,750,000
Operation of Plant	1,544,941	1,415,317	1,719,711	1,300,000	1,324,000
ARRA	-	155,539	200,000	520,569	-
Contingency	-	-	-	112,055	360,000
TOTAL EXPENDITURES	\$ 9,222,610	\$ 8,733,850	\$ 8,863,112	\$ 9,583,055	\$ 9,632,000

¹ Does not include ARRA expenditures of \$520,569.

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

**SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID**

	Actual <u>2008-09</u>	Actual <u>2009-10</u>	Actual <u>2010-11</u>	Projected <u>2011-12</u>	Proposed <u>2012-13</u>
General Funds	\$ 308,417	\$ 313,819	\$ 331,255	\$ 394,778	\$ 381,736
Nongeneral Funds	30,000	40,000	50,000	60,000	60,000
TOTAL REVENUE	\$ 338,417	\$ 353,819	\$ 381,255	\$ 454,778	\$ 441,736
*Includes CS, CSAP, and VMSDEP					
<u>EXPENDITURES</u>					
Scholarships	\$ 308,417	\$ 353,819	\$ 381,255	\$ 441,736	\$ 441,736

**FINANCIAL ASSISTANCE FOR E & G PROGRAMS
SPONSORED PROGRAMS**

	Actual <u>2008-09</u>	Actual <u>2009-10</u>	Actual <u>2010-11</u>	Projected <u>2011-12</u>	Proposed <u>2012-13</u>
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds	35,869	10,364	25,000	25,000	25,000
TOTAL REVENUE	\$ 35,869	\$ 10,364	\$ 25,000	\$ 25,000	\$ 25,000
<u>EXPENDITURES</u>					
Sponsored Programs	\$ 34,633	\$ 10,364	\$ 7,863	\$ -	\$ -

**RICHARD BLAND COLLEGE
2012-13 OPERATING BUDGET PROPOSAL**

AUXILIARY ENTERPRISES

	<u>Actual</u> <u>2008-09</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Projected</u> <u>2011-12</u>	<u>Proposed</u> <u>2012-13</u>
<u>REVENUE</u>					
Fund Balance	\$ 358,885	\$ 1,704,628	\$ 1,655,677	\$ 1,291,000	\$ 1,006,000
Residences	1,477,489	1,832,350	2,073,819	2,000,000	2,250,000
Special Funds	9,480	9,480	9,840	35,000	30,000
General Auxiliary Income	155,299	159,304	164,692	150,000	150,000
Parking	135,294	147,640	144,915	135,000	140,000
Intramural Athletics	22,150	22,100	22,910	24,000	25,000
Health Services	142,147	151,503	148,635	150,000	150,000
Food Services	85,280	79,275	79,500	60,000	80,000
TOTAL REVENUE	\$ 2,386,004	\$ 4,106,280	\$ 4,299,988	\$ 3,845,000	\$ 3,831,000

EXPENDITURES

Residences	\$ 212,807	\$ 1,981,918	\$ 1,957,553	\$ 2,200,000	\$ 2,300,000
General Operating	67,028	138,660	232,473	100,000	100,000
Parking	43,047	9,000	138,013	50,000	70,000
Intramural Athletics	14,805	12,640	18,805	24,000	25,000
Health Services	16,028	14,142	20,150	135,000	40,000
Food Services	83,345	98,726	87,778	60,000	75,000
Indirect Costs	244,317	194,317	186,000	200,000	175,000
Renewal/Replacement	-	-	-	70,000	525,000
TOTAL EXPENDITURES	\$ 681,377	\$ 2,449,403	\$ 2,640,772	\$ 2,839,000	\$ 3,310,000

PRIVATE FUNDS

<u>REVENUE</u>					
Private Funds	\$ 21,329	\$ 14,215	\$ 7,690	\$ 22,000	\$ 22,000
<u>EXPENDITURES</u>					
Scholarships	\$ 13,000	\$ 15,600	\$ 21,193	\$ 22,000	\$ 22,000

COLLEGE OF WILLIAM AND MARY
RESOLUTIONS

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

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

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

KATHARINE CONLEY, Dean, Faculty of Arts and Sciences and Professor of Modern Languages and Literatures, effective July 1, 2012

B.A., Harvard University, 1979

M.A., University of Colorado, 1988

M.A. (1990); Ph.D. (1992), University of Pennsylvania

Dartmouth College

Edward Tuck Professor, 2010-2012

Associate Dean for the Arts and Humanities, 2006-2011

Professor, 2004-2012

Associate Professor, 1998-2004

Assistant Professor, 1992-1998

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

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the 2012-2013 academic year:

JEFFREY BELLIN, Associate Professor of Law

B.A., Columbia University, 1995
J.D., Stanford Law School, 1999

Southern Methodist University, Dedman School of Law
Assistant Professor, 2009-2012

California Courts of Appeal
Senior Appellate Court Attorney, 2005-2009

Latham & Watkins
Litigation Associate, 2003-2005

United States Attorney's Office, Washington, DC
Assistant United States Attorney, 2000-2002

United States Court of Appeals for the District of Columbia Circuit
Law Clerk, The Honorable Merrick B. Garland, 1999-2000

ANNIE BLAZER, Assistant Professor of Religious Studies

B.A., Michigan State University, 2001
M.A. (2004); Ph.D. (2009), University of North Carolina at Chapel Hill

Centenary College
Assistant Professor, 2011-2012

Millsaps College
Faculty Teaching Fellow, 2008-2010

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

JASON ANDREW CHEN, Assistant Professor of Education

B.S. (1999); M.A. (2004); Ph.D. (2010), Emory University

Harvard University
Instructor, 2011-2012
Postdoctoral Fellow, 2010-2012

Emory University
Instructor, 2009

HARMONY J. DALGLEISH, Assistant Professor of Biology

B.A., Grinnell College, 2000
Ph.D., Kansas State University, 2007

Purdue University
HHMI Science Education Fellow, 2010-2012
Postdoctoral Research Associate, 2009-2010
Visiting Scholar, 2008-2009

Utah State University
Postdoctoral Research Associate, 2007-2009

ADAM GERSHOWITZ, Professor of Law with Tenure

B.A., University of Delaware, 1998
J.D., University of Virginia School of Law, 2001

University of Houston Law Center
Associate Professor, 2009-2012

La Trobe University School of Law, Melbourne, Australia
Visiting Professor, 2012

South Texas College of Law
Associate Professor, 2008-2009
Assistant Professor, 2005-2008

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

ADAM GERSHOWITZ (cont'd)

Covington & Burling
Litigation Associate, 2002-2005

United States Court of Appeals for the Fourth Circuit
Law Clerk, The Honorable Robert B. King, 2001-2002

LESLIE W. GRANT, Assistant Professor of Education

B.A., James Madison University, 1990
M.S.Ed., Old Dominion University, 1994
Ed.S., The George Washington University, 1997
Ph.D., College of William and Mary, 2006

College of William and Mary
Visiting Assistant Professor, 2006-2011
Visiting Instructor, 2005-2006

CHRISTOPHER L. GRIFFIN, JR., Assistant Professor of Law

B.S., Georgetown University, 2002
M.Phil., University of Oxford, 2004
J.D., Yale Law School, 2010

Duke University School of Law
Visiting Assistant Professor, 2010-2012

MATTHEW R. HILIMIRE, Assistant Professor of Psychology

B.A., State University of New York at Geneseo, 2005
M.S. (2008); Ph.D. (Candidate), Georgia Institute of Technology

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

TRACY D. JOHNSON-HALL, Instructor of Business

B.E., Vanderbilt University, 1991
M.B.A., The Pennsylvania State University, 2008
Ph.D. (Candidate), Clemson University

LANCE KENT, Assistant Professor of Economics

B.A., University of Texas at Austin, 2005
M.A. (2008); Ph.D. (Candidate), Northwestern University

JENNIFER G. KAHN, Assistant Professor of Anthropology

B.A., University of California, Berkeley, 1992
M.A., University of Calgary, 1996
Ph.D., University of California, Berkeley, 2005

University of Hawaii, Manoa
Lecturer, 2011-2012
Affiliate Associate Graduate Faculty, 2010-2012

Bernice P. Bishop Museum
Associate Anthropologist, Research Archaeologist, 2010-2012
Assistant Anthropologist, Research Archaeologist, 2008-2010

University of California, Berkeley
Assistant Researcher, 2008-2009

University of Queensland, Australia
Affiliate Lecturer, 2007
Postdoctoral Fellow in Archaeology, 2006-2008

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

MICHELLE ANNE LELIÉVRE, Assistant Professor of Anthropology and
American Studies

B.A., McGill University, 1998
M.Phil., University of Cambridge, 1999
Ph.D. (Candidate), University of Chicago

S.L. ANYA LUNDEN, Assistant Professor of English

B.A., University of California, Irvine, 1998
M.A. (2003); Ph.D. (2006), University of California, Santa Cruz

University of Georgia
Assistant Professor, 2010-2012

College of William and Mary
Visiting Assistant Professor, 2006-2010

EARNEST L. MCCALISTER, Assistant Professor of Military Science

A.S., Summit University of Louisiana, 2000

WILLIAM R. MCNAMARA, Assistant Professor of Chemistry

B.S., Lafayette College, 2006
Ph.D., Yale University, 2010

University of Rochester
Postdoctoral Researcher, 2010-2012

Yale University
Research Assistant, 2007-2010

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

MATTHEW W. MOSCA, Assistant Professor of History

B.A., University of British Columbia, 2000
A.M. (2002); Ph.D. (2008), Harvard University

Hong Kong Institute for Humanities and Social Sciences
Research Assistant Professor, 2011-2012
Postdoctoral Fellow, 2009-2011

University of California, Berkeley
Postdoctoral Fellow, 2008-2009

NEIL L. NORMAN, Assistant Professor of Anthropology

B.A., Flagler College, 1996
M.A., University of South Carolina, 2000
M.A. (2004); Ph.D. (2008), University of Virginia

College of William and Mary
American Council of Learned Societies/Mellon Foundation
New Faculty Fellow, 2010-2012
Visiting Assistant Professor, 2008-2010

ANDREJA NOVAKOVIC, Assistant Professor of Philosophy

B.A., Bryn Mawr College, 2004
M.A. (2008); Ph.D. (Candidate), Columbia University

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

FABRÍCIO PEREIRA PRADO, Assistant Professor of History

B.A. (2000); M.A. (2002), Federal University of Rio Grande do Sul - Brazil
Ph.D., Emory University, 2009

Roosevelt University
Assistant Professor, 2009-2012

University of Rio Grande do Sul – Brazil
Instructor, 2002-2004

NICHOLAS J. SANDERS, Assistant Professor of Economics

B.A., Lewis & Clark College, 2002
M.A. (2005); Ph.D. (2010), University of California, Davis

Stanford University
Postdoctoral Fellow, 2010-2012

University of California, Davis
Graduate Instructor, 2009-2010

ALISON J. SCOTT, Assistant Professor of Kinesiology and Health
Sciences

B.A., Miami University, 1995
M.S., University of Wisconsin-Madison, 1999
M.H.S. (2002); Ph.D. (2006), Johns Hopkins School of Public Health

Georgia Southern University
Assistant Professor, 2006-2012

Johns Hopkins School of Medicine
Research Assistant, Department of Adolescent Medicine, 2004-2006

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

JAIME SETTLE, Assistant Professor of Government

B.A., University of Richmond, 2007

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

BRENT W. VIBBERT, Assistant Professor of Military Science

B.S., Central Michigan University, 2009

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

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

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

MARRA AUSTIN, Associate Director, Procurement Processes,
effective March 26, 2012

B.S., Virginia Commonwealth University, 2008
A.S., Thomas Nelson Community College, 2005

Jamestown-Yorktown Foundation
Procurement and Contract Administrator, 2010-2012

Virginia Commonwealth University Health System
Senior Buyer Services, 2010
Buyer Capital Construction and Equipment, 2008-2010

BETINA L. COLEMAN, Director of Creative Services, effective
March 10, 2012

B.S., Christopher Newport University, 1988

College of William and Mary
Acting Director of Creative Services, 2011-2012
Associate Director of Creative Services, 2010-2011
Managing Web Editor, 2008-2010
Senior Web Consultant and myWWM Manager, 2007-2008
Web and Learning Consultant, 2003-2007
IT Learning Consultant, 1998-2003
Telecommunications Systems Administrator, 1989-1998
Office Services Specialist, 1988-1989

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

W. DUSTIN EVATT, Coordinator, Student Philanthropy and
Recent Graduate Programs, University Development, effective
February 20, 2012

B.S., Winthrop University, 2009
M.Ed., University of Vermont, 2011

Virginia Commonwealth University
Coordinator for Student Organization Development, University Student
Commons and Activities, 2011-2012

ERIC M. GARRISON, Health Educator, Student Affairs, effective
July 1, 2012

B.A., Virginia Commonwealth University, 1992
M.A.Ed., College of William and Mary, 1994
M.Sc., University of London, 1999

Garrison Consulting
Principal, 1994-2012

College of William and Mary
Interim Health Educator, 2011-2012

PAULA LUMSDEN-HAGGERTY, Reunion Gift Officer, University
Development, effective February 27, 2012

B.S., Michigan State University, 1993
M.A., Eastern Michigan University, 1996

Direct Access Internal Medicine
Co-Owner/Managing Partner, 2010-2012

Theemailtree.com
Co-Owner/Vice President, 2009-2011

Traderonline.com
Business Development Manager, 1999-2005

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

JEREMY P. MARTIN, Assistant to the President and Provost, effective
March 21, 2012

B.S., Houghton College, 2001
M.S., Georgia State University, 2003
Ph.D., (Candidate) College of William and Mary

College of William and Mary
Graduate Fellow, Office of the President, 2010-2012

ADAM B. REYNOLDS, Assistant Director, Direct Marketing,
Annual Giving, University Development, effective March 12, 2012

B.S., Babson College, 2000
M.B.A., New York University, 2009

BBC Worldwide Americas, Inc.
Associate Director, BBC Direct, 2004-2012

Staples, Inc.
Associate Manager, Promotions, 2003-2004
Advertising Account Executive, 2000-2003

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotions of the following members of the Faculty of the College, effective with the beginning of the 2012-2013 academic year:

Associate Professor to Professor

DOROTHY E. FINNEGAN, School of Education

GREGORY S. HANCOCK, Department of Geology

ROBERT L. HICKS, Department of Economics

STEVEN E. HOLLIDAY, Department of Theatre, Speech and Dance

RAJIV KOHLI, Mason School of Business

WEIZHEN MAO, Department of Computer Science

JOHN J. MERRICK, JR., Mason School of Business

ANNE K. RASMUSSEN, Department of Music

JUNPING SHI, Department of Mathematics

KIMBERLY J. SMITH, Mason School of Business

K. SCOTT SWAN, Mason School of Business

PATTY ZWOLLO, Department of Biology

Research Associate Professor to Research Professor

JIAN SHEN, School of Marine Science

Assistant Professor to Associate Professor

TARA LEIGH GROVE, Marshall-Wythe School of Law

Clinical Assistant Professor to Clinical Associate Professor

PATRICIA E. ROBERTS, Marshall-Wythe School of Law

COLLEGE OF WILLIAM AND MARY
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2012-2013 academic year:

JAMES R. BRADLEY, Hays T. Watkins Professor of Business

ROBERT L. HICKS, Margaret Hamilton Associate Professor of Economics

COLLEGE OF WILLIAM AND MARY
TERM DISTINGUISHED PROFESSORSHIP
FOR ASSOCIATE PROFESSOR

The following member of the Instructional Faculty of the College of William and Mary has been recommended for a term distinguished professorship for tenured associate professors which recognizes outstanding mid-career faculty members.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorship for a three-year term for the following member of the Faculty of the College, effective with the 2012-2013 academic year:

JEANNE M. WILSON, Dorman Family Term Distinguished Associate
Professor of Business

COLLEGE OF WILLIAM AND MARY
WILLIAM AND MARY STUDENT PROFESSORSHIP

The students of the College of William and Mary have created the William and Mary Student Professorships to be funded by an annual student fee as a tangible expression of their high regard for the faculty of the College. It is the intent of the students that the annual awarding of the William and Mary Student Professorships will assist in retaining William and Mary's best faculty.

The following member of the Instructional Faculty of the College of William and Mary has been recommended for a designated professorship.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorship of the following member of the Faculty of the College for a three-year term, effective with the 2012-2013 academic year.

FRANCIS TANGLAO-AGUAS, Class of 2015 Associate Professor of
Theatre, Speech and Dance

COLLEGE OF WILLIAM AND MARY
CHANGES TO THE FACULTY HANDBOOK

After thorough review, discussion and consideration, the Faculty Assembly has developed changes to the Faculty Handbook in order to further define and clarify the role of Non-Tenure-Eligible faculty members at the College. The changes will allow for NTE faculty to be more fully integrated into the instructional faculty of each school.

These changes to the Faculty Handbook related to Non-Tenure-Eligible faculty were approved by the Faculty Assembly at their meeting on February 28, 2012, and endorsed by the Personnel Policy Committee at a meeting on March 28, 2012, with modest modifications, which were accepted by the Faculty Assembly by e-mail vote.

Section III.B.2.b.2).b. of this 2012 revision to the Faculty Handbook requires schools to adopt policies governing the Recruitment, Evaluation, Promotion and Retention of Non-Tenure Eligible (NTE) Faculty. Prior to the adoption of those policies, schools may employ NTE faculty in accordance with the policies set forth at III.B.1.b. of the Faculty Handbook (2008 revision) until the earlier of when the schools adopt the required new procedures or the passage of one year from the date the Board of Visitors approves this revision.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President and Provost, the Board of Visitors of the College of William and Mary approves the revisions to the Faculty Handbook Section III.B.2.b.2).b., effective immediately.

III. B. APPOINTMENT CATEGORIES AND CONTRACTS AND NOTICES

All appointments incorporate, and are subject to, the policies of the Board of Visitors.

All appointments require approval of the Board of Visitors.

1. Faculty Position Categories.

Although differences in mission and organization among the several faculties of the College necessitate variations in procedures, the College recognizes the fundamental principle that both faculty members and administrative officers should participate in the recruitment and appointment of faculty. All tenure eligible and tenured appointments must be made in either a department or School; however, faculty members may hold one or more joint appointments with another program, department, or School (see "Policy on Joint Appointments").

The College of William and Mary is an equal opportunity employer (see the College's Affirmative Action Plan, currently under revision). The College recruits, appoints, retains and promotes faculty members in accordance with all federal and state non-discrimination laws and regulations, and with the College's Discrimination and Affirmative Action Policies. Failure to comply with federal and state non-discrimination laws and regulations shall be handled in accordance with provisions in the Faculty Handbook Sections III.C.1.d.1. and III.F.2.

Definitions: All William & Mary instructional and research faculty positions fall into one of the categories listed in this section, and all individuals who instruct any for-credit course or activity at the College must have an appointment within one of these categories:

- a. Tenured and tenure-eligible (TTE) faculty positions.
- b. Non-Tenure Eligible (NTE) faculty positions. NTE faculty include all faculty who are not eligible for tenure. NTE faculty positions fall within the following categories:
 - 1) Full-Time Continuing NTE positions hold a presumption of continuation.
 - 2) Full-Time Specified-term NTE positions are NTE positions that terminate on the date specified in the contract and hold no presumption of continuation.
 - 3) Part-time NTE faculty are faculty who are paid by the course or for specific contracted services; they normally do not receive benefits. Part-time NTE positions may be designated as either continuing or specified-term.
 - 4) Post-doctoral fellows hold specified-term appointments as defined in and subject to the conditions of II.B.2.b. above, except that the appointments may be either full- or part-time.
 - 5) Retired faculty.

- 6) Affiliated scholars designated under the Affiliated Scholars program hold academic credentials equivalent to those of William and Mary faculty. This designation carries no salary, university duties, or expectation of university support. (For more information, see "Affiliated Scholars Program.")

2. Creating and Filling Faculty Positions.

a. Tenured and Tenure-eligible faculty.

The College of William and Mary accepts the principle of tenure and adheres to it as a moral, professional and legal obligation. Tenured faculty members are those persons who have been expressly confirmed in such status by action of the Board of Visitors on recommendation of the President subsequent to appropriate peer and administrative review. Tenure-eligible appointments must carry one of the following titles: Instructor, Assistant Professor, Associate Professor or Professor. Tenured appointments must carry one of the following titles: Associate Professor or Professor.

An appointment with tenure may be terminated by the College only for adequate cause (see Section III.B.2.d.).

Faculty who hold tenure-eligible probationary appointments may be considered for tenure under the provisions of Section III.C.1.b.ii. These probationary faculty appointments may be terminated at the end of any contract period following the standards defined in III.C.1. and the procedures defined in Section III.B.2.a.

A faculty member holding a tenured or tenure-eligible appointment at the College of William and Mary shall not hold a tenured position at any other college, university or institution of higher learning. The Provost may make an exception when an individual is sufficiently distinguished to make such an appointment beneficial to the College. The Provost shall report to the Faculty Assembly when any such appointments are made.

b. NTE faculty.

- 1) Establishment of NTE Faculty Positions. The dean of each school establishes (or - in the case of post-doctoral fellows - approves) NTE faculty positions in consultation with the appropriate faculty body in light of course-coverage and research demands and budgets. In the interest of transparency, the dean will explain to the faculty of the school the manner in which the dean has complied with this consultation requirement. NTE positions must carry one of the following titles:

Instructor, Lecturer, Senior Lecturer, Post-doctoral Fellow, Assistant Professor, Associate Professor or Professor.

For full-time NTE faculty, this title must be modified, as appropriate, with "Research," "Clinical," "Visiting," "Executive," or "of the Practice," unless otherwise approved by the Provost.

For part-time faculty, this title must be modified by "part-time," "adjunct," "visiting," "executive," or "of the practice."

2) Recruitment, Evaluation and Retention of NTE Faculty.

a. Application of College Policies Generally.

- i. Recruitment and hiring of NTE faculty shall be in accordance with College procedures, which are available through the Office of Equal Opportunity;
- ii. NTE faculty must possess the professional education, experience, and degrees appropriate or necessary for their duties; in addition, they must meet whichever of the following criteria are appropriate to their appointment, as specified in the individual's appointment contract: conscientious and effective teaching with proper command of the material of their fields, and helpfulness to their students; and/or contributions to their fields through research, scholarly, and/or creative activity, and/or through professional service.

b. School-Specific Policies. The TTE faculty of each school will establish procedures for the recruitment, evaluation, promotion and retention of NTE faculty members. These procedures shall be submitted for approval to the Procedural Review and Personnel Policy committees. School-specific procedures shall:

- i. provide for determinations of whether a given NTE appointment is specified-term or continuing;
- ii. specify roles of the dean and the TTE faculty members of the employing unit in the formal processes for recruitment via open searches, including providing a role for the dean and the TTE faculty in any decision to request from the EO Office an exemption from the regular College open search procedures;
- iii. specify roles of the dean and the TTE faculty members of the employing unit in the formal processes for evaluation of NTE faculty against appropriate standards;
- iv. specify roles of the dean and the TTE faculty members of the employing unit in the formal processes for promotion of NTE faculty;

- v. specify roles of the dean and the TTE faculty in a formal process of retention;
 - vi. indicate the voting rights and allowed service/governance roles of NTE faculty. These voting rights must exclude involvement in matters related to tenured and tenure-eligible faculty appointments, retention, promotion, and tenure.
- c. Evaluation of NTE faculty. An individual appointed to an NTE position undergoes evaluation and may be promoted in accordance with procedures established by the school, the department or the College in accordance with b.3.C.2 and b.3.C.3 below.
- d. A person in an NTE position may receive a tenure-eligible or tenured appointment only as a result of a search consistent with Handbook III.B.1.
- e. Annually the Provost shall submit to the Faculty Assembly a report on NTE appointments. That report shall include information (provided in such a way that no individual may be identified) on teaching loads, salary ranges, the provision of benefits to those having such appointments, and other relevant financial and instructional information. The Faculty Assembly, or its designated university-wide committee(s), shall review the report to determine whether the conditions pertaining to such appointments are equitable and whether the appointments are in compliance with the Faculty Handbook, and report its recommendations to the Provost.
3. Retired faculty.
- a. Emeritus Faculty. Retired tenured faculty may be awarded "emeritus" status (see III.C.1.e.).
 - b. Retirement Transition. Retired faculty members with at least ten years of full-time service at the College may, with the approval of the appropriate program director, department chair, and/or Dean and of the Provost, be eligible for re-employment with reduced responsibility. For all the terms of these appointments, see "Faculty Retirement and Return to Work Policy."

Differences between Old Specified-Term (ST) Policy
and Proposed Non-Tenure-Eligible (NTE) Policy

As the name suggests, the proposed policy creates one umbrella for all types of faculty who are not tenured or tenure-eligible (TTE). The old ST policy focused only on full-time faculty who were not eligible for tenure. It emphasized the limited use and duration of such positions. Under the proposal, schools would have the authority to adopt policies that continue that limited scope for NTE faculty, but would also have the power to adopt policies that broaden the scope and use of such faculty.

Existing Specified-Term Appointment Policy	Proposed Non-Tenure Eligible Policy
The old policy treats the <u>creation</u> of ST positions and the <u>employment</u> of people within those positions as a single issue.	The new policy would distinguish between the <u>creation</u> of NTE positions and the <u>employment</u> of people in those positions.
The old policy does not specify the procedures by which ST positions will be created or filled (nor call for the development of such procedures).	<p><i>Creating Positions.</i> The new policy would provide that deans have the power to <u>create</u> NTE positions in consultation with the appropriate faculty bodies.</p> <p><i>Filling Positions.</i> The new policy would require the faculty of each school to develop policies for recruitment of NTE faculty</p>
The old policy provides College-wide procedures for evaluation of ST and part-time faculty (p 38)	The new policy would require the schools to develop procedures for evaluation of NTE faculty
The old policy does not specify procedures for promotion or retention of Specified-Term Faculty (nor does it call for the development of such procedures)	The new policy would require each school to develop policies governing promotion and retention of NTE faculty for that school.
The old policy requires the ST appointment to expire presumptively of its own accord at the conclusion of five years (thus the term, "specified-term")	The school-specific policies would specify how decisions would be made regarding whether particular NTE appointments will be specified-term or continuing. Continuing appointments have no presumptive expiration date.

COLLEGE OF WILLIAM AND MARY
REVISION OF THE BYLAWS
OF THE FACULTY OF ARTS AND SCIENCES

The Bylaws of the Faculty of Arts and Sciences were last revised and updated in September 2011. During the fall semester 2011 the Faculty Affairs Committee undertook the task of revising and updating the Bylaws to reflect changes in voting policies for the associate deans and to clarify the roles for two committees that had some overlap in their functions.

These Bylaws were approved at the April 2012 Faculty of Arts and Sciences meeting.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves these revisions to the Bylaws of the Faculty of Arts and Sciences, effective immediately.

SUGGESTED A&S BYLAW CHANGES

Existing Language: A&S Faculty Bylaws, Article V:

Sec 4.1. There shall be a Committee on Degrees consisting of the Dean for Educational Policy as chair, and four members elected for terms of four years, one term expiring annually.

Sec. 4.2. The Committee on Degrees shall:

- a. evaluate academic credits transferred from other institutions for credit toward an undergraduate degree, and
- b. determine which students have completed the requirements for earned undergraduate degrees and certify their names to the Board of Visitors.

Sec. 4.3. In the exercise of its duties, the Committee on Degrees shall be empowered to waive the literal application of degree requirements whenever, in its judgment, special circumstances exist which justify such actions.

Sec. 5.1. There shall be a Committee on Academic Status consisting of six elected members, the Dean of Students, the Assistant Dean of Students and the Registrar. The elected members shall be elected for terms of three years, two terms expiring annually. After the election of new members, the Committee on Academic Status shall elect its chair from among the elected members.

Sec. 5.2. The Committee on Academic Status shall make recommendations to the Faculty regarding policy, and carry out existing policy, with respect to academic standards for continuation in residence and for academic classification.

SUGGESTED A&S BYLAW CHANGES

Suggested changes (underlined below):

Sec 4.1. There shall be a Committee on Degrees consisting of the Dean of Undergraduate Studies as chair, and four members elected for terms of four years, one term expiring annually. The Dean of Undergraduate Studies shall vote on policies and petitions only in the case of a tie among the elected committee members. Representatives of the University Registrar's Office, the Office of Academic Advising, and the Dean of Students Office may participate in committee proceedings in an advisory (non-voting) capacity.

Sec. 4.2. The Committee on Degrees shall:

- a. evaluate academic credits transferred from other institutions for credit toward an undergraduate degree, and
- b. in consultation with the Office of the University Registrar, determine which students have completed the requirements for earned undergraduate degrees and certify their names to the Board of Visitors.

Sec. 4.3. In the exercise of its duties, the Committee on Degrees shall be empowered to waive the literal application of degree requirements whenever, in its judgment, special circumstances exist which justify such actions.

Sec. 5.1. There shall be a Committee on Academic Status consisting of six elected members, the Dean of Students, the Dean of Undergraduate Studies, and the University Registrar. The elected members shall be elected for terms of three years, two terms expiring annually. After the election of new members, the Committee on Academic Status shall elect its chair from among the elected members. Representatives of the Registrar's Office, the Office of Academic Advising, and the Office of the Dean of Students may participate in committee proceedings in an advisory (non-voting) capacity.

Sec. 5.2. The Committee on Academic Status has three functions: 1) hearing individual student requests for exception to academic rules and regulations not directly related to fulfillment of degree requirements, grade changes, and transfer credits; 2) reviewing, at the end of each semester, the academic progress of students in academic difficulty and making continuance determinations; and 3) occasionally recommending changes in academic policy, based upon considerations prompted by individual requests

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF WILLIAM D. BARNES
DEPARTMENT OF ART AND ART HISTORY

Professor William Barnes received his B.F.A. from Drake University in 1969 and his M.F.A. in 1974 from the University of Arizona. He joined the William and Mary faculty as an instructor in 1975 and was promoted to Assistant Professor of Art and Art History in 1978. In 1981 he was promoted to associate professor and to full professor in 1997. Professor Barnes has had a long and distinguished career as a painter and as a teacher. He has a national reputation as a perceptual painter and is a frequent exhibitor of still life and landscape paintings both nationally and regionally. In the past 37 years he has had 23 solo and duo exhibitions; 91 juried exhibitions; and 73 invitational exhibitions. Professor Barnes was a member of the Bowery Gallery in New York where he had 3 solo shows. Reviewers consistently comment on the depth and breadth of his paintings. His work is represented in The Montgomery Museum of Fine Arts (Montgomery, Alabama), The Portsmouth Art Center (Portsmouth, Virginia), Washington and Jefferson College (Washington, Pennsylvania), Lamar Dodd Art Center (LaGrange, Georgia), CSX Corporation (Richmond, Virginia), and the P.J.C. Visual Arts Gallery (Pensacola, Florida), among others.

Professor Barnes has been a mainstay of the studio program for 37 years. His 2-D foundations courses are noted for their thoroughness and clarity, and for the instructor's helpfulness and enthusiasm. Majors and upper level students cite Professor Barnes' insightful comments and technical insights. Students and faculty alike have always noted his infectious enthusiasm, engaging manner, and informed criticism. Students have gone on to graduate schools such as Yale, Boston University, Washington University and the University of Indiana.

Professor Barnes' activities of governance have been mostly within the department where they have been invaluable. He served as acting chair in the spring 2002 and has been on the personnel committee throughout his time at the College. Indeed, for the past ten years, he has been absent from that committee only when on leave. The current strength of the studio program reflects his continued and informed presence on search committees and his dedication in advising students at all levels. Over the years, Professor Barnes has contributed substantially to the Andrews Hall Gallery program as the curator of many shows and as an advisor. He has been very active in bringing well known artists to campus for workshops, panels and lectures, as well as exhibitions.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GEORGE M. BASS, JR.
SCHOOL OF EDUCATION

Professor George M. Bass, Jr. received his B.A. from Yale University in 1969 and served as an elementary school teacher in Philadelphia prior to returning to school for doctoral studies. Upon completion of his Ph.D. from the University of Minnesota, Professor Bass came to the College of William and Mary in 1976 as an Assistant Professor in the School of Education.

Throughout his 36 year career at William and Mary, Professor Bass taught core undergraduate and graduate courses in educational psychology, including child and adolescent development, theories of learning, research methods, and computer applications to education. Professor Bass collaborated closely with colleagues, particularly Professor Roger Ries, to design and deliver courses foundational to the preparation of effective teachers, specialists and administrators. In 1978, Professor Bass became the first faculty member at William and Mary to obtain and use an Apple microcomputer. He was a pioneer in integrating technology into the classroom, and he developed the first course in the School of Education dedicated to the use of the computer as an educational tool. He was still incorporating new teaching technology in the 21st century when he became the first professor to acquire and use the Personal Response System (clickers!) in a W&M course. Professor Bass was a keen advisor for students from the freshman year through the doctorate. His understanding of the undergraduate and graduate curricula made him the consummate advisor. Professor Bass was recognized for his teaching and advising by the Alumni Society who bestowed upon him the Outstanding Faculty Member Award in the 1980s.

Professor Bass provided expertise to faculty colleagues on grants and other research projects. As computers and distance education technologies were emerging in the early 1980s, Professor Bass co-directed several funded projects studying technology applications with K-12 teachers and students. He served as the evaluator on Commonwealth of Virginia and National Science Foundation projects including several in the areas of gifted education, math and science. Professor Bass culminated his scholarly work with collaborations with his daughter, Kristin, who followed her father's educational path as a Ph.D. Educational Psychologist.

Professor Bass was dedicated to the governance of the College and the School serving on standing and special committees. Professor Bass was President of the Faculty Assembly in 2004, and he served on the College's Faculty Research Committee and Assessment Steering Committee for multiple terms. He chaired all of the major Standing Committees within the School of Education, including the Faculty Affairs and Financial Aid Committees. Professor Bass was the only faculty member to have served

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as Coordinator for two different Areas, the School Psychology and Counselor Education Area and the Curriculum and Instruction Area. Prior to moving into the new facility, he served as the president of the School of Education Coffee Club that provided necessary caffeine to all. Professor Bass was directly involved in most of the major curricular revisions of the School of Education over the past 36 years. He is well known for his attention to information, principled reasoning, and demand for accountability through data.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of George M. Bass, Jr.; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-six years of devoted service to the university, a change in status from Associate Professor of Education to Professor of Education, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF CRAIG N. CANNING
DEPARTMENT OF HISTORY

Craig Canning joined the faculty of the College of William and Mary in 1973. He received his B.A. from the University of Utah and his M.A. and Ph.D. from Stanford University. Since his arrival on campus almost four decades ago, Professor Canning's role at the College has been fundamental to the ongoing achievements of the Lyon G. Tyler Department of History, and to the emergence and growth of East Asian Studies as part of William and Mary's increasingly global vision.

A scholar of modern China and U.S.-China relations, Professor Canning served in China as a Fulbright Senior Scholar in the Department of History at the Chinese University of Hong Kong. He also taught as a Visiting Scholar in the Beijing Program of Asian Studies in the School of International Relations and later in the China Studies Institute affiliated with the Department of History at Peking University. Professor Canning served over many summers as a consultant and scholar-escort for the Fulbright-Hays Summer Seminar on Chinese History and Culture in the People's Republic of China offered by the U.S. Department of Education. For a year he served as Director of Research and Development at the Hong-Kong America Center.

The significance of Professor Canning's scholarly and pedagogical efforts in the People's Republic of China has been matched by his work here at the College. In recognition of his excellence in teaching, the College awarded Professor Canning the Thomas Jefferson Teaching Award in 1981. The breadth of his teaching at the College has been truly remarkable. He developed and taught more than fifteen different courses for the Departments of History and Modern Languages and Literatures, including the first regularly offered history courses outside the Americas or Europe. Courses such as his history surveys of East Asian civilization and of modern China are among the core non-Western offerings in the History Department today. Professor Canning also offered classes on Chinese and Japanese literature and created and served as the first instructor in the College's Mandarin Chinese language program. He was one of the co-founders of the ongoing Keio University Summer Program, which every year brings dozens of Japanese students to campus to study American culture. He was integral to the establishment of individual Chinese and Japanese language and culture studies programs at the College and to the creation of a major in East Asian Studies.

Professor Canning's focus on "America in the World" decades prior to the College's move to adopt this view as part of our overall mission is exemplified not only through his teaching and scholarship but also in his service to the College and the profession. For nine years he was Associate Director (or Interim Director) of the Reves

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Center for International Studies, and he was vital to the emergence of that center as a central player in the ever-expanding global vision of the College. He also assisted in preparing successful grant applications to the Ford Foundation, the National Endowment for the Humanities, the U.S. Department of Education, the Japan Foundation, and the Chiang Ching-kuo Foundation—all aimed at internationalizing the curriculum and broadening the scope of non-Western course offerings available to our undergraduate and graduate students. Professor Canning's tireless efforts on the international stage to improve cross-cultural understanding and on the local stage to enhance global learning experiences for our students have been essential to the success of William and Mary's international programs.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Craig N. Canning; expresses its appreciation to him for the diverse and far-reaching contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-nine years of devoted service to the university, a change in status from Associate Professor of History to Professor of History, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GREGORY M. CAPELLI
DEPARTMENT OF BIOLOGY

Gregory M. Capelli joined the faculty of the College of William and Mary in 1974 as an Assistant Professor of Biology. Professor Capelli received his B.S. from St. Louis University with a major in Biology, and his M.S. and Ph.D. in Zoology from the University of Wisconsin, Madison. He was promoted to Associate Professor at the College of William and Mary in 1980.

Throughout his career, Professor Capelli has been a tireless champion of efforts to preserve the College Woods and Lake Matoaka for teaching and research, and as a place for quiet reflection. To this end, he was the driving force behind developing the Environmental Science and Policy program at the College. Professor Capelli ran the program single-handedly from 1992-2002, before his highly successful effort was taken up with enthusiasm by others. He also was an important part of a successful grant to fund the construction of the Keck Environmental Laboratory on Lake Matoaka.

Professor Capelli has served the College community in countless ways. He has participated on a number of College and Arts and Sciences Committees, including the Committee on Degrees, the Landscape, Energy and Environment Committee, the Admissions Committee, and the Protection of Human Subjects Committee. Professor Capelli has also been a highly effective, long-standing member of numerous important committees within the Department of Biology, including the Personnel Committee and the Curriculum Committee. In the wider community, Professor Capelli has served as consultant on numerous environmental issues.

As a scholar, Professor Capelli's research interests and publications have focused on aquatic ecology and freshwater benthos ecology, in particular the long-term dynamics of amphipod and crayfish species. Professor Capelli has had a significant impact on his research field—his early papers continue to be cited at least once a year, even after 20-30 years.

The major focus of Professor Capelli's career, however, has been on our students. His passion for teaching has remained undiminished over time. His deep commitment to our teaching mission at the College has been an inspiration to us all. Through his dedication to excellence, Professor Capelli has developed generations of informed, thoughtful citizens in his non-majors Ecology and Environmental Biology course, skilled ecologists in his majors Aquatic Ecology course, and has provided transformative personal experiences blending biology and philosophy in a course on Human Nature. Former students speak of Professor Capelli's Human Nature class as a life-changing experience; awakening them to how biology informs the nature of human thought and behavior. This course brought their liberal arts education into sharp focus.

Another hallmark of Professor Capelli is his exceptionally effective out-of-class mentoring. Colleagues and students alike place great value on their interactions with Professor Capelli and have been deeply impacted by his keen intellect and wisdom, his understanding, and his compassionate and non-judgmental nature.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Gregory M. Capelli; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-eight years of devoted service to the university, a change in status from Associate Professor of Biology to Professor of Biology, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Gregory M. Capelli.

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GEORGE W. GRAYSON
DEPARTMENT OF GOVERNMENT

George W. Grayson began his service as a faculty member at the College of William & Mary in 1968. Having earned his B.A. at the University of North Carolina and his M.A. and Ph.D. at the Johns Hopkins University School of Advanced International Studies, Professor Grayson taught at George Washington University and Mary Washington College before being hired as an Assistant Professor of Government at William & Mary. Progressing through the professorial ranks, he was promoted to Associate Professor in 1970 and to Professor in 1977. In 1982, he was selected as the John Marshall Professor of Government, a position he held until his selection as the Class of 1938 Professor of Government in 1988, a position which he has held until this day. In 1976 he earned a J.D. degree from Marshall-Wythe School of Law, and in 1988, he was elected as a faculty member to Alpha Chapter of Phi Beta Kappa.

Professor Grayson has attained his reputation as a leading scholar on Mexican politics through an extensive record of publications, including more than 25 books and monographs, and dozens of book chapters and journal articles. His publications are notable for their ability to both advance the scholarly dialogue on comparative politics and to educate and inform policy-makers on issues of American-Mexican relations such as the role of oil assets, immigration, drug policy and corruption. His opinions have been published by such influential media as the New Republic, Washington Post, Financial Times, Globe and Mail, to name a few. He has been a frequent guest on a number of national news programs, and is regularly invited to provide briefings to public officials.

A dedicated and well respected teacher, Professor Grayson is known to demand that his students take great care in their writing, insisting that they present well researched papers which are written clearly and directly, with proper grammar. In addition to Mexican Politics, Professor Grayson taught Latin American Politics, Politics and Revolution and even Introduction to American Government to thousands of undergraduates.

Throughout much of his academic career, Professor Grayson also served as Williamsburg's representative in Virginia's House of Delegates. With only one year of absence between 1974 and his retirement from the legislature in 2001, George Grayson was a tenacious defender of consumer rights, a forceful advocate for education and the environment and a politician with an unusual gift for attracting attention to his cause. In 1995 he successfully sponsored legislation that ensured that the College of William & Mary retain control of the College Woods and Lake Matoaka at a time when the state was exploring land sales to raise funds to construct prisons. When forced into a district

that was divided by the James River and connected only by boat, he called the move a "ferry-mander". His constituents came to know him as a tireless worker on their behalf, and returned him to office, term after term.

Professor George Grayson, educator of four decades of William & Mary students, national expert on American relations with our southern neighbor, generous and thoughtful colleague, and political leader, has made an indelible impression on the College of William & Mary.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of George W. Grayson; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty-four years of devoted service to the university, a change in status from Class of 1938 Professor of Government to Class of 1938 Professor of Government, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF WILLIAM J. KOSSLER
DEPARTMENT OF PHYSICS

William J. "Jack" Kossler joined the faculty of the College of William & Mary in 1969. Professor Kossler received his B.Sc. from the Massachusetts Institute of Technology (MIT) in 1959 and his Ph.D. from Princeton in 1964. He was an assistant professor at MIT before his arrival at the College. His thesis advisor, D.R. Hamilton, had Nobel laureate I.I. Rabi as *his* Ph.D. advisor, so his physics "lineage" is truly distinguished.

Originally a nuclear physicist, Professor Kossler's research has focused on the use of certain evanescent building blocks of particles of nature, the muon and its cousin the positron, to study the properties of solids, including such important and fascinating materials as high-temperature superconductors. He has authored over 100 scientific papers on these studies. In 1998 he was named as a Fellow of the American Physical Society for "pioneering work using muon spin rotation techniques in condensed matter physics," and in 2002 the Ninth International Conference on Muon Spin Rotation, Relaxation, and Resonance expressed its appreciation and congratulations for his untiring efforts and splendid contributions to the field of muon science.

As an educator, Professor Kossler has ably taught 14 different courses, ranging from introductory physics, cosmology and advanced laboratories for undergraduates, to theoretical graduate courses. He has always keenly enjoyed working as a mentor to both undergraduate and graduate students on research, and introducing them to the joys (and the challenges) of using experiments to "tease out" an understanding of nature's mysteries. Emerging from his passion for student research, for almost two decades, he has directed the National Science Foundation-funded "Research Experience for Undergraduates" program at William & Mary, which has provided summer research opportunities for students from many other universities, as well as many of the College's own students. Many young scientists identify their summer research experience as the crucial spark that has led to their successful careers in science.

Professor Kossler has served the Physics Department on a wide range of committees, including the Appointments, Facilities, Steering and Graduate Admissions Committees, and for many years has acted as a model of efficiency and tact recording minutes for Physics Faculty meetings. He has served as the College's representative to outside research bodies such as the Oak Ridge Associated Universities, and has served the field of physics as an indefatigable reviewer of papers for various journals, and as an organizer of several international conferences.

His colleagues and his students value his intellectual energy, his eclectic interests in a wide range of areas of physics, and his warm sense of humor and enjoyment of life. A favorite quotation from Kipling resides on Jack's office wall: "From the rubbish in our wake, to noble noise we make, Be sure, be sure, we're going to do some splendid things." Splendid things, indeed.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ROBERT E. NOONAN
DEPARTMENT OF BIOLOGY

Bob Noonan received his A.B. in Mathematics from Providence College and his M.S. and Ph.D. in Computer Science from Purdue University, then one of only five schools in the U.S. offering a doctorate in computer science. He joined the William & Mary faculty in 1976, when the fledgling program in computer science was housed in the Department of Mathematics. Professor Noonan and his fellow computer science faculty members successfully argued for the creation of a separate Department of Computer Science at the College, which began in 1984. Thus he was a founding member of what is now a thriving department, in fact shepherding the transition in 1983-84 as Coordinator of Computer Science.

We speculate that Bob has taught at least one course to just about every W&M computer science graduate since the founding of the department. He is beloved by generations of W&M students as both a teacher and a mentor. It is telling that when the members of the first-ever W&M team invited to participate in the World Finals of the Association for Computing Machinery's International Collegiate Programming Contest were recently asked which professor they would most like to have join them on their trip to Warsaw, Poland this May, they were unanimous in their response: Professor Noonan.

As a scholar, Bob has over thirty refereed publications in venues ranging from chapters in books to journals to conference proceedings, the coin of the realm in computer science. He also has two dozen other publications, most of them technical reports on or manuals for the large number of software projects he helped develop. In addition, Bob is co-author of the book *Programming Languages: Principles and Paradigms*, now in its second edition.

In his 36 years at the College, Bob has served on many College faculty committees and many procurement committees, including the purchase of the College's first phone system. He served on the 1984-85 and 1994-95 self-study committees. In 1988 he was part of a small team that connected the College to the Internet, personally selecting "wm" as the College's domain name. Bob was appointed Acting Associate Provost for Information Technology, a position he held for two years. During that time Bob initiated the campus backbone network, which at the time of its completion, earned W&M accolades as one of the most wired campuses in the U.S.

Bob is the last of the tenured faculty members who founded the Department of Computer Science to retire. As he reminds us often when preparing us to be stewards of the department he helped create, it is a better, more successful, program than when he arrived at the College and he expects us to ensure that it is an ever better, ever more successful, program when we retire. We hope to live up to the standards he has set for us in honor of his legacy to the department and the College.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert E. Noonan; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-six years of devoted service to the university, a change in status from Professor of Computer Science to Professor of Computer Science, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ANN M. REED
DEPARTMENT OF ENGLISH

Ann Reed joined the faculty of the College of William and Mary in 1976. She holds a B.A. from Swarthmore College, a M.Ed. from the University of Pennsylvania, and a Ph.D. from Brandeis University. In her 36 years at the College, Professor Reed has served as Director of the Linguistics Program, Chair and Associate Chair of the English Department, Co-Chair of the Faculty Women's Caucus, Chair of the Child Care Committee, and Co-Chair of the Ad-Hoc Leave Policy Committee. Not surprisingly, she is the 2012 recipient of the College's most prestigious honor—The Thomas Jefferson Award.

For the major part of the past 36 years, Ann has been the Director of the Linguistics Program, a time during which the program has grown exponentially and established itself as a respected and influential undergraduate linguistics program. Whereas there were only one or two linguistics majors enrolled when she arrived at William and Mary, the Linguistics Program now has more than 60. This remarkable achievement has been primarily the result of Ann's leadership as a teacher and program director, combined with her tireless devotion to her students and advisees and her unstinting support of her colleagues.

Besides building the Linguistics Program, Ann has been a highly effective and innovative leader in the Department of English and at the College as a whole. When she arrived in 1976, she was one of a small handful of women faculty on campus, and since then, her pioneering work in the classroom, in committees, and in faculty meetings has helped make the College a more diverse and welcoming community for men and women alike. In 1992 she became the first woman to chair the Department of English, and her accomplishments during her three years as chair included reducing the enrollment size of English and linguistics classes to 30, initiating the department's internal junior leave program, and playing a major role in converting several temporary appointments into viable tenure track positions and long-term instructorships. Her impact on the larger College community has been just as significant. Whether as co-chair of the Faculty Women's Caucus or as one of the active members, Ann has made the campus a better place for all. Throughout her career she has worked quietly and insistently on gender equity issues for faculty and staff. As Chair of the Child Care Committee she was a major force in the establishment of the Williamsburg Child Care Center and as Co-Chair of the Ad-Hoc Leave Policy Committee, she argued successfully for a maternity leave policy.

For nearly four decades at William and Mary, Ann Reed has been a scientist working in the humanities, a woman working in what initially was a wholly male discipline and an overwhelmingly male faculty, a quiet inspiration to her students, and an example to the entire W&M community of intellectual commitment, professional dignity, personal compassion and scientific optimism. Ann Reed was a leader among those who carried through the quiet revolution in the College community of the 1970s, 1980s, and 1990s, when William and Mary's reputation as having the very best of teaching faculties, research communities, and faculty-administered institutions was built and solidified. Thanks to Professor Reed, this is a reputation that the College and its community will benefit from for years to come.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ROBERT J. SOLOMON
MASON SCHOOL OF BUSINESS

Robert J. Solomon earned his undergraduate degree in psychology and Master's in experimental psychology from Case Western Reserve University. He received his Ph.D. from the University of Rochester in Industrial and Organizational Psychology. He joined the young and growing School of Business Administration at the College of William and Mary as an Assistant Professor in 1975. While on leave from his regular duties at the College, 1979-80, he served as a Faculty Fellow with the National Aeronautics and Space Administration in Washington, D.C. Professor Solomon was promoted to full professor in 1994.

Professor Solomon's teaching interests include leadership, change management, negotiation and physician leadership education. He has taught a range of courses in the undergraduate and graduate business programs. He has also developed a significant national reputation in providing consultation and executive education to physicians and health care systems.

Professor Solomon's research and writing interests focus on healthcare management issues. He wrote three books to help physician leaders develop the business skills required to enhance their practices, and to manage in hospitals during turbulent times. Complementing his research publications are a series of management cases and video documentaries that he produced to use with physicians and in his courses. Professor Solomon has provided executive education and consulting services throughout the United States.

Professor Solomon's academic career at William and Mary has provided ample opportunity to serve both the Mason School and the College. Over the last thirteen years he has served as Mason School Secretary.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF DAVID W. THOMPSON
DEPARTMENT OF CHEMISTRY

David W. Thompson joined the faculty of the College of William and Mary in 1967. Professor Thompson received his B.S. from Wheaton College and his Ph.D. from Northwestern University. Over parts of his 45 year career at the College Professor Thompson served as the Director of Graduate Studies and Chair of the Department of Chemistry. Together with several faculty hired in the late 1960s, he was instrumental in bringing a new research emphasis to the Department. He remains one of the most published members of the Department with 90 peer-reviewed manuscripts, two patents and a patent application currently working its way through the U.S. Patent Office. His research career began with exploring the structures of diketonate metal complexes. He then branched out into transition metal promoted carbometallation of unsaturated organic substrates and the Lewis acid-promoted formation of cyclic ethers. After his term as Department Chair, he struck up a fruitful collaboration with the NASA Langley Research Center. He remains involved in the preparation and properties of highly reflective and conductive metallized polymer films. His emphasis on scholarship and service earned him the title of Chancellor Professor in 1988.

His term as Chair was marked by considerable change in the Department. Polymer chemistry became a Ph.D. track in the new Applied Science Program and an external eminent scholar was brought into the Department. Most importantly, he made it his personal business to reverse the attrition of chemistry majors of the late 1980s by reaching out to the many freshmen taking the general chemistry courses he taught. As a result, the number of chemistry majors reached an all-time high in 1995, a record that still stands today.

Also as Chair, Professor Thompson instilled the principle that the best investment for the Department is in its faculty. Specifically, he focused on taking special care of beginning faculty members. As a result, Chemistry has had the equivalent of a junior leave program for many years and a high rate of faculty retention.

Professor Thompson's interest in chemistry, in particular, and science, in general, stems from a deep philosophical belief that there is exquisite beauty in the truth that comprises the physical principles underlying our universe. As he would say, "Science re-clothes nature with a higher reality born of the mind."

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF BARBARA A. WATKINSON
DEPARTMENT OF ART AND ART HISTORY

Professor Barbara Watkinson received her Ph.D. in art history from the University of Missouri (Columbia) in 1978. Since arriving at William and Mary in 1979 as an Assistant Professor in the Department of Art and Art History, Professor Watkinson has been a crucial contributor to the department's curriculum. She has consistently taught a schedule heavy in valuable, labor-intensive service courses, especially the introductory survey. She has also taken a special interest in courses that are critical to students' development; she instituted the practice of teaching methods of art history, and she has taken the lead in teaching freshman seminars. In 1984 she received the Society of the Alumni Teaching Award. Within her specialty—Medieval Art—she has been a key member of the Medieval Renaissance Program. Throughout her career, Professor Watkinson has also shown an interest in innovative teaching techniques: her Historic Preservation course took students into the field and into contact with civic institutions to bring the study of the built environment into a concrete and intimate relation with our way of life. This year Professor Watkinson received the Phi Beta Kappa Award for Excellence in Teaching.

Professor Watkinson has also shown her forward-looking approach in cooperative research. She has been working with an undergraduate to develop maps using the latest GPS and cartographic technologies. These maps support a research program that has occupied most of Professor Watkinson's career. Her current project, "Pro Anima Sua: The Transformation of the Landscape in Eleventh Century Anjou," operates at the intersection of disciplines—social history, archaeology, art and architectural history. Her case studies of rural churches place her meticulous account of painted programs and architectural reconstructions within the circumstances and practices of patronage and monastic politics.

Throughout her career at William and Mary, Professor Watkinson's service to the department and to the College has been extraordinary. She has devoted herself to governance at every level within the university, holding office almost continuously over 18 years. She was chair of the department from 1990 to 1997, dean of undergraduate studies from 1999 to 2003, and interim dean of faculty from 2003 to 2004. In the following year, she became the chair of the department again, for another three-year term. During this time, too, she served on numerous college wide committees and searches.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Barbara A. Watkinson; expresses its appreciation to her for the many contributions she has made to the College of William and Mary; and approves, with deep gratitude for her thirty-three years of devoted service to the university, a change in status from Associate Professor of Art and Art History to Professor of Art and Art History, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF G. THOMAS WHITE
MASON SCHOOL OF BUSINESS

G. Thomas White received his undergraduate degree in accounting from the College of William and Mary. Following graduation he pursued his profession with Eggleston Smith and Company. He returned to William and Mary to complete his MBA degree and taught for two years at Christopher Newport College. Recognizing that an academic career was in his future, he moved to Blacksburg to pursue his Ph.D. in accounting where he also gained experience as a graduate teaching assistant. Upon completion of his doctorate at Virginia Tech in 1983, he joined the faculty at William and Mary as an Assistant Professor of Accounting.

Simply stated, Professor White is an exceptional teacher in our nationally recognized accounting programs. He taught sixteen different accounting classes during his career at the College. In many cases these were new classes in the vibrant accounting and MBA programs. He was a pioneer in developing active learning approaches to teaching auditing, and all of his students gained the benefit of his dedication and knowledge. As a colleague he was always collaborative and constructive in his approach to resolving problems and building quality academic programs. Professor White received the College's Alumni Fellowship for Excellence in Teaching in 1988. He was recognized three times with Mason School teaching awards at both the undergraduate and graduate levels.

Professor White served the Mason School and College in important leadership positions. He was the Director of the Executive MBA program. Then his leadership role turned to Mason School accounting programs. During two different periods he was the coordinator for the accounting program. He also served as the first Director for a rapidly growing Master of Accounting Program. Since 2009 Professor White has led the Mason School accounting area and academic programs as the Assistant Dean. His colleagues selected Professor White to represent the Mason School on the College's Faculty Assembly where he was selected to serve as President during the 2008-09 academic year. His service also involved important roles in the ongoing strategic planning efforts for the College.

Professor White's research interests include a focus on assurance services and internal controls, and creating effective accounting instruction innovations. Complementing this research he developed cases and computer-based applications for his classes and several executive education programs.

For almost thirty years his commitment to our students, the Mason School and the College provided a solid foundation for the academic and professional accounting communities.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF BRENDA TOLER WILLIAMS
SCHOOL OF EDUCATION

Brenda Toler Williams joined the faculty of the School of Education in 1993 as an Associate Professor in Educational Administration and Special Education bringing rich expertise spanning both K-12 and higher education. With a B.S. in 1969 and an M.A. in 1972 from Hampton Institute and an Ed.D. in 1983 from the College of William and Mary, Professor Williams has devoted more than 40 years to the education profession. She began her teaching career in Hampton Institute's renowned Nongraded Laboratory School and quickly advanced into leadership positions. From 1979 through 1981, Professor Williams was a Visiting Assistant Professor in the School of Education at William and Mary where she directed federally-funded projects to prepare both special education and general education teachers to work effectively with students with disabilities. From 1981 through 1984, she served as an Assistant Professor in Child Study and Special Education at Old Dominion University. Before returning to William and Mary in 1993, Professor Williams served for nine years as Director of Special Education for Hampton City Public Schools.

Professor Williams has taught core courses in Educational Policy, Planning, and Leadership (EPPL) master's and doctoral programs primarily in special education administration and law, and in educational planning and evaluation. She has excelled as an advisor and mentor, guiding students' programs and career development and supervising their advanced internships in school divisions, the Virginia Department of Education and federal agencies. As mastermind and MC of the "Golden Hoop Ceremony," Professor Williams welcomed doctoral graduates annually into a circle of alumni committed to indefatigable leadership for effective services, advocacy for students and families, and collegial support for one another.

As a scholar, Professor Williams is best known for her analyses of the impacts of legislation and her approaches to inclusive, collaborative service delivery. She co-authored numerous articles and book chapters, as well as a book on inclusive education. Professor Williams successfully secured over \$2 million in funding for three grants over a twelve-year period to support William and Mary special education leadership preparation programs.

At national and state levels, Professor Williams has influenced both policy and practice. She served in leadership roles for the Higher Education Consortium for Special Education and was a member of the U.S. Department of Education's Blue Ribbon Commission on Leadership: Institutional Criteria for Application, Division of Research to Practice, Office of Special Education Programs, from 2002-2005.

April 25-27, 2012

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Appointed by the Governor, she served on the Board of Visitors of Old Dominion University from 1987-1992 and the Commission on Virginians with Disabilities from 1990-2000. Professor Williams participated in a number of administrative reviews for public school divisions to improve special education programs.

Professor Williams has earned the respect of her colleagues for her leadership ability, communication skills, and integrity in governance activities. She served on every standing committee in the School of Education, chairing most of them, including the Academic Affairs Committee this past year. She was Area Coordinator for Educational Policy, Planning and Leadership and a key member of numerous search committees. Professor Williams has made especially important contributions to advance diversity efforts within the School and College.

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

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

**RESOLUTION TO APPROVE DEMOLITION
OF GRADUATE HOUSE
234 JAMESTOWN ROAD**

WHEREAS, the College of William and Mary requests Board of Visitors' approval to demolish 234 Jamestown Road, also known as the former Italian House or Graduate House, due to its extremely poor structural condition which does not make it suitable for renovation and reuse; and

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

WHEREAS, the Agreement was renewed in 2009; and

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

WHEREAS, the College will follow established policies and procedures for the proposed demolition;

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, that approval is given to the College to demolish 234 Jamestown Road (FAACS # 204-00039; Banner Finance # BP00) in accordance with all authorities, policies, and procedures in force and necessary to accomplish same; and

FURTHER RESOLVED, that the Vice President of Administration, the Associate Vice President for Facilities Management, and the College Building Official are authorized to execute any and all documents pertaining to the removal of said building.

COLLEGE OF WILLIAM AND MARY
NAMING OF CAPELLI COVE IN LAKE MATOAKA

WHEREAS, the College of William and Mary acknowledges the pending retirement of Professor Gregory M. Capelli from the Department of Biology after 38 years of tireless service; and

WHEREAS, colleagues and students alike have been deeply impacted by his keen intellect, wisdom, and compassion; and

WHEREAS, throughout his career, he has been a tireless champion of efforts to preserve the College Woods and Lake Matoaka for not only teaching and research, but as a place for quiet reflection; and

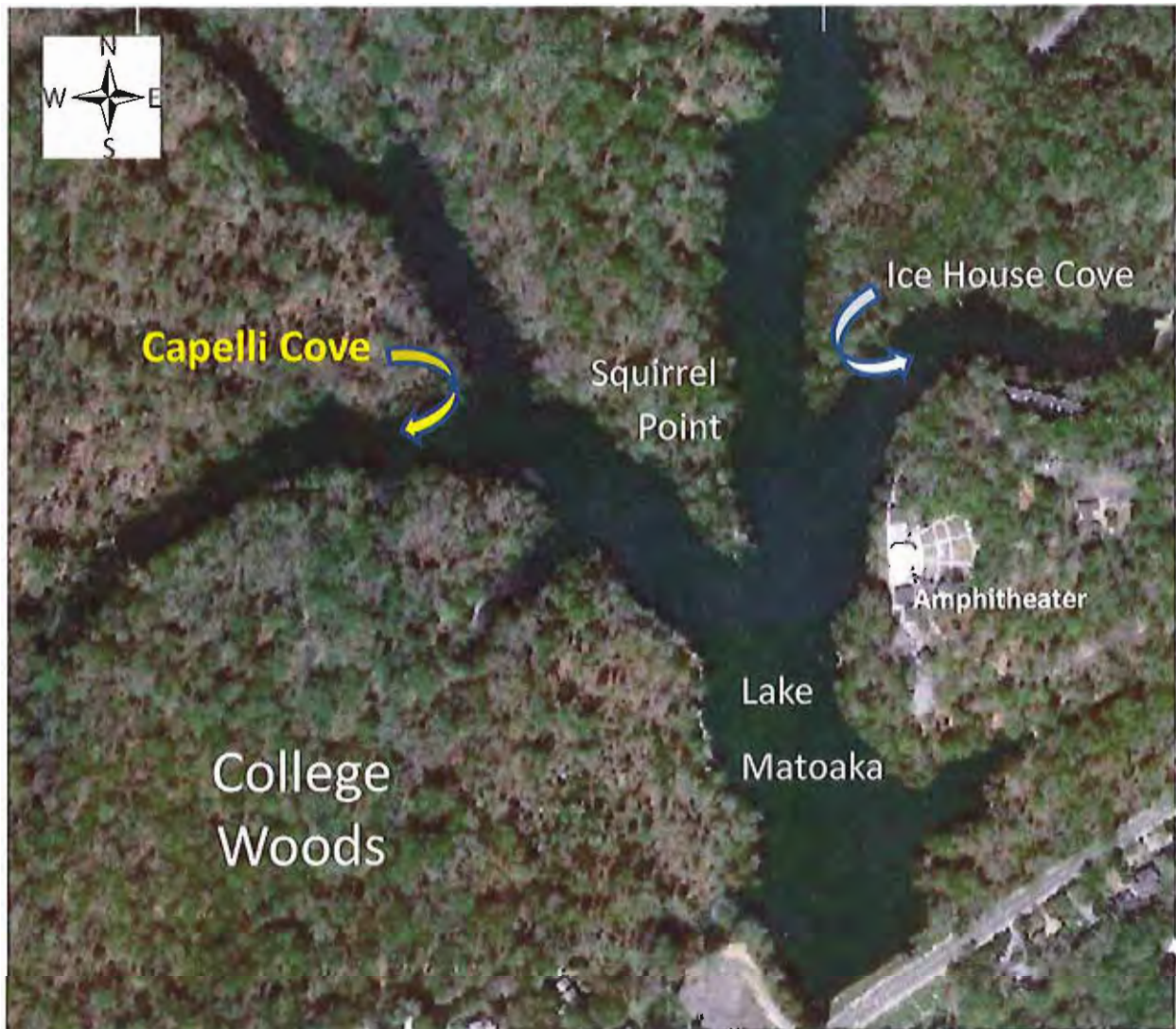
WHEREAS, Dr. Capelli was instrumental in the establishment of the Keck Environmental Field Laboratory on the shore of Lake Matoaka; and

WHEREAS, Dr. Capelli's interests in aquatic ecology have led him and his students to explore, study and enjoy Lake Matoaka, using the lake and its tributary streams as living resources for instruction and for research; and

WHEREAS, the flooded ravine west of Squirrel Point and surrounded by the natural preserve of the College Woods (shown on the following page) forms a protected cove environment in Lake Matoaka for many species including largemouth bass, ospreys, bald eagles, and nesting great blue herons;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary honors the legacy of Professor Gregory M. Capelli's service to the College and its students by designating this body of water in Lake Matoaka as "Capelli Cove."

COLLEGE OF WILLIAM AND MARY
NAMING OF CAPELLI COVE IN LAKE MATOAKA



COLLEGE OF WILLIAM AND MARY

**CHARLES E. FLYNN '34 MEMORIAL CHEMISTRY ENDOWMENT
AND THE RUBY WRIGHT BEQUEST**

As part of her will, Ruby Wright left a generous bequest of \$25,000 to the College of William and Mary for the benefit of the Chemistry Department. Mrs. Wright is the widow of William Thomas Wright '47, a devoted alumnus whose degree was in chemistry.

Established in 1999, the Charles E. Flynn '34 Memorial Chemistry Endowment exists to provide support for addressing the most pressing needs of the Chemistry Department as determined by the department chair. The Flynn Endowment is the most fitting place for the Wright bequest.

Mrs. Wright's will requires approval by both the Trustees of the College of William & Mary Foundation and the Board of Visitors of the College of William and Mary in order to move the bequest funds to the Charles E. Flynn '34 Memorial Chemistry Endowment.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary approves the use of the Ruby Wright estate gift for the purposes outlined above.

COLLEGE OF WILLIAM & MARY

**THE CHRISTOPHER WREN ASSOCIATION
FUND FUNCTIONING AS AN ENDOWMENT**

The Christopher Wren Association Fund Functioning as an Endowment was established by Resolution 13, adopted by the Board of Visitors on April 7, 1995, as a result of the desire of the Board of Directors of the Christopher Wren Association to establish a fund functioning as an endowment to hold contributions made from time to time by the members of the Christopher Wren Association and others to support the program. The purpose of this fund is to support the most pressing needs of the Christopher Wren Association.

The Board of Directors of the Christopher Wren Association has requested withdrawal of \$60,000.00 from the Fund to support the most pressing needs of the Christopher Wren Association within its approved 2011-12 and 2012-2013 operating budgets.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary approves the withdrawal of \$60,000.00 from the Christopher Wren Association Fund Functioning as an Endowment for the purposes outlined above.

CLOSED MEETINGS

The Board of Visitors may consider in closed session certain matters, including those listed below. The Code is very specific as to how these matters will be described in public session and in closing the meeting the motion must be specific as to the matters to be considered in closed session. There may be no discussion in closed session of matters not identified in the original motion.

I move that the _____ Committee convene in Closed Session for the purpose of discussing _____, as provided for in Section 2.2-3711.A., ____ .

<u>Code Section</u>	<u>Topic</u>
2.2-3711.A.1.	Personnel matters involving identifiable college employees (i.e., appointments, performance evaluations, leaves, etc.) or discussion of candidates for employment.
2.2-3711.A.2.	Matters concerning any identifiable student
2.2-3711.A.3.	Acquisition of real property for a public purpose or disposition of publicly held real property
2.2-3711.A.4.	Protection of individual privacy in personal matters not related to public business
2.2-3711.A.6.	Investment of public funds where bargaining or competition is involved
2.2-3711.A.7.	Consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation or consultation with legal counsel regarding specific legal matters requiring legal advice
2.2-3711.A.8.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.10.	Honorary degrees
2.2-3711.A.19.	Reports or plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure
2.2-3711.A.29.	Public contracts involving the expenditure of public funds

§2.2-3712.D. - At the conclusion of any closed meeting, the Board of Visitors shall immediately reconvene in open meeting and shall take a roll call or other recorded vote to be included in the minutes, certifying that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Any member of the public body who believes that there was a departure from the requirements of subdivisions (i) and (ii), shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place. The statement shall be recorded in the minutes.

BOARD OF VISITORS MEETING DATES

2012

April 25-27 (Commencement weekend May 11-13)

September 19-21

November 28-30 (November 29 at Richard Bland College)

APRIL 2012



CHARTERED 1693

THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA
OFFICE OF FINANCE
POST OFFICE BOX 8795
WILLIAMSBURG, VIRGINIA 23187-8795

757/221-2740, FAX 757/221-2749

April 20, 2012

MEMORANDUM

TO: Board of Visitors
College of William and Mary

FROM: Samuel E. Jones *Sam*

SUBJECT: FY 2013 Budget Proposal

You will find attached Committee on Financial Affairs materials that include the proposed FY 2013 operating budget and tuition and fee resolutions. On Wednesday the General Assembly approved the Commonwealth's 2012-14 operating and capital budgets. The proposed budgets reflect final action taken by the General Assembly and assume the Governor's concurrence. We can adjust budgets as necessary should the Governor propose, and the General Assembly adopt, any changes.

The FY 2013 Executive Budget Summary provides an overview of funding actions proposed in the various resolutions. As you review the Executive Summary and consider the various resolutions I would highlight the following:

- Within available resources the budgets reflect priorities included in the College's Strategic Plan and the Six Year Plan approved by the Board of Visitors and submitted to the Commonwealth in response to the Higher Education Opportunity Act.
- The proposed budgets include \$2.6 million in reallocations across the College's various E&G activities. These reallocations represent the first step in a three year plan to reallocate 5% of the College's E&G budget (excluding physical plant) to other priorities including faculty and staff salaries. You will see little change in fees supporting the College's auxiliary enterprise activities as these units absorb mandatory increases in the employer share of Virginia Retirement System and health insurance costs. These units also absorb the cost of a potential 3% bonus included in the Commonwealth's budget.
- As President Reveley noted in his email regarding final General Assembly budget actions, the Governor and General Assembly continue their renewed investment in higher education. This investment, along with the reallocations noted above, allow

the College to limit the growth in tuition and fees to well below those reflected in the Six Year Plan.

- The potential for a 3% salary bonus, coupled with reallocations and other revenue, provide a pool of funds to increase faculty and staff salaries. The mix of funds between base and bonus and merit versus across-the-board will be determined by State action on the bonus. State action is dependent on the Commonwealth having a budget surplus at the end of June.
- The proposed Board of Visitors Private Funds Budget continues to expand support for the College's fund raising effort and provides incremental support for alumni communications and programming. We expect the College of William and Mary Foundation to also increase its financial support for development.

I look forward to seeing each of you next week. Please do not hesitate to call (757-221-5450) or email (sejone@wm.edu) with any questions or comments. As always, I appreciate your support for the College and its programs.

cc: President Reveley
Provost Halleran

COMMITTEE ON FINANCIAL AFFAIRS

April 27, 2012

9:15 – 10:30 a.m.

Board Room - Blow Memorial Hall

Timothy P. Dunn, Chair
Charles A. Banks III, Vice Chair
Edward L. Flippen, Vice Chair

- I. Introductory Remarks - Mr. Dunn
- II. Approval of Minutes - February 3, 2012
- III. Closed Session (if necessary)
- IV. Open Session – Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

- V. Report by Vice President for Finance Samuel E. Jones
 - A. FY 2012-13 Executive Budget Summary. Enclosure J .
 - B. FY 2012-13 Operating Budget for Educational and General Programs.
Resolution 35.
 - C. FY 2012-13 Tuition and Fee Structure for Full- and Part-time Students.
Resolution 36.
 - D. FY 2012-13 Auxiliary Enterprise Operating Budgets.
Resolution 37.
 - E. FY 2012-13 Sponsored Programs Operating Budget.
Resolution 38.
 - F. FY 2012-13 Student Financial Assistance.
Resolution 39.

- G. FY 2012-13 Applied Music Fee. **Resolution 40**.
- H. FY 2012-13 Board of Visitors Private Funds Budget.
Resolution 41.
- I. Revision to the Investment and Spending Policy for Endowment.
Resolution 42.
- J. Creation of Quasi-Endowment: Muscarelle Museum of Art.
Resolution 43.
- K. 2011-2012 Operating Budget Summary. Enclosure K.

- VI. Report from Virginia Institute of Marine Science Dean John T. Wells
 - A. FY 2012-13 Operating Budget. **Resolution 44**.
 - B. 2011-2012 Operating Budget Summary. Enclosure L.

- VII. Investment Portfolio Evaluation Overview - Joseph W. Montgomery, Wells Fargo Advisors
 - A. Investment Update for Periods Ending March 31, 2012.
Enclosure M. (*see separate booklet*)

- VIII. Discussion

- IX. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS

MINUTES – FEBRUARY 3, 2012

MINUTES
Committee on Financial Affairs
February 3, 2012
Board Room - Blow Memorial Hall

Attendees: Committee members Timothy P. Dunn, Chair; Charles A. Banks III, Vice Chair; Colin G. Campbell; Laura L. Flippin; Robert E. Scott; and Todd A. Stottlemyer. Board members present: Rector Jeffrey B. Trammell; Janet M. Brashear; Thomas R. Frantz; Dennis H. Liberson; L. Clifford Schroeder, Sr.; Peter A. Snyder; Michael Tang; John C. Thomas; and staff liaison Mary Molineux. Others in attendance: President W. Taylor Reveley; Provost Michael R. Halleran; Samuel E. Jones; Anna B. Martin; Virginia M. Ambler; James R. Golden; Michael L. Stump; Michael J. Fox; Virginia Institute of Marine Science Dean and Director John T. Wells; other College and VIMS staff; Assistant Attorney General Deborah A. Love; Richard Bland College President James B. McNeer; and staff from Wells Fargo Advisors, the Board of Visitors' investment consultant.

Chair Timothy Dunn convened the Committee at 8:32 a.m. Recognizing that a quorum was present, Mr. Dunn requested a motion to approve the minutes of the December 7 and 9, 2011 meetings. Motion was made by Ms. Flippin, seconded by Mr. Scott and approved by voice vote of the Committee.

After opening comments by the Chair, Vice President Jones presented an overview of Governor McDonnell's budget recommendations for the 2012-14 biennium. The Governor's introduced budget includes the following operating allocations for the College:

- | | | |
|-----------------------------|---------------|--|
| • Eliminates 2012 reversion | \$400,000 | |
| • Base Adequacy | \$529,371 | |
| • Degree Incentive | \$625,911 | |
| • Student Research (STEM) | \$250,000 | |
| • Enrollment Growth | \$ -0- | based on FY 11 numbers – may receive some funding for projected growth |
| • Financial Aid | \$52,560 | |
| • FY 2013 Reallocation | \$1.4 million | } support objectives of Higher Education Act |
| • FY 2014 Reallocation | \$2.4 million | |

Also included in the Budget Bill as introduced is language that limits FY13 and FY14 financial aid expenditures supported with in-state tuition to current year levels. This measure is not supported by the State institutions of higher education as it does not allow the flexibility to reprogram tuition.

Capital outlay funding includes:

- | | |
|--------------------------------------|---------------|
| • Tyler Hall Renovation | \$250,000 |
| • Utilities Infrastructure, Phase IV | \$250,000 |
| • Maintenance Reserve 2013 | \$2.9 million |

Committee on Financial Affairs
MINUTES
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- Maintenance Reserve 2014 \$6.3 million
- Dorm Improvements \$5 million 9(c) debt
- Auxiliary Facility Improvements \$12 million 9(d) debt

There were no operating amendments submitted to the 2012 General Assembly in order to focus on the following Capital Outlay Amendments:

- Brafferton Renovation \$2.25 million – GF
\$2.25 million – Private
- Construction: Fraternities \$1.0 million – 9 (c) bonds

The College has also requested that the State six-year capital plan add the Brafferton Renovation and change the name of the Andrews Renovation project to Arts Complex, Phase I.

Mr. Jones continued with a discussion on student housing. The goals are to improve the quality of existing facilities by upgrading building systems/infrastructure and safety/security while expanding the housing pool. He noted that Tribe Square opened in the Fall of 2011 with 56 beds and the new Fraternity Housing is expected to be open Fall 2013 with 187 beds.

Virginia Institute of Marine Science Dean and Director John Wells provided a summary of the Governor's budget bill as it relates to VIMS. Although no amendments were submitted to the 2012 General Assembly by VIMS, Mr. Wells pointed out that the following two amendments were originated and submitted by legislators:

- \$50,000 -- study strategies related to the rise in sea level in Tidewater Virginia
- \$450,000 -- support for the Center for Coastal Resources Management to provide advisory services and technical support to the Commonwealth as mandated by the Code of Virginia

Mr. Dunn then called on Joseph Montgomery and staff from Wells Fargo Advisors, the College's investment consultants, to report on the Board of Visitors' portfolio. The endowment recorded a loss of 2.3% for the period July 1, 2011- January 2012; however, calendar year 2012 began with a solid start reporting a gain of 4.0% for the month of January. As of January 31, 2012, the BOV portfolio was at \$56.3 million. Allocations and performance will continue to be monitored with frequent communication with the Investments Subcommittee. Wells Fargo Advisors completed their review of proposals submitted for an international value equity fund manager and, with the concurrence of the Investments Subcommittee, recommended that the current international value equity fund manager be replaced with Dodge and Cox, as stated in **Resolution 12**, Appointment of Investment Manager, which was distributed to the Committee.

Mr. Dunn then presented to the Committee **Resolution 11**, Approval of Memorandum of Understanding Authorizing the Investment of Certain William and Mary Real Estate Foundation Funds in the Board of Visitors Endowment Pool. The Memorandum of Understanding has been

Committee on Financial Affairs

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reviewed by Deb Love, legal counsel for the College, and approved by the William and Mary Real Estate Foundation Board.

Mr. Dunn made a motion to adopt as a block **Resolution 11** and **Resolution 12**. Motion was seconded by Mr. Scott, and approved by voice vote of the Committee. (**Resolution 12** is appended.)

There being no further business, the Committee adjourned at 9:35 a.m.

COLLEGE OF WILLIAM AND MARY
APPOINTMENT OF INVESTMENT MANAGER

At the September 22, 2011 meeting of the Committee on Financial Affairs, Wells Fargo Advisors, financial advisor to the Board of Visitors for investment of private funds, recommended that the Board replace its international value equity fund manager. This recommendation resulted from the Investment Subcommittee's request that Wells Fargo evaluate the performance of the Board's existing manager in this area relative to other manager options. As a result, the Committee authorized Wells Fargo Advisors to work with the College to issue a request for proposals (RFP).

On February 3, 2012, Wells Fargo Advisors presented the results of the RFP process, recommending that the Board replace its current international value equity fund manager with Dodge and Cox. The Committee on Financial Affairs, on the recommendation of the Investments Subcommittee, concurred with this recommendation.

THEREFORE, BE IT RESOLVED that the Board of Visitors of the College of William and Mary in Virginia accepts the recommendation of the Committee on Financial Affairs that its current international value equity fund manager be replaced and that Dodge and Cox be retained as the College's international value equity fund manager.

COLLEGE OF WILLIAM AND MARY
FY 2012-13 EXECUTIVE BUDGET SUMMARY

This Executive Budget Summary provides an overview of the College of William and Mary state appropriated operating budgets for fiscal year 2013 as recommended by the administration to the Board of Visitors of the College. As such, this summary provides an overall financial profile of the College including both sources and uses of funds, and identifies recommended budget actions for FY 2013. While not appropriated by the Commonwealth, private funds available to support the College are also summarized.

Background

Fiscal year 2013 operating budgets as presented reflect the final actions of the 2012 General Assembly and assume concurrence by the Governor on the Commonwealth's 2012-14 operating budget. Virginia's economy and its revenues continue to recover from the recent recession and the College benefits from this recovery and the high priority the Governor and General Assembly give higher education as they allocate incremental state revenue.

FY 2013 budget development occurs within the context of the strategic planning process and the College's Six Year Plan as approved by the Board of Visitors in September, 2011 and subsequently submitted to the Commonwealth. To the extent resources are available, expenditures in support of the College's academic program reflect the priorities outlined in the Six Year Plan and the College's strategic plan.

Over the past four years the College absorbed state funding reductions in excess of \$17 million through a combination of budget reductions and revenue offsets. While FY 2013 reductions in state support are limited to the loss of eminent scholars matching funds, the College continues to reallocate resources through a series of productivity and business innovation activities. As a result, the FY 2013 budget as proposed includes approximately \$2.6 million in academic and administrative reallocations. These funds in turn support 23% of all new expenditures. An estimated \$1.75 million in additional reallocations will occur in FY 2014.

Funding Priorities

Fiscal year 2013 operating budget recommendations recognize the need for the College to make targeted investment at the university. The College continues to use all available fund sources including reallocated funds to support its various programs and activities. As a result, priorities reflected in the proposed budgets are as follows:

- *Maintain the quality of academic programs;*
- *Recognize the Commonwealth's incremental investment;*
- *Identify opportunities for budget reallocations and academic/business innovation;*
- *Address Strategic Planning, Six Year Plan, and Higher Education Opportunity Act priorities;*
- *Balance revenue need with student affordability;*
- *Use all available fund sources to address funding requirements;*
- *Continue to aggressively seek private funds and other revenue sources.*

REVENUE AND EXPENDITURE OVERVIEW

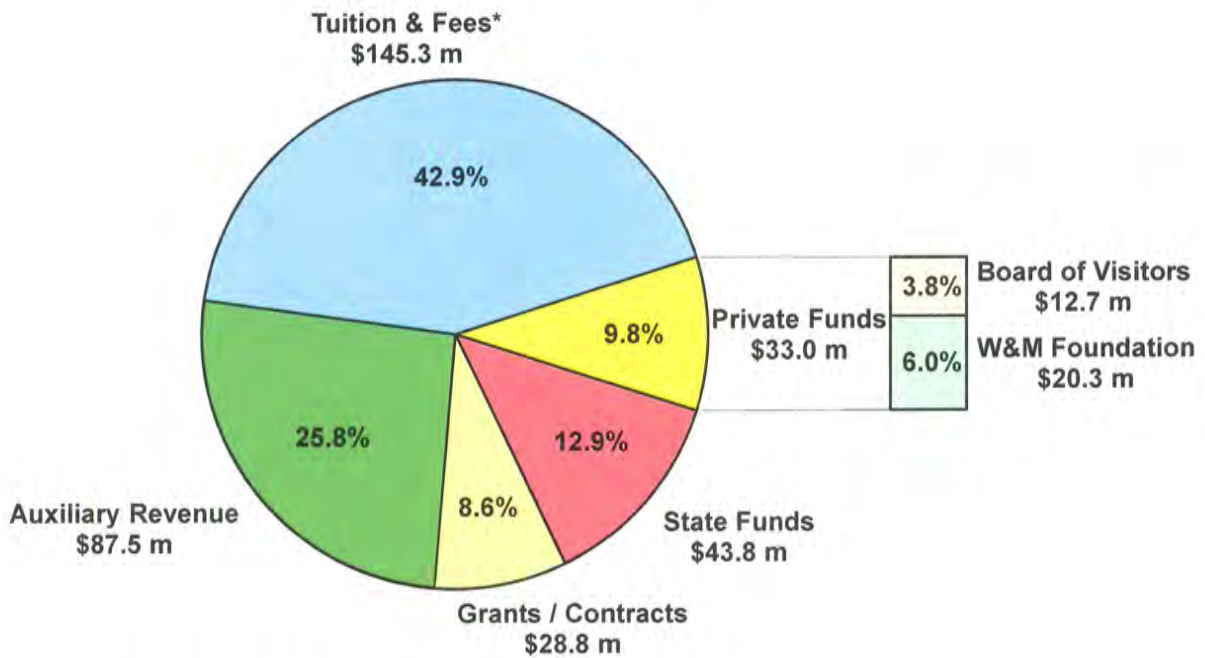
ALL FUND SOURCES/ALL PROGRAMS

For FY 2013, estimated revenue for the College of William and Mary, including private funds, totals \$338.4 million, comprised of \$43.8 million in state general fund support, \$145.3 million in tuition revenue, \$87.5 million in auxiliary enterprise revenue, \$28.8 million in grant and contract revenue, and \$33.0 million in private funds. In FY 2013, State funding as a percent of total revenue is estimated to be 12.9% while tuition revenues represent 42.9% of the total.

Combining state appropriated funds, private funds available from the Board of Visitors and the College of William and Mary Foundation, and recognizing the value of tuition waivers provided to both graduate and undergraduate students, results in total budgeted expenditures of \$336.6 million. Of this amount, \$180.2 million (53.5%) supports Educational and General programs, \$40.0 million (11.9%) supports student financial assistance, \$85.7 million (25.5%) supports various auxiliary enterprise activities, and \$30.7 million (9.1%) supports sponsored research.

FY 2013 Operating Revenue (All Sources)

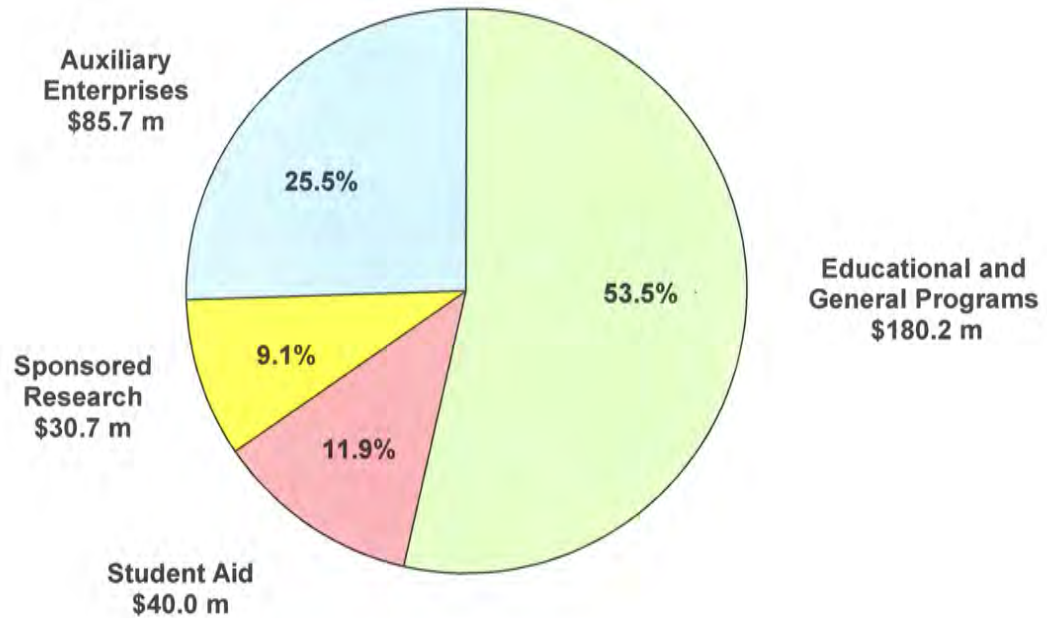
\$338.4 million



* Includes \$8.6 million in tuition waivers.

FY 2013 Operating Expense (By Program)

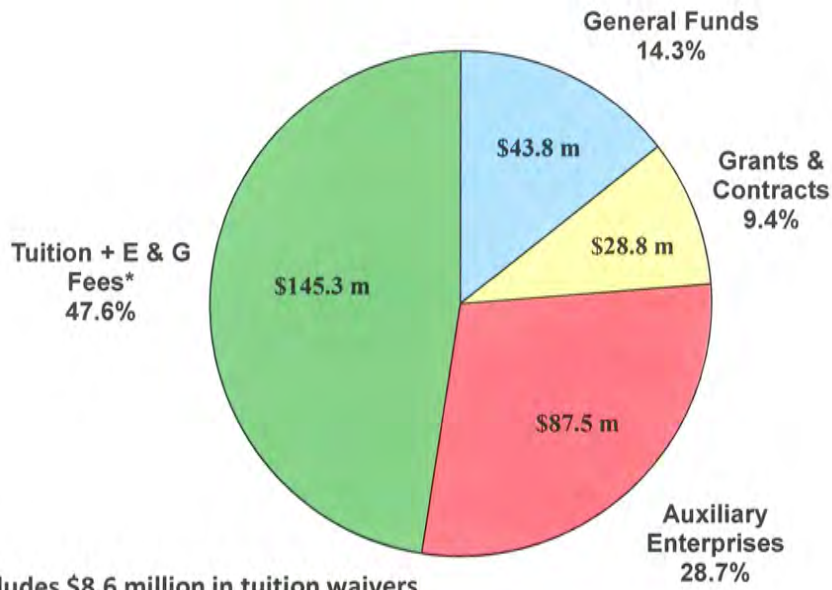
\$336.6 million



STATE APPROPRIATED FUNDS

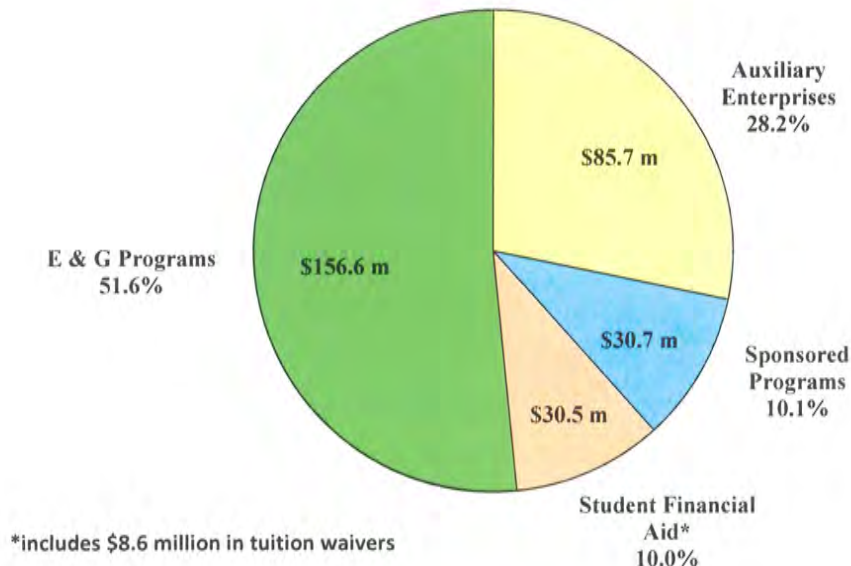
The Commonwealth of Virginia does not include private funds in the College's state appropriation. As a result, state appropriated funds for FY 2013 total \$305.4 million with tuition and E&G fees totaling \$145.3 million (47.6%), state general funds \$43.8 million (14.3%), auxiliary revenue \$87.5 million (28.7%), and grant and contract revenue \$28.8 million (9.4%).

Sources of State Appropriated Funds
\$305.4 million



Estimated expenditures by major program, again excluding private funds, total \$303.5 million, allocated in support of Educational and General, student financial assistance, auxiliary enterprise, and sponsored research activities.

State Appropriated Expenditures by Major Program
\$303.5 million



EDUCATIONAL AND GENERAL PROGRAMS**Program Composition**

The state appropriated E&G program is the largest program at the College, representing approximately 52% of its total operation, and is comprised of seven subprograms. These subprograms directly support the College's mission of teaching, research, and public service.

Subprogram**Major Activity**

<i>Instruction</i>	<i>Instructional faculty; departmental operating costs</i>
<i>Research</i>	<i>Targeted, state supported research</i>
<i>Public Service</i>	<i>Community outreach activity</i>
<i>Academic Support</i>	<i>Library materials, access, and services; information technology; dean and directors school level costs</i>
<i>Student Services</i>	<i>Registrar; admissions; financial aid; career services; etc.</i>
<i>Institutional Support</i>	<i>Executive management; fiscal services; human resources; police; purchasing; etc.</i>
<i>Physical Plant</i>	<i>Buildings/grounds maintenance; plant personnel, utilities</i>

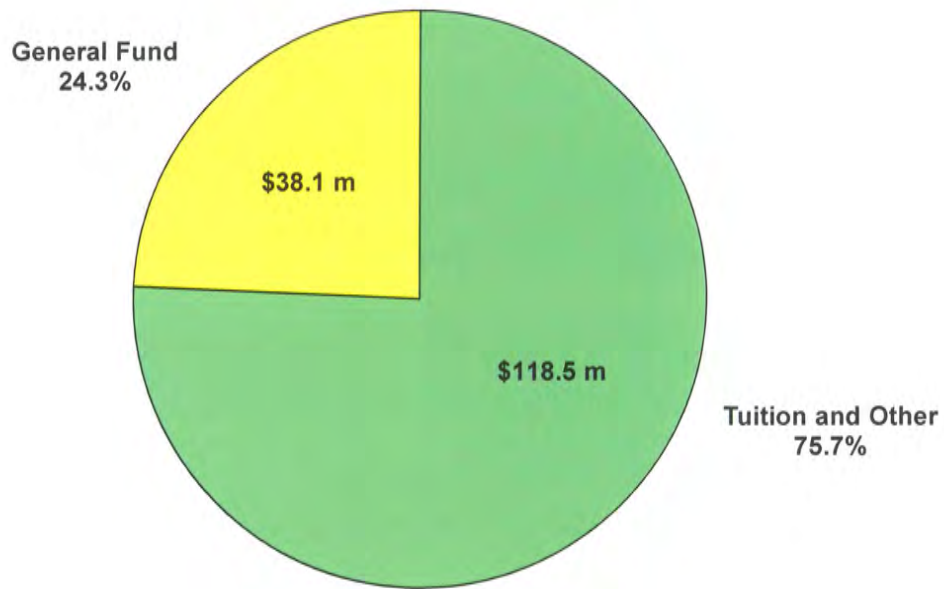
Program Revenues and Expenditures

Educational and General Programs are supported primarily with state general funds and student tuition. For FY 2013, General Funds (state tax dollars) supporting the College increase by \$2.67 million while tuition and other E&G revenue increases by \$4.74 million. As a result, state general funds provide 24.3% and non-general funds provide 75.7% of the \$156.6 million available to the program. Expenditures across the program reflect the College's priority in allocating incremental funds and reallocating existing resources to implement its strategic and six-year plans including support for faculty and staff salaries, operations and research, academic and business innovation, and objectives outlined in the Higher Education Opportunity Act.

The following charts show the estimated sources of state appropriated E&G revenue, and the proposed distribution of revenue across the E&G programs. It is important to note that the College allocates 72% of its available E&G resources to instruction and academic support (libraries and information technology), the heart of its activities.

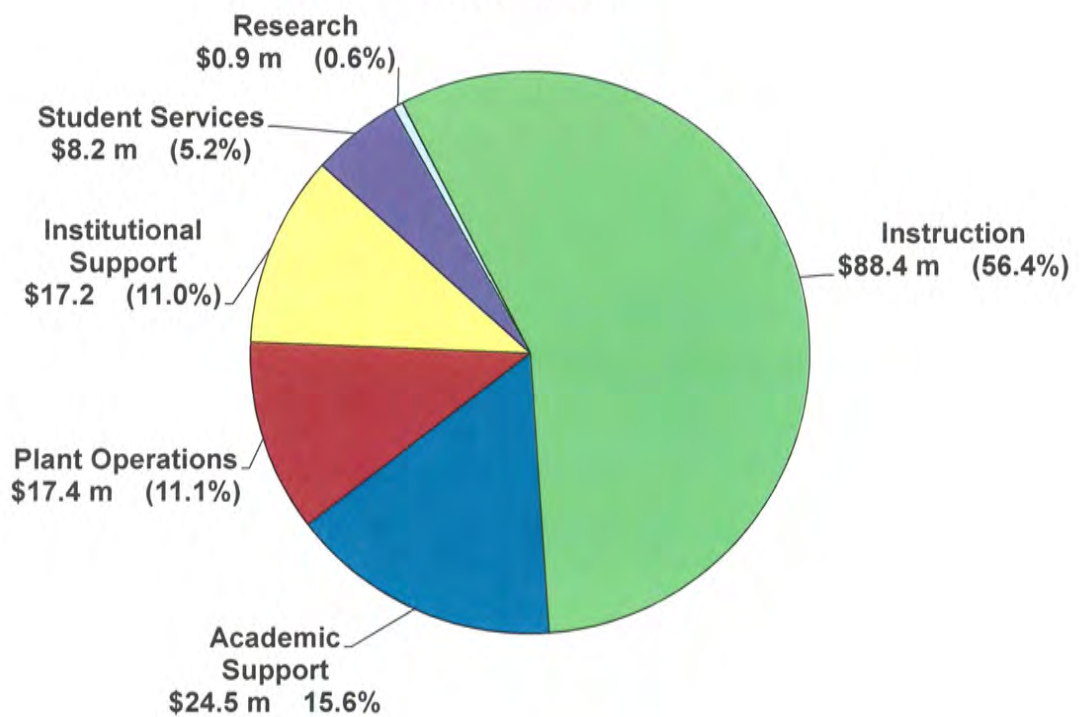
Sources of E & G Revenue

\$156.6 million



Expenditures by E & G Program

\$156.6 million



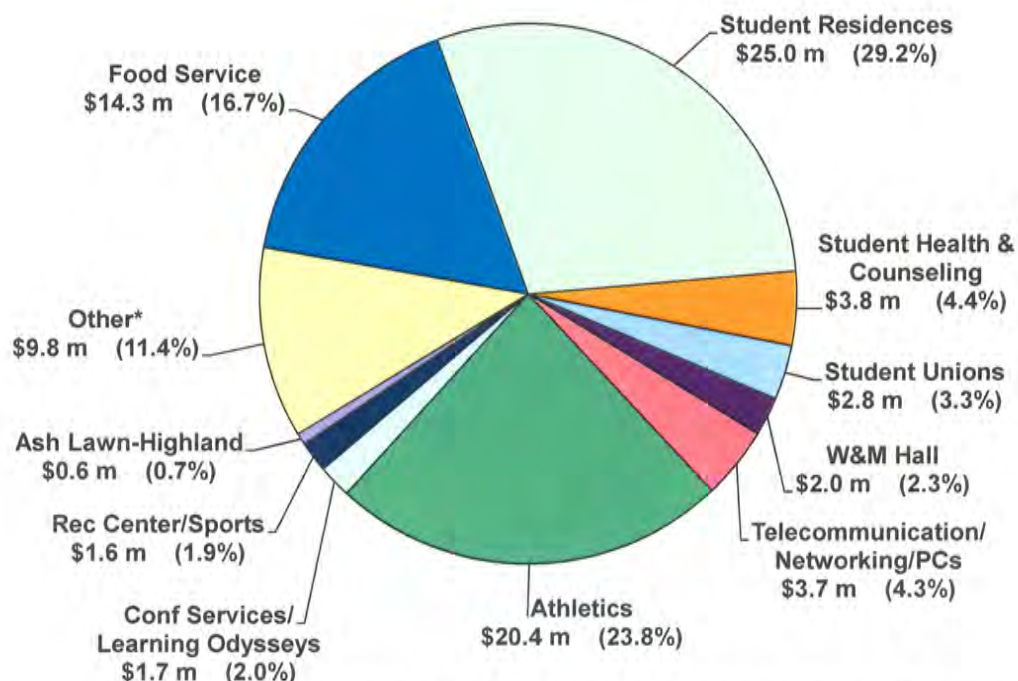
AUXILIARY ENTERPRISE ACTIVITIES

Auxiliary Enterprises is the second largest program in the College’s operations, with projected revenues of \$87.5 million, and expenditures of \$85.7 million. The Auxiliary Enterprise program includes activities that are ancillary to the College’s central mission of instruction, research, and service. These programs are intended to be self-supporting through a combination of revenues generated by the various operations, where applicable, and student fees.

Auxiliary enterprise revenue is supported primarily through student fees designated to specific activities. For FY 2013 expenditures are expected to increase to \$85.7 million, driven primarily by increases in debt service and facilities maintenance. As one way to limit increases in the cost charged to students, the College’s various auxiliary enterprise activities absorb the costs of a proposed 3% bonus and Virginia Retirement System and medical insurance rate increases within current resources.

A breakdown of projected auxiliary enterprise expenditures by major program follows.

Projected Auxiliary Enterprise Expenditures By Major Program
\$85.7 million



*Other includes parking, bus service, vending, licensing, ID office, and other smaller auxiliary services.

TUITION AND FEES

FY 2013 tuition and fee rates for resident and nonresident students are consistent with tuition policy and guidance included in the Commonwealth's 2012-14 operating budget. Recommended tuition rates recognize the Commonwealth's renewed investment. As a result, tuition increases for both in-state and out-of-state undergraduate students are less than those anticipated in the College's Six Year Plan. Tuition increases reflect the administration's assessment of the College's need to raise tuition to maintain a balanced budget, support undergraduate and graduate student financial aid, and provide programming and operating support in selected areas. In order to keep the cost to student low, auxiliary enterprise activities will absorb the cost of additional salary and fringe benefit costs within FY 2012 revenue levels. Room and board charges increase to support incremental debt service, improved facilities, and student financial aid. A tuition and fee summary follows:

FY 2013 TUITION AND FEE SUMMARY

	<u>ACTUAL</u> <u>FY 2011-12</u>	<u>PROPOSED</u> <u>FY 2012-13</u>	<u>PERCENT</u> <u>CHANGE</u>	<u>DOLLAR</u> <u>CHANGE</u>
<i>IN-STATE UNDERGRADUATE</i>				
Tuition and Fees	\$13,132	\$13,688	+ 4.2%	+\$ 556
Room	\$ 5,232	\$ 5,608	+ 7.2%	+\$ 376
Board	<u>\$ 3,660</u>	<u>\$ 3,710</u>	+ 1.4%	<u>+\$ 50</u>
TOTAL COST	\$22,024	\$23,006	+ 4.5%	+\$ 982
<i>OUT-OF-STATE UNDERGRADUATE</i>				
Tuition and Fees	\$35,962	\$37,100	+ 3.2%	+\$1,138
Room	\$ 5,232	\$ 5,608	+ 7.2%	+\$ 376
Board	<u>\$ 3,660</u>	<u>\$ 3,710</u>	+ 1.4%	<u>+\$ 50</u>
TOTAL COST	\$44,854	\$46,418	+ 3.5%	+\$1,564
<i>GRADUATE ARTS AND SCIENCES, EDUCATION, AND MARINE SCIENCE</i>				
In-State Tuition/Fees	\$10,962	\$11,404	+ 4.0%	+\$ 442
Out/State Tuition/Fees	\$24,832	\$25,790	+ 3.9%	+\$ 958
<i>LAW</i>				
In-State Tuition/Fees	\$26,200	\$27,800	+ 6.1%	+\$1,600
Out/State Tuition/Fees	\$36,200	\$37,800	+ 4.4%	+\$1,600
<i>GRADUATE BUSINESS: MBA / MAC</i>				
In-State Tuition/Fees	\$27,200	\$29,350	+ 7.9%	+\$2,150
Out-of-State Tuition/Fees	\$38,250	\$39,750	+ 3.9%	+\$1,500

STUDENT FINANCIAL ASSISTANCE

State authorized student financial assistance totals \$21.9 million, consisting of \$3.87 million provided by the Commonwealth of Virginia and \$18.075 million provided by the College. This allocation represents a \$1.56 million, or 7.6%, increase in the amount of student aid available to our undergraduate and graduate students with all but \$69,003 of the increase coming from College sources. This allocation continues College support for the Gateway program, meeting the financial aid need of low income Virginia undergraduates through grants rather than a combination of loans and grants, while recognizing the impact that increases in tuition and fee charges and changes in the financial situation of individual families have on students with demonstrated financial need. This funding continues the College's commitment to improve graduate stipends with particular emphasis on the STEM (science, technology, engineering and math) disciplines. State and College student aid funds are supplemented by private funds allocated for this purpose by the Board of Visitors and the College's private foundations.

SPONSORED PROGRAMS

Sponsored programs activity reflects estimated FY 2013 expenditures of \$30.7 million primarily from federal grants and contracts. Due to the continued uncertainty of research support from the federal government, grant and contract activity for FY 2103 is estimated to remain at FY 2012 levels. Students continue to benefit directly as they work alongside faculty on major research projects, often resulting in joint publication of the results.

Sponsored research activity provides indirect cost recoveries to the College. As a result, the institution is able to reinvest these funds back into its research programs, including support for technology transfer, debt service payments associated with construction of various science facilities, and College participation in the high speed network National LambdaRail Project.

BOARD OF VISITORS PRIVATE FUNDS

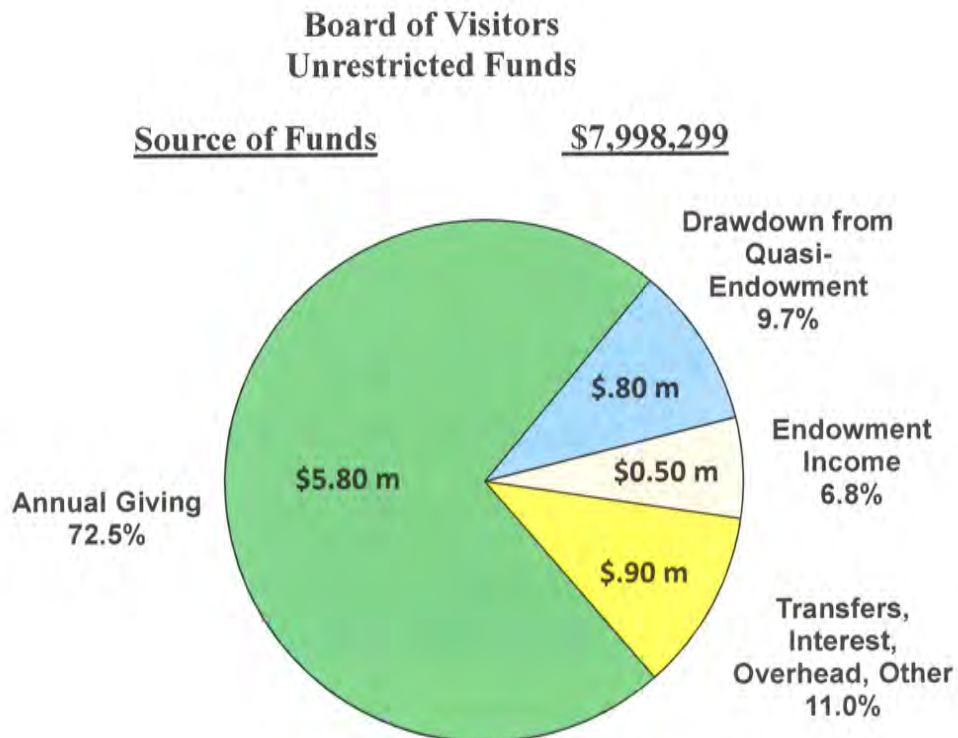
Beyond the state appropriated funds previously discussed, the Board of Visitors Private Funds Budget allocates funds available to the Board from private sources including income from restricted and unrestricted endowments held by the Board, restricted expendable gifts, and unrestricted funds. Restricted funds must be used consistent with donor intent. As a result, the Board has no discretion regarding their use. However, the Board does have discretion in the use of unrestricted funds.

The FY 2013 Board of Visitors Private Funds Budget begins with an estimated fund balance (all sources) of \$8.1 million, projected revenue of \$11.4 million, and proposed expenditures of \$12.7 million. Within these amounts, unrestricted funds, those over which the Board has total control as to use, have an estimated beginning fund balance of approximately \$913,000, estimated revenues of \$8.0 million, and projected expenditures of \$8.85 million. The proposed budget

includes a drawdown from the unrestricted fund balance to partially support the College's expanded fund raising effort. Incremental funding is also provided to the William and Mary Alumni Association to support regional events, alumni communications, and expanded alumni programming.

The Fund for William and Mary continues to be the primary source of Board of Visitors unrestricted funds, providing just under three-quarters of all revenue. For FY 2013, the budget assumes 5.5% growth in the Fund for William and Mary. The balance of the unrestricted revenue includes the previously authorized \$775,000 drawdown from quasi-endowments as well as transfers from various operations, revenue from unrestricted endowments, overhead funds associated with the administration of restricted endowments, and short-term interest.

As noted above, the proposed unrestricted budget allocates incremental revenue and reprograms base funding to the College's fund raising effort and alumni support. This action recognizes the importance of alumni relations, annual giving, and endowment funds to the long-term financial health of the College. The proposed budget also continues support for various College operations including instruction, research, and academic support programs; student financial aid; student services including athletics; and administrative and plant support.



COLLEGE OF WILLIAM AND MARY
FY 2012-13 OPERATING BUDGET
FOR EDUCATIONAL AND GENERAL PROGRAMS

Educational and General Programs constitute those activities that support the delivery of academic services to the College's students and the Commonwealth. These activities include instruction, state supported research and public service, academic support including library operations and information technology, student services, institutional or administrative support, and plant operations as they relate to academic facilities.

The fiscal year 2012-13 operating budget for Educational and General Programs reflects actions taken by the 2012 General Assembly and assumes concurrence by the Governor on the Commonwealth's operating budget. The budget as proposed allocates incremental resources to meet the College's most critical needs including salary and fringe benefit increases, operational needs associated with enrollment growth, support for the Marine Science Minor, program and communications efforts of the undergraduate Admissions Office, enhanced support for Campus Security and funding for the new Creative Adaptation project.

The Commonwealth of Virginia's estimated appropriation for the College provides approximately \$38.1 million in general funds, an increase of 7.5%, or \$2.67 million, from fiscal year 2011-12 funding. As noted above, State funding includes \$1.57 million for a mid year bonus and fringe benefit increases, and \$1.1 million for operational support and enrollment growth.

Estimated nongeneral funds, principally tuition revenue, available for expenditure in FY 2012-13 total \$118.5 million, an increase of 4.2%, or \$4.7 million, above current year estimated revenue. The increase in nongeneral funds, supplemented by approximately \$2.6 million in reallocated funds, supports the annualization costs of the November 25, 2011 salary increase which was funded solely by the College as well as the increase in fringe benefit costs, principally VRS and health insurance. Additionally, a pool of funds is allocated for either a bonus or salary increase for faculty and staff and ongoing funding is provided to continue the Marine Science minor. The proposed budget also supports one new position for Campus Security, one position in InformationTechnology to support academic programs, increases support to the sciences and international students, and funds the new Creative Adaptation program. The balance of incremental funding is allocated to the Admissions Office for programming and outreach and to support faculty research and startup costs.

COLLEGE OF WILLIAM AND MARY
FY 2012-13 OPERATING BUDGET
FOR EDUCATIONAL AND GENERAL PROGRAMS

These various revenue and expenditure actions result in FY 2012-13 Educational and General Program operating funds of \$156.6 million, an increase of \$7.4 million (+5.0%) from FY 2011-12.

To generate this revenue, tuition for in-state and out-of-state undergraduate students increases \$491 and \$1,069 respectively. Graduate and professional school tuition increases for in-state students and out-of-state students range from \$379 to \$2,087.

The attached expenditure plan provides the estimated allocation of these funds by College function while maintaining a balanced financial position. Within these broad categories, proposed expenditures reflect available revenue, the reallocation of existing resources, the need for the College to maintain a balanced budget and support for the selected high priority items noted above.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the FY 2012-13 Educational and General Programs Operating Budget of the College as displayed in the attached schedules.

COLLEGE OF WILLIAM AND MARY
FY 2012-13 OPERATING BUDGET
FOR EDUCATIONAL AND GENERAL PROGRAMS

	<u>Estimated</u> <u>FY 2011-2012</u>	<u>Proposed</u> <u>FY 2012-2013</u>
<u>REVENUE</u>		
General Fund	\$35,475,296	\$38,146,486
Nongeneral Fund	<u>113,716,641</u>	<u>118,453,744</u>
Total Revenue	\$149,191,937	\$156,600,230
<u>EXPENDITURES</u>		
Instruction	\$ 83,726,027	\$88,424,697
Research	914,807	948,413
Public Service	8,021	8,021
Academic Support	23,489,318	24,483,797
Student Services	7,741,192	8,185,060
Institutional Support	16,347,757	17,166,899
Plant Operations	<u>16,964,815</u>	<u>17,383,343</u>
Total Expenditures	\$149,191,937	\$156,600,230

The College of William and Mary
Education and General
2012-2013 Operating Budget Summary

	2009-2010 Actual	2010-2011 Actual	Estimated 2011-2012 Budget	Proposed 2012-2013 Budget	Variance from Estimated FY 2012 to FY 2013
REVENUE:					
Federal Stimulus Funds	\$2,188,188	\$6,943,426	\$0	\$0	\$0
General Funds	38,602,485	40,468,124	35,475,296	38,146,486	2,671,190
Nongeneral Funds	96,036,808	104,833,567	113,716,641	118,453,744	4,737,103
Total Revenue	\$136,827,481	\$152,245,117	\$149,191,937	\$156,600,230	\$7,408,293
EXPENDITURES:					
Instruction	\$77,289,596	\$83,314,623	\$83,726,027	\$88,424,697	\$4,698,670
Research	1,229,159	853,270	914,807	948,413	33,606
Public Service	8,021	8,306	8,021	8,021	0
Academic Support	22,461,848	24,448,507	23,489,318	24,483,797	994,479
Student Services	7,221,394	8,116,604	7,741,192	8,185,060	443,868
Institutional Support	14,226,286	18,198,069	16,347,757	17,166,899	819,142
Plant Operations	14,391,177	17,265,065	16,964,815	17,383,343	418,528
Total Expenditures	\$136,827,481	\$152,204,444	\$149,191,937	\$156,600,230	\$7,408,293

The College of William and Mary
Education and General
2012-2013 Operating Budget Summary

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Estimated 2011-2012 <u>Budget</u>	Proposed 2012-2013 <u>Budget</u>	Variance from Estimated FY 2012 to FY 2013
<u>REVENUE</u>					
Federal Stimulus Funds	\$2,188,188	\$6,943,426	\$0	\$0	\$0
General Funds	38,602,485	40,468,124	35,475,296	38,146,486	2,671,190
Nongeneral Funds	96,036,808	104,833,567	113,716,641	118,453,744	4,737,103
TOTAL REVENUE	\$136,827,481	\$152,245,117	\$149,191,937	\$156,600,230	\$7,408,293
<u>EXPENDITURES</u>					
<u>Instruction</u>					
Personal Services	\$70,134,557	\$73,629,791	\$76,823,824	\$81,215,009	\$4,391,185
Contractual Services	2,424,968	3,938,195	3,255,906	3,380,566	124,660
Supplies and Materials	652,582	648,368	707,850	818,075	110,225
Transfer Payments	2,465,667	2,960,258	1,184,728	1,184,728	0
Continuous Charges	549,491	474,432	477,757	477,757	0
Property & Improvements	484,589	58,849	100,000	100,000	0
Equipment	577,743	1,602,847	1,175,962	1,248,562	72,600
Indirect Costs	0	1,885	0	0	0
TOTAL	\$77,289,596	\$83,314,623	\$83,726,027	\$88,424,697	\$4,698,670

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	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Estimated 2011-2012 <u>Budget</u>	Proposed 2012-2013 <u>Budget</u>	Variance from Estimated FY 2012 to FY 2013
<u>Research</u>					
Personal Services	\$723,906	\$495,040	\$612,276	\$645,882	\$33,606
Contractual Services	146,182	61,076	51,746	51,746	0
Supplies and Materials	13,137	1,258	520	520	0
Transfer Payments	291,129	284,965	244,965	244,965	0
Continuous Charges	1,036	592	300	300	0
Property & Improvements	39,555	0	-	0	0
Equipment	14,214	10,339	5,000	5,000	0
TOTAL	\$1,229,159	\$853,270	\$914,807	\$948,413	\$33,606
<u>Public Service</u>					
Personal Services	\$3,025	\$1,543	\$760	\$760	\$0
Contractual Services	3,354	6,649	5,784	5,784	0
Supplies and Materials	4	0	477	477	0
Continuous Charges	0	0	1,000	1,000	0
Equipment	1,638	115	-	0	0
TOTAL	\$8,021	\$8,306	\$8,021	\$8,021	\$0
<u>Academic Support</u>					
LIBRARIES:					
Personal Services	\$5,156,477	\$5,179,592	\$5,326,983	\$5,627,678	\$300,695
Contractual Services	757,362	712,663	926,061	926,061	0

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	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Estimated 2011-2012 <u>Budget</u>	Proposed 2012-2013 <u>Budget</u>	Variance from Estimated FY 2012 to FY 2013
Supplies and Materials	46,463	58,873	38,658	38,658	0
Transfer Payments	0	0	0	0	0
Continuous Charges	1,797	4	5,000	5,000	0
Property & Improvements	0	0	0	0	0
Equipment	3,494,370	3,694,597	3,495,809	3,495,809	0
TOTAL	\$9,456,468	\$9,645,729	\$9,792,511	\$10,093,206	\$300,695
OTHER ACAD. SUPPORT:					
Personal Services	\$10,849,486	\$11,709,868	\$10,947,875	\$11,641,659	\$693,784
Contractual Services	1,218,375	1,917,972	1,790,395	1,790,395	0
Supplies and Materials	84,640	59,840	91,701	91,701	0
Transfer Payments	73,396	112,599	123,506	123,506	0
Continuous Charges	93,302	114,436	140,167	140,167	0
Property & Improvements	1,340	36,532	0	0	0
Equipment	516,494	837,501	603,163	603,163	0
Obligations	168,347	14,029	0	0	0
TOTAL	\$13,005,380	\$14,802,778	\$13,696,807	\$14,390,591	\$693,784
TOTAL ACADEMIC SUPPORT	\$22,461,848	\$24,448,507	\$23,489,318	\$24,483,797	\$994,479

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	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Estimated 2011-2012 <u>Budget</u>	Proposed 2012-2013 <u>Budget</u>	Variance from Estimated FY 2012 to FY 2013
<u>Student Services</u>					
Personal Services	\$6,084,190	\$6,895,763	\$6,554,013	\$6,955,581	\$401,568
Contractual Services	852,752	925,352	871,355	912,655	41,300
Supplies and Materials	126,186	145,673	154,059	154,059	0
Transfer Payments	72,952	68,344	69,039	69,039	0
Continuous Charges	5,881	3,857	4,150	4,150	0
Property & Improvements	63	9,589	0	0	0
Equipment	79,369	68,026	88,576	89,576	1,000
TOTAL	\$7,221,394	\$8,116,604	\$7,741,192	\$8,185,060	\$443,868
<u>Institutional Support</u>					
Personal Services	\$12,000,827	\$15,577,617	\$13,535,845	\$14,354,987	\$819,142
Contractual Services	1,264,059	1,500,147	1,778,916	1,778,916	0
Supplies and Materials	133,992	197,259	168,216	168,216	0
Transfer Payments	73,308	142,676	72,490	72,490	0
Continuous Charges	471,053	484,182	569,319	569,319	0
Property & Improvements	1,537	14,699	0	0	0
Equipment	222,362	276,560	222,971	222,971	0

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Estimated 2011-2012 <u>Budget</u>	Proposed 2012-2013 <u>Budget</u>	Variance from Estimated FY 2012 to <u>FY 2013</u>
Obligations	59,148	4,929	0	0	0
TOTAL	\$14,226,286	\$18,198,069	\$16,347,757	\$17,166,899	\$819,142
<u>Plant Operations</u>					
Personal Services	\$3,742,549	\$5,191,152	\$4,514,442	\$4,932,970	\$418,528
Contractual Services	4,355,849	5,876,269	5,374,687	5,374,687	0
Supplies and Materials	1,570,388	1,810,488	1,631,635	1,631,635	0
Transfer Payments	0	0	0	0	0
Continuous Charges	4,422,237	4,061,056	4,969,592	4,969,592	0
Property & Improvements	39,728	205,268	144,575	144,575	0
Equipment	260,425	120,832	329,884	329,884	0
TOTAL	\$14,391,177	\$17,265,065	\$16,964,815	\$17,383,343	\$418,528
E&G PROGRAM TOTAL	\$136,827,481	\$152,204,444	\$149,191,937	\$156,600,230	\$7,408,293

COLLEGE OF WILLIAM AND MARY**FY 2012-13 TUITION AND FEE STRUCTURE
FOR FULL- AND PART-TIME STUDENTS**

Consistent with tuition and fee authority granted to the College by the 2012 General Assembly, the attached schedules for full-time and part-time tuition, special and general fees, room, and board are recommended for approval by the Board of Visitors of the College of William and Mary in Virginia.

For fiscal year 2013, it is recommended that the total cost (tuition, fees, room, and board) for an in-state undergraduate student increase 4.5% to \$23,006 and the total cost for an out-of-state undergraduate student increase 3.5% to \$46,418. Within these amounts, tuition and fees increase 4.2% and 3.2%, respectively. Tuition and fee increases for in-state and out-of-state graduate and professional students range from 3.9% to 7.9%, reflecting market conditions in each area.

Revenue generated through the proposed increases allows the College to annualize the cost of faculty and staff salary increases provided in FY 2012 and support its share of a 3% salary bonus for faculty and staff as well state mandated increases in health insurance and retirement in FY 2013. These funds also provide targeted support for undergraduate and graduate student financial aid consistent with the College's Six Year and Strategic Plans.

Fee allocations for auxiliary services, facility debt service, student activities, and average charges for room and board support projected expenditures for operations and required debt service on facilities while allowing some contribution to the College's auxiliary reserve.

THEREFORE, BE IT RESOLVED, that the Board of Visitors of the College of William and Mary in Virginia approves the FY 2012-13 Tuition and Fee Schedule as well as room and board charges as shown on the attached schedules.

COLLEGE OF WILLIAM AND MARY
UNDERGRADUATE
TUITION AND FEE SUMMARY

	<u>ACTUAL</u> <u>FY 2011-12</u>	<u>PROPOSED</u> <u>FY 2012-13</u>	<u>PERCENT</u> <u>CHANGE</u>	<u>DOLLAR</u> <u>CHANGE</u>
<u>IN-STATE</u>				
Tuition	\$ 8,270	\$ 8,761	+ 5.9%	+ \$ 491
Technology Fee	60	100	+ 66.7%	40
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	+ 25
Facility Fee	1,077	1,077	+ 0.0%	+ 0
HEETF Fee	<u>30</u>	<u>30</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 13,132	\$ 13,688	+ 4.2%	+ \$ 556
Room*	\$ 5,232	\$ 5,608	+ 7.2%	+ \$ 376
Board (19 meal)	<u>\$ 3,660</u>	<u>\$ 3,710</u>	+ 1.4%	<u>+ 50</u>
Total Cost	\$ 22,024	\$ 23,006	+ 4.5%	+ \$ 982

*weighted average

OUT-OF-STATE

Tuition	\$ 30,547	\$ 31,616	+ 3.5%	+ \$1,069
Technology Fee	101	100	- 1.0%	- 1
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	+ 25
Facility Fee	1,077	1,077	+ 0.0%	+ 0
State Building Fee	480	525	+ 9.4%	+ 45
HEETF Fee	<u>62</u>	<u>62</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 35,962	\$ 37,100	+ 3.2%	+ \$1,138
Room*	\$ 5,232	\$ 5,608	+ 7.2%	+ \$ 376
Board (19 meal)	<u>\$ 3,660</u>	<u>\$ 3,710</u>	+ 1.4%	<u>+ \$ 50</u>
Total Cost	\$ 44,854	\$ 46,418	+ 3.5%	+ \$1,564

*weighted average

COLLEGE OF WILLIAM AND MARY
GRADUATE AND PROFESSIONAL
TUITION AND FEE SUMMARY (IN-STATE)

	<u>ACTUAL</u> <u>FY 2011-12</u>	<u>PROPOSED</u> <u>FY 2012-13</u>	<u>PERCENT</u> <u>CHANGE</u>	<u>DOLLAR</u> <u>CHANGE</u>
Arts and Sciences, Education and Marine Science				
Tuition	\$ 6,400	\$ 6,779	+ 5.9%	\$ 379
Technology Fee	62	100	+ 61.3%	38
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	25
Facility Fee	775	775	+ 0.0%	0
HEETF Fee	<u>30</u>	<u>30</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 10,962	\$ 11,404	+ 4.0%	+ \$ 442
Law				
Tuition	\$ 21,506	\$ 22,843	+ 6.2%	+ \$1,337
Technology Fee	62	100	+ 61.3%	38
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	+ 25
Facility Fee	507	507	+ 0.0%	+ 0
HEETF Fee	30	30	+ 0.0%	0
Building Fee: North Wing	230	230	+ 0.0%	0
Building Fee: Library	140	340	+142.8%	+ 200
Printing/Activity Fee	<u>30</u>	<u>30</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 26,200	\$ 27,800	+ 6.1%	+ \$1,600
Business*				
Tuition	\$ 21,905	\$ 23,992	+ 9.5%	+ \$2,087
Technology Fee	62	100	+ 61.3%	38
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	+ 25
Facility Fee	808	808	+ 0.0%	+ 0
HEETF Fee	30	30	+ 0.0%	0
Printing Fee	100	100	+ 0.0%	0
Program/Support Fee	<u>600</u>	<u>600</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 27,200	\$ 29,350	+ 7.9%	+ \$2,150

* Applicable to MBA and Masters of Accountancy programs.

COLLEGE OF WILLIAM AND MARY
GRADUATE AND PROFESSIONAL
TUITION AND FEE SUMMARY (OUT-OF-STATE)

	<u>ACTUAL</u> <u>FY 2011-12</u>	<u>PROPOSED</u> <u>FY 2012-13</u>	<u>PERCENT</u> <u>CHANGE</u>	<u>DOLLAR</u> <u>CHANGE</u>
Arts and Sciences, Education and Marine Science				
Tuition	\$ 19,720	\$ 20,608	+ 4.5%	\$ 888
Technology Fee	100	100	+ 0.0%	0
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	+ 25
Facility Fee	775	775	+ 0.0%	+ 0
State Building Fee	480	525	+ 9.4%	45
HEETF Fee	<u>62</u>	<u>62</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 24,832	\$ 25,790	+ 3.9%	+ \$ 958
Law				
Tuition	\$ 30,956	\$ 32,286	+ 4.3%	+ \$1330
Technology Fee	100	100	+ 0.0%	0
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	+ 25
Facility Fee	507	507	+ 0.0%	+ 0
State Building Fee	480	525	+ 9.4%	45
HEETF Fee	62	62	+ 0.0%	0
Building Fee: North Wing	230	230	+ 0.0%	0
Building Fee: Library	140	340	+142.8%	+ 200
Printing/Activity Fee	<u>30</u>	<u>30</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 36,200	\$ 37,800	+ 4.4%	+ \$1,600
Business*				
Tuition	\$ 32,405	\$ 33,835	+ 4.4%	+ \$1,430
Technology Fee	100	100	+ 0.0%	0
Student Faculty Fee	5	5	+ 0.0%	0
General Fee	3,690	3,715	+ 0.7%	+ 25
Facility Fee	808	808	+ 0.0%	+ 0
State Building Fee	480	525	+ 9.4%	+ 45
HEETF Fee	62	62	+ 0.0%	0
Printing Fee	100	100	+ 0.0%	0
Program/Support Fee	<u>600</u>	<u>600</u>	+ 0.0%	<u>0</u>
Total Tuition/Fees	\$ 38,250	\$ 39,750	+ 3.9%	+ \$1,500

* Applicable to MBA and Masters of Accountancy programs.

COLLEGE OF WILLIAM AND MARY
PART-TIME TUITION RATES*

	<u>ACTUAL*</u> <u>FY 2011-12</u>	<u>PROPOSED*</u> <u>FY 2012-13</u>	<u>PERCENT</u> <u>CHANGE</u>	<u>DOLLAR</u> <u>CHANGE</u>
In-State				
Undergraduate	\$ 286	\$ 300	+ 4.9%	+ 14
Graduate	365	385	+ 5.5%	+ 20
Law	670	700	+ 4.5%	+ 30
Graduate Business	700	700	+ 0.0%	+ 0
Out-of-State **				
Undergraduate	\$ 985	\$ 1,000	+ 1.5%	+ 15
Graduate	985	1,000	+ 1.5%	+ 15
Law	1,100	1,100	+ 0.0%	+ 0
Graduate Business	1,100	1,100	+ 0.0%	+ 0

* These rates are applicable to part-time students in the Regular Session and Summer School on a per semester hour basis, effective August 16, 2012.

* Excludes \$50 Flat Comprehensive Fee applicable to all summer school students.

* Excludes a \$100 per semester Continuous Enrollment Fee applicable to those graduate students who continue to work on their dissertations but are taking no specific classes.

**Rates for out-of-state students include \$15 per credit hour in FY 2012 and \$17 per credit hour in FY 2013 resulting from Commonwealth of Virginia action requiring a State Building Fee be charged to all out-of-state students.

COLLEGE OF WILLIAM AND MARY
ALLOCATION OF GENERAL FEES

	<u>FY 2011-12</u> <u>Actual</u>	<u>FY 2012-13</u> <u>Proposed</u>	<u>Percent</u> <u>Change</u>
<u>Auxiliary Services</u>			
Student Health Center	\$ 268	\$ 268	+ 0.0%
Counseling Center	175	175	+ 0.0%
Bus Service	52	52	+ 0.0%
Student Unions	344	344	+ 0.0%
William and Mary Hall	300	300	+ 0.0%
General Auxiliary	166	175	+ 5.4%
Telecom/Networking	267	267	+ 0.0%
PC Maintenance	30	30	+ 0.0%
Intercollegiate Athletics	<u>1,485</u>	<u>1,485</u>	+ 0.0%
	\$ 3,087	\$ 3,096	
<u>Debt Service</u>			
William and Mary Hall	24	24	+ 0.0%
University Center	125	125	+ 0.0%
Underground Utilities	<u>41</u>	<u>41</u>	+ 0.0%
	\$ 190	\$ 190	
<u>Student Activities</u>			
Green Fee	\$ 30	\$ 40	+ 33.3%
Cultural Fee	35	35	+ 0.0%
Student Activities	92	98	+ 6.5%
Student Affairs	33	33	+ 0.0%
Recreational Sports	122	122	+ 0.0%
Recreational Center	<u>101</u>	<u>101</u>	+ 0.0%
	\$ 413	\$ 429	
TOTAL GENERAL FEES	\$ 3,690	\$ 3,715	+ 0.7%

COLLEGE OF WILLIAM AND MARY
 FY 2012-13 AUXILIARY ENTERPRISE
OPERATING BUDGETS

The distinguishing characteristic of Auxiliary Enterprises is that they exist to furnish goods/facilities and services to students, faculty or staff and charge a fee that is directly related to, although not necessarily equal to, the cost of the service. Activities or programs are placed in this category based on the nature of the service being provided and the client served rather than solely on the basis of their being financially self-supporting.

An institution's auxiliary enterprise activities in total, and intercollegiate athletics specifically, are expected to be "self-supporting", including direct and indirect costs. Cash balances are expected to be established and maintained in order to provide an operating reserve as well as support for future capital investment.

Operating budgets for College Auxiliary Enterprises in FY 2012-2013 include the following:

Student Food Service	Vending Program
Student Residences	Concert Series
Student Health and Counseling	Recreation Center/Sports
Student Unions	Orientation
William and Mary Hall	William Small Physics Laboratory
Campus Parking	Radio System Rental
Student Bus Service	Bookstore
General Auxiliary Services	Ash Lawn - Highland
Telecommunications/Networking	Intercollegiate Athletics
Conference Services	Learning Odysseys
PC Maintenance	Copy Center
Licensing	Tennis Center
I.D. Program	

Auxiliary Enterprise revenue for fiscal year 2012-2013 totals approximately \$87.5 million, an increase of 2.6% above current year levels, supported primarily by student fees designated to specific activities. Expenditures are expected to increase by 3.1% to \$85.7 million, driven primarily by increases in salary and fringe benefit costs and debt service on new or newly renovated facilities. As a result, the expected contribution to cash reserves in fiscal year 2012-2013 is approximately \$1.8 million.

The budgets shown on Pages 2-4 have been approved by the administration of the College and are recommended for approval by the Board of Visitors. Fees sufficient to fund these operations are recommended for approval in the tuition and fee schedule for FY 2012-2013.

THEREFORE BE IT RESOLVED, That the Board of Visitors of the College of William and Mary in Virginia approves the FY 2012-2013 Operating Budgets for Auxiliary Enterprises, as shown on the attached schedule.

FY 2012-13 AUXILIARY ENTERPRISE
OPERATING BUDGETS

	<u>FY 2011-2012 Estimated</u>	<u>FY 2012-2013 Proposed Budget</u>
<u>State Auxiliary Enterprises</u>		
<u>REVENUES</u>		
Student Food Service	\$14,545,490	\$14,961,390
Student Residences	23,987,000	25,071,000
Student Health and Counseling	4,015,350	4,060,275
Student Unions	2,885,266	2,901,000
William and Mary Hall	2,306,458	2,325,250
Campus Parking	1,742,143	1,944,570
Student Bus Service	410,000	410,000
General Auxiliary Services	1,237,116	1,302,816
Telecommunications/Networking	3,515,230	3,515,230
Conference Services	836,033	838,973
PC Maintenance	489,000	279,170
Licensing	112,000	115,000
I.D. Program	3,644,922	3,773,700
Vending Program	214,608	158,008
Cultural Activities	255,500	255,500
Recreation Center/Sports	1,747,300	1,719,800
Orientation	344,640	359,000
William Small Physics Laboratory	30,000	30,000
Radio System Rental	120,000	120,000
TOTAL REVENUES	\$62,438,056	\$64,140,682

EXPENDITURES

Student Food Service	\$13,493,349	\$14,280,004
Student Residences	23,639,500	24,967,000

FY 2012-13 AUXILIARY ENTERPRISE
OPERATING BUDGETS

	<u>FY 2011-2012 Estimated</u>	<u>FY 2012-2013 Proposed Budget</u>
<u>Expenditures - continued</u>		
Student Health and Counseling	3,810,693	3,847,312
Student Unions	2,857,363	2,789,800
William and Mary Hall	2,241,254	2,039,400
Campus Parking	1,697,729	1,913,160
Student Bus Service	406,563	389,690
General Auxiliary Services	797,428	919,202
Telecommunications/Networking	3,418,286	3,411,615
Conference Services	836,033	830,267
PC Maintenance	470,000	269,813
Licensing	32,000	17,000
I.D. Program	3,717,345	3,848,999
Vending Program	50,567	50,478
Cultural Activities	380,000	380,000
Recreation Center/Sports	1,781,778	1,646,925
Orientation	344,551	358,769
William Small Physics Laboratory	85,000	85,000
Radio System Rental	110,000	110,000
 TOTAL EXPENDITURES	 \$60,169,439	 \$62,154,434
 State Auxiliary Enterprises Unexpended Balance	 \$ 2,268,617	 \$ 1,986,248

FY 2012-13 AUXILIARY ENTERPRISE
OPERATING BUDGETS

	<u>FY 2011-2012 Estimated</u>	<u>FY 2012-2013 Proposed Budget</u>
<u>Local Auxiliary Enterprises</u>		
<u>REVENUES</u>		
College Bookstore	\$ 596,426	\$ 612,986
Ash Lawn-Highland	601,500	601,500
Intercollegiate Athletics	19,922,087	20,370,090
Learning Odysseys	825,348	845,982
Copy Center	560,740	576,625
Tennis Center	393,828	413,269
 TOTAL REVENUES	 \$22,899,929	 \$23,420,452
<u>EXPENDITURES</u>		
College Bookstore	\$ 596,426	\$ 612,986
Ashlawn/Highland	599,650	599,650
Intercollegiate Athletics	19,877,790	20,370,090
Learning Odysseys	787,272	829,080
Copy Center	531,986	530,533
Tennis Center	598,499	615,586
 TOTAL EXPENDITURES	 \$22,991,623	 \$23,557,925
Local Auxiliary Enterprises Unexpended Balance	\$ (91,694)	\$ (137,473)
 TOTAL AUXILIARY ENTERPRISES UNEXPENDED BALANCE	 \$ 2,176,923	 \$ 1,848,775

COLLEGE OF WILLIAM AND MARY

**FY 2012-13 SPONSORED PROGRAMS
OPERATING BUDGET**

Sponsored Programs includes support for the direct costs of research grants and contracts and other programs sponsored primarily by agencies external to the Commonwealth and which are fully funded by such external sources. In addition, the College, as permitted by State law, retains a share of reimbursements of the indirect costs associated with such grants and contracts which is expended for the enhancement of research and related requirements.

Joint faculty and student endeavors continue to add significantly to the preparedness of our students to achieve success and to benefit society in a host of different ways. Using incremental indirect cost funds generated by this activity, the College will continue to provide support for William and Mary's research activities, including debt service payments associated with various science facilities and College participation in the high speed network National LambdaRail Project.

Due to the continued uncertainty of research support from the federal and state government, grant and contract activity in FY 2012-13 is estimated to remain at FY 2011-12 levels totaling \$30.7 million.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary in Virginia approves the FY 2012-13 Operating Budget for Sponsored Programs as reflected in the attached schedule.

Sponsored Programs
Operating Budget Summary

	Estimated 2011-2012 <u>Budget</u>	Projected 2012-2013 <u>Budget</u>
REVENUE		
General Fund	\$ 1,800,000	\$ 1,800,000
Nongeneral Fund	<u>28,850,000</u>	<u>28,850,000</u>
Total Revenue	\$ 30,650,000	\$ 30,650,000
EXPENDITURES		
	\$ 30,650,000	\$ 30,650,000

COLLEGE OF WILLIAM AND MARY**FY 2012-13****STUDENT FINANCIAL ASSISTANCE**

Student Financial Assistance includes both general and non-general funds to provide need-based scholarships to in-state and out-of-state undergraduates and fellowships to graduate students. The Commonwealth recognizes the need for additional student financial assistance and the proposed budget increases state general fund support for FY 2012-13 by \$69,003 resulting in total State support of \$3,870,482. At the same time, the College's administration recommends that the Board of Visitors allocate an additional \$1,240,590 in tuition revenue and \$247,807 in revenue from Auxiliary Enterprises to support need-based student financial assistance for undergraduate students and additional support for graduate students. With these actions, non-general funds for student financial assistance for FY 2012-13 totals \$18,075,372.

With these three funding sources, total student financial assistance in fiscal year 2012-13 will be approximately \$21.9 million, an increase of \$1.56 million, or 7.6% above the FY 2011-12 level. This funding recognizes the impact that increases in tuition charges and an uncertain economic environment have on students with demonstrated financial need as well as the need to maintain the competitiveness of graduate student stipends. The funding recommendation continues support for the College's Gateway program, meeting the financial aid need of low income Virginia undergraduate students through grants rather than a combination of grants and loans. The College is currently evaluating the parameters applicable to this program to determine if changes in the program's parameters can broaden its impact.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary in Virginia approves the FY 2012-13 Operating Budget for Student Financial Assistance as reflected on the attached schedule.

**The College of William and Mary
Student Financial Assistance*
2012-2013 Operating Budget Summary**

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Estimated 2011-2012 <u>Budget</u>	Proposed 2012-2013 <u>Budget</u>	Variance from Estimated FY 2012 To <u>FY 2013</u>
REVENUE:					
General Funds	\$3,546,629	\$3,620,227	\$3,801,479	\$3,870,482	\$69,003
Nongeneral Funds	8,463,763	11,669,617	16,586,975	17,827,565	\$1,240,590
Auxiliary Enterprises				247,807	\$247,807
Total Revenue	<u>\$12,010,392</u>	<u>\$15,289,844</u>	<u>\$20,388,454</u>	<u>\$21,945,854</u>	<u>\$1,557,400</u>
EXPENDITURES:	\$12,009,892	\$15,257,056	\$20,388,454	\$21,945,854	\$1,557,400

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

COLLEGE OF WILLIAM AND MARY

FY 2012-13

APPLIED MUSIC FEE

The College instituted the Applied Music Fee to manage its applied music program and support salaries paid to applied music instructors. The intent of the fee is to reduce the impact of applied music instruction on the overall funding of Educational and General Programs while continuing to provide this service to William and Mary students.

In FY 2011-12 a fee of \$387 was charged per one thirty-minute lesson per week applicable to all applied music students. The administration recommends increasing the fee to \$400 for FY 2012-13.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary in Virginia approves an Applied Music Fee of \$400 per semester for one thirty-minute lesson per week, and \$800 per semester for one one-hour lesson per week.

COLLEGE OF WILLIAM AND MARY

FISCAL YEAR 2012-13

BOARD OF VISITORS PRIVATE FUNDS BUDGET

The Board of Visitors of the College of William and Mary is charged with the responsibility of administering endowed and other expendable private funds for restricted and unrestricted purposes. As a result, each year the Board authorizes a private funds revenue and expenditure budget consistent with donor guidance on restricted endowment and expendable funds, Board policy on the spending of endowment income, and projections of unrestricted revenue, expense, and available fund balances.

For FY 2013, a spending rate of 4.75% is applied to a rolling three year average value of Board of Visitors endowments to determine income available from each endowment. This spending rate is unchanged from FY 2012 and is established with consideration of the criteria outlined in UPMIFA (Code of Virginia, Section 55-268.14) as outlined in this resolution.

FY 2013 begins with an estimated beginning fund balance of approximately \$8.1 million and projected revenues of \$11.4 resulting in \$19.5 million available for expenditure. Budgeted expenditures total \$12.7 million. Unrestricted funds, those over which the Board has total control as to use, have an estimated beginning fund balance of approximately \$913,000, estimated revenues of \$8.0 million, and projected expenditures of \$8.85 million. The FY 2013 budget includes a drawdown from the unrestricted fund balance to partially support the College's expanded fund raising effort. Incremental funding is also provided to the William and Mary Alumni Association to support regional events, alumni communications, and alumni programming. The expenditure budget also allows for the reprogramming of \$125,000 previously used in partnership with the College of William and Mary Foundation to support the William and Mary Real Estate Foundation. The Real Estate Foundation is now self-supporting.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary in Virginia approves a FY 2012-13 budget of \$12,748,754 from private funds under the control of the Board of Visitors as detailed in the attached schedule, and

BE IT FURTHER RESOLVED, That the Board of Visitors approved revisions to this budget for FY 2012-13 resulting from the administrative practice of carrying forward unspent restricted expendable fund balances, rebudgeting these funds to reflect their actual fund balances on July 1, 2012.

**THE COLLEGE OF WILLIAM AND MARY
SUMMARY OF BOARD OF VISITORS
UNRESTRICTED ENDOWMENTS AND EXPENDABLE FUNDS
REVENUE AND EXPENDITURES
FY 2011-2012 AND 2012-2013**

	<u>FY 2011-2012</u>	<u>FY 2012-2013</u>
REVENUE		
Actual/Estimated Beginning Fund Balance (cash, receivables & payables)	\$634,313 (A)	\$913,426 (E)
Estimated Fiscal Year Revenue	<u>7,892,740</u>	<u>7,998,299</u>
TOTAL AVAILABLE REVENUE	\$8,527,053	\$8,911,725
EXPENDITURES		
Instruction	423,569	439,664
Research	8,619	9,213
Academic Support	31,763	16,850
Student Services	36,468	38,189
Institutional Support		
Alumni Society	1,475,000	1,570,000
Fund Administration	70,000	60,000
Development	2,896,598	4,108,500
Admin. Support/Special Events	793,303	703,624
Student Aid	<u>1,878,307</u>	<u>1,899,060</u>
TOTAL EXPENDITURES	\$7,613,627	\$8,845,100
ESTIMATED ENDING BALANCE TO CARRY FORWARD	\$913,426	\$66,625

(A) actual

(E) estimate

**THE COLLEGE OF WILLIAM AND MARY
SUMMARY OF BOARD OF VISITORS
RESTRICTED ENDOWMENTS
REVENUE AND EXPENDITURES
FY 2011-2012 AND 2012-2013**

REVENUE	<u>FY 2011-2012</u>	<u>FY 2012-2013</u>
Actual/Estimated Beginning Fund Balance (cash, receivables & payables)	\$282,549 (A)	\$282,549 (E)
Estimated Fiscal Year Revenue	<u>1,615,454</u>	<u>1,806,654</u>
TOTAL AVAILABLE REVENUE	\$1,898,003	\$2,089,203
EXPENDITURES		
Instruction	291,242	329,831
Research	2,993	5,862
Public Service	9,099	10,118
Academic Support	289,725	336,730
Student Services	3,328	3,557
Campus Facilities and Maintenance	21,129	23,320
Student Aid	<u>997,938</u>	<u>1,097,236</u>
TOTAL EXPENDITURES	\$1,615,454	\$1,806,654
ESTIMATED ENDING BALANCE TO CARRY FORWARD	\$282,549	\$282,549

(A) actual
(E) estimate

**THE COLLEGE OF WILLIAM AND MARY
SUMMARY OF BOARD OF VISITORS
RESTRICTED EXPENDABLE GIFTS
REVENUE AND EXPENDITURES
FY 2011-2012 AND 2012-2013**

	<u>FY 2011-2012</u>	<u>FY 2012-2013</u>
REVENUE		
Actual/Estimated Beginning Fund Balance (cash, receivables & payables)	\$6,487,229 (A)	\$6,892,229 (E)
Estimated Fiscal Year Revenue	<u>1,933,000</u>	<u>1,640,000</u>
TOTAL AVAILABLE REVENUE	\$8,420,229	\$8,532,229
EXPENDITURES		
Instruction	488,000	414,000
Research	210,000	400,000
Public Service	30,000	35,000
Academic Support	300,000	628,000
Student Services	90,000	80,000
Institutional Support	70,000	70,000
Campus Facilities and Maintenance	30,000	45,000
Student Aid	<u>310,000</u>	<u>425,000</u>
TOTAL EXPENDITURES	\$1,528,000	\$2,097,000
ESTIMATED ENDING BALANCE TO CARRY FORWARD	\$6,892,229	\$6,435,229

(A) actual

(E) estimate

**THE COLLEGE OF WILLIAM AND MARY
2012-2013 BOARD OF VISITORS PRIVATE FUNDS BUDGET**

	ACTUAL FUND BALANCE 6/30/2011	ESTIMATED RESTRICTED ENDOWMENTS 6/30/2012	ESTIMATED RESTRICTED GIFT FUNDS 6/30/2012	ESTIMATED UNRESTRICTED FUNDS 6/30/2012	ESTIMATED TOTAL FUND BALANCE 6/30/2012
BEGINNING FUND BALANCE (cash, receivables & payables)	\$7,404,091	\$282,549	\$6,892,229	\$913,426	\$8,088,204
REVENUES	REVISED REVENUES FY 2011-12	RESTRICTED ENDOWMENT REVENUES FY 2012-13	RESTRICTED GIFT REVENUES FY 2012-13	UNRESTRICTED REVENUES FY 2012-13	TOTAL REVENUES FY 2012-13
Distribution of Endowment Income	\$2,102,696	\$1,789,654	\$0	\$545,299	\$2,334,953
Administrative Overhead Allocation	200,000	0	0	200,000	200,000
Transfers from Other Sources	181,000	0	10,000	163,000	173,000
Interest on Cash Balances	130,000	0	10,000	115,000	125,000
Annual Gifts:					
Restricted	1,700,000	0	1,500,000	0	1,500,000
Unrestricted	5,500,000	0	0	5,800,000	5,800,000
Drawdown from BOV Quasi Endow	1,000,000	0	0	775,000	775,000
Earnings From External Trusts	17,000	17,000	0	0	17,000
Other Revenue	610,498	0	120,000	400,000	520,000
TOTAL PROJECTED REVENUES	\$11,441,194	\$1,806,654	\$1,640,000	\$7,998,299	\$11,444,953
AVAILABLE FOR EXPENDITURE	\$18,845,285	\$2,089,203	\$8,532,229	\$8,911,725	\$19,533,157

**THE COLLEGE OF WILLIAM AND MARY
2012-2013 BOARD OF VISITORS PRIVATE FUNDS BUDGET**

	REVISED BUDGET FY 2011-12	RESTRICTED ENDOWMENT BUDGET FY 2012-13	ESTIMATED RESTRICTED GIFT EXPENDITURES FY 2012-13	UNRESTRICTED BUDGET FY 2012-13	BUDGET FY 2012-13
BUDGETED EXPENDITURES					
INSTRUCTION:					
Faculty Awards and Prizes	\$26,365	\$28,208	\$0	\$0	\$28,208
Eminent Scholars	84,560	90,344	0	0	90,344
Faculty Salary Pool	346,007	118,036	0	249,664	367,700
Fringe Benefits & Disability Insurance	190,000	0	0	190,000	190,000
Faculty of Arts & Sciences	453,542	79,275	330,000	0	409,275
School of Business	10,000	0	10,000	0	10,000
School of Education	8,000	0	4,000	0	4,000
School of Law	14,337	13,968	0	0	13,968
School of Marine Science	70,000	0	70,000	0	70,000
SUBTOTAL	\$1,202,811	\$329,831	\$414,000	\$439,664	\$1,183,495
RESEARCH	\$221,612	\$5,862	\$400,000	\$9,213	\$415,075
PUBLIC SERVICE	\$39,099	\$10,118	\$35,000	\$0	\$45,118
ACADEMIC SUPPORT:					
Faculty of Arts & Sciences	5,000	0	0	0	0
Reves Center	31,763	0	0	16,850	16,850
School of Law	57,038	62,832	0	0	62,832
Museums	16,271	10,222	8,000	0	18,222
VIMS	10,000	0	10,000	0	10,000
Library Support	431,219	237,113	530,000	0	767,113
Other	70,197	26,563	80,000	0	106,563
SUBTOTAL	\$621,488	\$336,730	\$628,000	\$16,850	\$981,580
STUDENT SERVICES:					
Activities and Services	126,468	0	80,000	15,112	95,112
Athletics	3,328	3,557	0	23,077	26,634
SUBTOTAL	\$129,796	\$3,557	\$80,000	\$38,189	\$121,746

**THE COLLEGE OF WILLIAM AND MARY
2012-2013 BOARD OF VISITORS PRIVATE FUNDS BUDGET**

	REVISED BUDGET FY 2011-12	RESTRICTED ENDOWMENT BUDGET FY 2012-13	ESTIMATED RESTRICTED GIFT EXPENDITURES FY 2012-13	UNRESTRICTED BUDGET FY 2012-13	BUDGET FY 2012-13
BUDGETED EXPENDITURES					
INSTITUTIONAL SUPPORT:					
Admin Salary Supplements & Taxes	200,000	\$0	\$0	\$270,000	\$270,000
Alumni Society Appropriation	1,475,000	0	0	1,570,000	1,570,000
Board of Visitors	17,000	0	0	17,000	17,000
Office Funds & Contingencies	87,000	0	0	81,000	81,000
Administrative Costs	80,000	0	60,000	60,000	120,000
Development	2,896,598	0	0	4,108,500	4,108,500
University Relations	93,672	0	0	90,000	90,000
Richard Bland College President Search	25,000	0	0	0	0
Support to Real Estate Foundation	125,000	0	0	0	0
Other Institutional Support	305,631	0	10,000	245,624	255,624
SUBTOTAL	\$5,304,901	\$0	\$70,000	\$6,442,124	\$6,512,124
FACILITIES AND OPERATIONS	\$51,129	\$23,320	\$45,000	\$0	\$68,320
STUDENT AID:					
Awards and Prizes	13,759	4,121	10,000	0	14,121
Fellowships	203,906	54,581	115,000	52,775	222,356
Scholarships	2,968,580	1,038,534	300,000	1,846,285	3,184,819
SUBTOTAL	\$3,186,245	\$1,097,236	\$425,000	\$1,899,060	\$3,421,296
TOTAL BUDGETED EXPENDITURES	\$10,757,081	\$1,806,654	\$2,097,000	\$8,845,100	\$12,748,754
PROJECTED YEAR-END BALANCES	\$8,088,204	\$282,549	\$6,435,229	\$66,625	\$6,784,403

April 6, 2012

To: The Investments Sub-Committee of the Board of Visitors

From: William D. Copan, Jr., Assistant Vice President for Investment Administration

Subject: UPMIFA Considerations in Spending from Endowment in the Proposed FY 2013 Budget

This memo is intended to inform you of certain provisions articulated in the Uniform Prudent Management of Institutional Funds Act ("UPMIFA") as passed by the Commonwealth of Virginia's General Assembly in 2008.

Per UPMIFA guidelines cited in the **Code of Virginia Section 55-268.14 (2008), Appropriation for expenditure or accumulation of endowment fund; rules of construction**, Board fiduciaries need to recognize the following considerations specifically with respect to adoption of the annual BOV Private Funds operating budget:

"A. Subject to the intent of a donor expressed in the gift instrument, an institution may appropriate for expenditure or accumulate so much of an endowment fund as the institution determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. Unless stated otherwise in the gift instrument, the assets in an endowment fund are donor-restricted assets until appropriated for expenditure by the institution. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:

1. The duration and preservation of the endowment fund;
2. The purposes of the institution and the endowment fund;
3. General economic conditions;
4. The possible effect of inflation and deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of the institution; and
7. The investment policy of the institution.

B. To limit the authority to appropriate for expenditure or accumulate under subsection A, a gift instrument shall specifically state the limitation.

C. Terms in a gift instrument designating a gift as an endowment, or a direction or authorization in the gift instrument to use only "income," "interest," "dividends," or "rents, issues, or profits," or "to preserve the principal intact," or words of similar import:

1. Create an endowment fund of permanent duration unless other language in the gift instrument limits the duration or purposes of the fund; and
2. Do not otherwise limit the authority to appropriate for expenditure or accumulate under subsection A."

In the absence of any donor specifications contained in a gift instrument, UPMIFA gives authority to the governing board to spend from the endowment as long as the aforementioned considerations are taken into account. With respect to the BOV's compliance with criteria cited in subsection A, the following clarifications apply:

1. **No prohibitions against spending.** Staff have researched that 21 individual endowments were below their historical gift values as of December 31, 2011 by a total of \$1,364,676 (where one endowment shouldered most of the loss being down \$812,005). The total dollar amount underwater equates to 2.5% of the BOV endowment as measured against a total market value of \$54,831,400 as of the same date. None of these funds are subject to donor imposed prohibitions against spending when the fund is "underwater." Endowment funds that are subject to revenue sources outside that of distributions from the investment pool will be budgeted according to trend estimates (e.g. pattern of dividend yield).
2. **Duration and preservation of the endowment fund.** The BOV has contracted with the Optimal Service Group of Wells Fargo Advisors as its investment consultant and accordingly that engagement includes design and execution of a long-term investment approach for the BOV endowment pool that provides for broadly diversified asset allocation, best insuring the preservation of the endowment. Contributions to endowment are invested in perpetuity with a goal of providing current support to the College as well as maintaining intergenerational spending power of gift assets.
3. **Purposes of the institution and the endowment fund.** The College was chartered in 1693 as an institution of higher education. Since that time, the College has been the recipient of private contributions that are used to further the mission and initiatives of the College. Contributions to endowment are administered by the College staff in keeping with governance policies and review of the Board of Visitors as well as following any donor imposed restrictions with respect to use of payout from the invested endowment.
4. **General economic conditions.** Representatives from Wells Fargo Advisors are invited to attend regularly scheduled meetings of the Board in order to provide informational updates on the invested endowment portfolio. Part of their discussion time focuses on general economic conditions, domestic and global, that are affecting held investments.
5. **The possible effect of inflation and deflation.** Representatives from Wells Fargo Advisors, in regularly scheduled meetings with the BOV, typically address the various causal relationships that affect investment performance, including that of the possible effect of inflation and deflation on held investments in the manager portfolios.
6. **The expected total return from income and the appreciation of investments.** The BOV's average annualized compounded returns versus the portfolio's target benchmark and the net difference in added value are displayed below:

	One Year	Three Years	Five Years
	Thru 12/31/11	Thru 12/31/11	Thru 12/31/11
BOV	- 2.4%	13.0%	1.6%
Target Benchmark	1.6%	12.7%	1.6%
Added Value	- 4.0%	+ 0.3%	0.0%

These total return statistics are net of fees and include both income and appreciation. As a policy objective, the BOV seeks to achieve maximum long-term total returns within prudent levels of risk. Risk is reduced within the portfolio by employing broadly diversified asset classes, strategies, and multiple professional investment managers. Asset allocation within the BOV portfolio is derived following intensive due diligence by the Wells Fargo consultants and review by the BOV Investments Sub-Committee, whereby additions or deletions of managers or strategies are made thoughtfully considering the risk and

performance impact on the portfolio in both the short and long term. Actual performance relative to the established target benchmark can vary widely year to year, however, over longer time periods positive absolute returns should be sufficiently high to support a prudent spending rate. The 2013 BOV budget has a recommended spending rate of 4.75%.

7. **Other resources of the institution.** The College's comprehensive operating budget includes revenue from both the Commonwealth and private sources. Besides state appropriations, private support can come from tuition and fees, grants and contracts, endowment payout, distributions from external funds held in trust by others, income from specifically held securities, expendable gift contributions, interest income from working capital, and other miscellaneous revenue sources. Funds with donor restrictions as to use are budgeted accordingly and unrestricted funds are allocated for discretionary use following review and endorsement by the President of the College, incorporating his/her priorities and most pressing needs.
8. **The Investment Policy of the institution.** The BOV passed an Investment and Spending Policy for Endowment at its April 15-17, 2009 meeting. Contained in the policy are specific guidelines that apply to corporate governance, investment objectives, delegation of management and investment functions, portfolio composition and asset allocation, social responsibility, manager guidelines, and spending provisions. At its September 16-18, 2009 meeting the BOV amended the Investment and Spending Policy for Endowment, revising its asset allocation targets and making manager changes reflective of the new allocations.

With respect to criteria cited in subsection B, the BOV remains compliant with any donor restrictions that cap or limit the spending authority of the Board.

With respect to criteria cited in subsection C, donor restrictions are documented in gift agreements, terms of wills or trusts, and other donor correspondence. Any restrictions or limitations with respect to use or spending are articulated in these types of documents.

Management Recommendation

In view of the fiduciary responsibilities required by UPMIFA as cited in the Code of Virginia for a governing board to appropriate spending from an endowment pool, this memorandum serves to inform you of those various considerations that need to be taken into account before a board takes action on spending.

Accordingly, following review by internal management we see no impediments to the spending recommendations outlined in the BOV Private Funds Budget for FY 2013, considering current economic conditions and the strong performance of the BOV portfolio annualized over the past three calendar years. Furthermore, management does not believe that spending from the few underwater funds will materially impact the corpus of those funds in the long term such that they will not be able to recover to their historical valuations at time of gift during a future cycle of capital market recovery.

The Association of Governing Boards has counseled member institutions to make a management recommendation a point of record. Accordingly, this memorandum should be referenced in the Board's budget review process and later included with the minutes from the April meeting.

THE COLLEGE OF WILLIAM & MARY
REVISION TO THE
INVESTMENT AND SPENDING POLICY FOR ENDOWMENT

The Board of Visitors is responsible for the investment of the endowment funds contributed to The College of William & Mary. The Committee on Financial Affairs of the Board of Visitors has the delegated fiduciary responsibility to oversee the policies and practices associated with endowment management.

It is the practice of the College to periodically review its operational policies and guidelines to ensure that the authorizations contained therein are in keeping with the current thinking of the Board of Visitors.

THEREFORE, BE IT RESOLVED that the following revised Investment and Spending Policy for Endowment be adopted as the policy by which the Committee on Financial Affairs governs the management of the endowment funds belonging to the College of William & Mary.

I. STATEMENT OF PURPOSE AND OBJECTIVES

- A. This policy is issued by the Financial Affairs Committee of the Board of Visitors of The College of William & Mary in Virginia (hereinafter called "the Board"). The purpose of the policy is to not only foster clear understanding of the Board's investment objectives and practices, but also provide clear guidelines for action.
- B. The College of William & Mary (hereinafter called "the College") was established in 1693 by British royal charter. In 1906 the College became a public institution affiliated with the Commonwealth of Virginia. The College is an active public charity and accepts private donations to supplement and enhance the quality of the educational environment available to students, faculty, and the community.
- C. This statement applies to those pooled endowment funds for which the Board has investment responsibility (hereinafter called the "Endowment"). At this time only one investment portfolio exists for the Board of Visitors, the General Fund, which serves as the general depository for gift contributions to the Endowment.
- D. This document can be modified as necessary by the full Board upon recommendation by the Financial Affairs Committee and should be formally reviewed by the Committee not less than once every three years.

II. DEFINITIONS

Endowment funds are contributions given to the College with a donor-imposed restriction that the funds are not to be expended but are to be invested for the purpose of producing income and capital gains. Unless otherwise stated by the donor the principal of the funds is to be maintained in perpetuity. The donor may also place restrictions on the purpose or purposes for which the income may be expended.

Funds functioning as endowment (quasi endowments) are funds that the Board of Visitors has designated not to be expended but are to be invested for the long term purpose of producing income and capital gains. Quasi endowments can be either unrestricted or donor restricted for a particular purpose.

Total return is the sum of realized and unrealized gains and losses and current income achieved in the form of interest, dividends, and rents. **Real total return** is total return adjusted for inflation as measured by the Higher Education Price Index (HEPI), or the CPI + 1%, when the HEPI statistic is unavailable. **Real growth** in the endowment is real total return less that of annual spending and management fees.

III. FIDUCIARY RESPONSIBILITIES

In addition to other responsibilities assigned by the Rector, the Financial Affairs Committee has oversight responsibility for the College's endowment funds. This Committee also has the standing responsibility to establish management policies; monitor investment performance; periodically review its investment guidelines; and upon thorough evaluative means recommend to the full Board decisions regarding the retention and dismissal of investment counsel. Under normal conditions only the Board of Visitors, or the Executive Committee acting between meetings of the Board, shall have the power to employ or discharge investment advisors for the College's endowment. However, if the Chair of the Financial Affairs Committee, senior College administrators, or the Investment Consultant to the Board, believe that any portion of the endowment is in immediate and undue risk by its investment with any manager, then the Chair of the Financial Affairs Committee shall have the power to immediately terminate that relationship and/or give instructions to reduce or eliminate the perceived threat to the invested endowment. The Board of Visitors will then be apprised of the circumstances that required immediate action at its next regularly scheduled meeting.

Members of the Board of Visitors also have a legal responsibility to manage funds in compliance with The Uniform Prudent Management of Institutional Funds Act, passed by the Virginia legislature in 2008. With respect to fiduciary responsibilities, Chapter 15 of Title 55-268.13 of The Code of Virginia (1950 as amended) specifies the following standards of conduct in managing and investing an institutional fund:

- “A. Subject to the intent of a donor expressed in a gift instrument, an institution, in managing and investing an institutional fund, shall consider the charitable purposes of the institution and the purposes of the institutional fund.
- B. In addition to complying with the duty of loyalty imposed by law other than this article, each person responsible for managing and investing an institutional fund shall manage and invest the fund in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.
- C. In managing and investing an institutional fund, an institution:
 - 1. -May incur only costs that are appropriate and reasonable in relation to the assets, the purposes of the institution, and the skills available to the institution; and
 - 2. Shall make a reasonable effort to verify facts relevant to the management and investment of the fund.
- D. An institution may pool two or more institutional funds for purposes of management and investment.

- E. Except as otherwise provided by a gift instrument, the following rules apply:
1. -In managing and investing an institutional fund, the following factors, if relevant, shall be considered:
 - a. General economic conditions;
 - b. The possible effect of inflation or deflation;
 - c. The expected tax consequences, if any, of investment decisions or strategies;
 - d. The role that each investment or course of action plays within the overall investment portfolio of the fund;
 - e. The expected total return from income and the appreciation of investments;
 - f. Other resources of the institution;
 - g. The needs of the institution and the fund to make distributions and to preserve capital; and
 - h. An asset's special relationship or special value, if -any, to the charitable purposes of the institution.
 2. Management and investment decisions about an individual asset shall be made not in isolation but rather in the context of the institutional fund's portfolio of investments as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to the fund and to the institution.
 3. Except as otherwise provided by law other than this article, an institution may invest in any kind of property or type of investment consistent with this section.
 4. An institution shall diversify the investments of an institutional fund unless the institution reasonably determines that, because of special circumstance, the purposes of the fund are better served without diversification.
 5. Within a reasonable time after receiving property, an institution shall make and carry out decisions concerning the retention or disposition of the property or to rebalance a portfolio, in order to bring the institutional fund into compliance with the purposes, terms, and distribution requirements of the institution as necessary to meet other circumstances of the institution and the requirements of this article.
 6. A person that has special skills or expertise, or is selected in reliance upon the person's representation that the person has special skills or expertise, has a duty to use those skills or that expertise in managing

and investing institutional funds.²²

~~7.6. Employees of the College, or others engaged by the College in any business or advisory capacity, are expected to uphold and abide by these same high standards of responsible and ethical behavior.~~ The College of William & Mary's Code of Ethics.

IV. INVESTMENT OBJECTIVES

- A. The Board seeks to achieve maximum long-term total returns within prudent levels of risk. Returns are expected not only to preserve but enhance the real value (inflation-adjusted purchasing power) of the Endowment after funds are released for current use. To meet these goals, the investment objective is to achieve real growth of 2% over the long term (i.e., real total return less that of annual spending and management fees). The measure of inflation to be used in adjusting for real purchasing power should be the Higher Education Price Index, a measure of college and university costs.
- B. Risk should be reduced with a broadly diversified portfolio of asset classes, which may include the following: common and preferred shares of domestic and foreign corporations listed and traded on public markets, convertible bonds or debentures or preferred shares which are convertible into corporate stock, warrants or rights to equity securities, domestic or foreign fixed income traded on public markets, cash or cash-equivalent securities, public and private real estate investment trusts, and limited partnerships in the following: hedge funds with sufficient transparency and history satisfactory to the Board, venture capital, buyouts, distressed debt, timber, oil and gas, managed futures, and other private equity type of investments. Investment risks will be considered within the context of the whole Endowment portfolio.
- C. All investment portfolios will be managed and evaluated from a basis of total return. All management fees will be born by the individual portfolios from interest income, dividends, and realized capital gains.
- D. Prospective investments in alternative assets will take into consideration required disclosure needs for reporting at the end of the fiscal year, recognizing that some managers employ highly sophisticated and proprietary strategies and some have underlying holdings that cannot be readily priced in the market; in such cases, these managers do not release sufficient information that can be validated, tested, and relied upon during the course of an audit. Consequently, investments in alternative assets will require rigorous screening before being admitted into the portfolio.

V. ENDOWMENT SPENDING POLICY

The fiscal year payout will be calculated as a percentage of the average market value of the investment portfolio for the three previous calendar year-ends. This payout percentage and the annual overhead expense for internal management costs will be reviewed and adjusted as deemed prudent by the Financial Affairs Committee as the annual private funds budget is prepared.

Guidelines for spending from an institutional fund are addressed by UPMIFA in Chapter 15 of Title 55-268.14 of the Code of Virginia (1950 as amended):

“A. Subject to the intent of a donor expressed in the gift instrument, an institution may appropriate for expenditure or accumulate so much of an endowment fund as the institution determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. Unless stated otherwise in the gift instrument, the assets in an endowment fund are donor-restricted assets until appropriated for expenditure by the institution. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:

1. The duration and preservation of the endowment fund;
 2. The purposes of the institution and the endowment fund;
 3. General economic conditions;
 4. The possible effect of inflation or deflation;
 5. The expected total return from income and the appreciation of investments;
 6. Other resources of the institution; and
 7. The investment policy of the institution.
- B. To limit the authority to appropriate for expenditure or accumulate under subsection A, a gift instrument shall specifically state the limitation.
- C. Terms in a gift instrument designating a gift as an endowment, or a direction or authorization in the gift instrument to use only “income,” “interest,” “dividends,” or “rents, issues, or profits,” or “to preserve the principal intact,” or words of similar import:
1. Create an endowment fund of permanent duration unless other language in the gift instrument limits the duration or purposes of the fund; and
 2. Do not otherwise limit the authority to appropriate for expenditure or accumulate under subsection A.”

VI. DELEGATION OF MANAGEMENT AND INVESTMENT FUNCTIONS

Chapter 15 of Title 55-268.15 of the Code of Virginia (1950 as amended) addresses those considerations in the delegation of management and investment functions:

A. Subject to any specific limitation set forth in a gift instrument or in law other than this article, an institution may delegate to an external agent the management and investment of an institutional fund to the extent that an institution could prudently delegate under the circumstances. An institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, in:

1. Selecting an agent;
 2. Establishing the scope and terms of the delegation, consistent with the purposes of the institution and the institutional fund; and
 3. Periodically reviewing the agent's actions in order to monitor the agent's performance and compliance with the scope and terms of the delegation.
- B. In performing a designated function, an agent owes a duty to the institution to exercise reasonable care to comply with the scope and terms of the delegation.
- C. An institution that complies with subsection A is not liable for the decisions or actions of an agent to which the function is delegated.
- D. By accepting delegation of a management or investment function from an institution that is subject to the laws of the Commonwealth, an agent submits to the jurisdiction of the courts of the Commonwealth in all proceedings arising from or related to the delegation of the performance of the delegated function.
- E. An institution may delegate management and investment functions to its committees, officers, or employees as authorized by law of the Commonwealth other than this article."

Consistent with the authorizations cited above in the Code of Virginia, the Board of Visitors has accordingly selected through the public procurement process an Investment Consultant which is responsible for advising the Board on matters of constructing a prudent policy portfolio, asset allocation, manager selection and diversification, strategic and tactical allocations, portfolio rebalancing, performance calculation and reporting, risk and expected return assessments, and advice on general business and economic outlook.

Accordingly, the engaged Investment Consultant is responsible for recommending to the Board the engagement and disposition of investment managers and reporting investment performance to

the Board, at the fund level as well as on a manager specific level. More specific delegation of duties is addressed later on in this policy.

VII. PORTFOLIO COMPOSITION AND ASSET ALLOCATION

- A. Asset allocation is the single most important component of investment strategy. For purposes of investment policy, the endowment assets shall be considered as ~~three~~two parts: an “equity fund”, ~~and a “fixed income fund”, and an “alternative fund.”~~ The Committee will establish for equities, ~~and fixed income, and alternatives~~ a long-term policy range or band, as well as long-term target allocation.
- B. The “equity fund” is intended to provide long-term capital appreciation and a growing stream of income. It is recognized that the “equity fund” by itself will likely entail the assumption of greater price variability than the “fixed income fund.” ~~and the “alternative fund.”~~ The purposes of the “fixed income fund” are to provide a hedge against deflation, to provide a source of current income, and to help diversify the total endowment. The purposes of the “alternative fund” are to help diversify the total endowment and utilize a combination of less correlated investments when the metrics for the “equity fund” and the “fixed income fund” are not attractive.
- C. Asset allocation ranges for the portfolio’s investments in each asset class are established by the full Board and listed below. Within the approved ranges, the Financial Affairs Committee may change the normative policy allocations whenever it deems necessary or desirable; such changes may be enacted by a simple majority of the full Financial Affairs Committee at an announced meeting which attains a quorum. Allocations can also be changed between announced meetings of the Financial Affairs Committee when a simple majority of the full Committee approves said action as detailed in an official mailing or telephone ballot distributed to the full Committee. Normative policy allocations are noted below as long-term target allocations which reflect the Financial Affairs Committee’s long-term strategic objectives. It is the responsibility of the Endowment’s external Investment Consultant to monitor the allocations of the overall portfolio and report any deviations, should they develop, to the Financial Affairs Committee. Should deviations occur within the “equity fund” and/or “fixed income fund” and/or “alternative fund” before the next full meeting of the Committee, then notification will be sent to the Chair of the Committee who is authorized to approve any actions that will put the portfolio back into compliance.

ASSET ALLOCATION

	LONG-TERM TARGET ALLOCATION	RANGE
<u>Equities</u>	55.0%	30-85%
U. S. Common Stock	44.0%	0 25-60%
Large Cap Stock	25.0%	15-35%
Mid-Cap Stock	12.0%	5-15%
Small Cap Stock	7.0%	5-10%
Foreign Non-U.S. Common Stock	11.0%	0 5- 80 25%
Developed Markets	9.0%	5-15%
Emerging Markets	2.0%	0-8%
<u>Alternatives Investments*</u>	5.0% 10%	0-10% 0-30%
<u>Fixed Income</u>	35 40.0%	15 15-60%
U. S. Bonds	30 25.0%	15-45%
Non U.S. Bonds	10.0%	0-15%
<u>Cash</u>	0%	0-25%

* Alternatives Investments is a general term referring to equity or equity-like investments characterized by longer time horizons, less liquidity, no readily available market price, and often less transparency. Such investments may include, for example, private real estate investments (REITS) and limited partnerships in private equity investments, hedge funds, managed futures, venture capital, distressed debt, timber, and oil and gas. All investments in alternative vehicles will be pursued through fund-of-funds, unless the Board of Visitors otherwise approves direct investment.

- D. Based on the recommendation of the Investment Consultant, new cash flow shall be forwarded to investment managers on a quarterly basis, or when sufficient contributions are received. As a general rule, new cash will be used to rebalance the total fund in the direction of the long-term targets currently in place.

VIII. SOCIAL RESPONSIBILITY

The Board of Visitors may from time to time feel it necessary and prudent to incorporate into its investment platform elements of social responsibility that reflect the Board's thinking on important societal issues. Accordingly, the Board may direct its Investment Consultant and College staff to implement certain restrictions, impose constraints, or otherwise create separate accounts that take into consideration specific goals and objectives of social investing.

The Board has taken a position on conditions in Darfur and given direction to the Investment Consultant to monitor the security holdings in the separate account relationships, making sure that the underlying securities are not on any known and respected lists of companies that suggest support of the current Sudanese government. Companies that are known to conduct substantive business in Sudan will be prohibited in any Board of Visitors separately managed account.

Secondly, the Board of Visitors has approved the creation of a separate endowment account, called the Green Account, which will be funded from student fees. This investment account will be invested and monitored by the Investment Consultant according to guidelines that specify and promote environmental "green" initiatives.

IX. MANAGER GUIDELINES

When securities are commingled into investment pools with multiple participants, the Financial Affairs Committee will evaluate the investment pool as a whole for its overall asset quality, stability, and historical performance. In such cases, if the Board of Visitors decides to participate, the investment policies and practices of the commingled pool will override the Board's policies and guidelines required of actively managed separate accounts. However, where applicable, the Financial Affairs Committee will measure its commingled pool investments according to equity and fixed income guidelines established for separately managed accounts.

When active investment management responsibilities are delegated to an investment advisor for a separately managed account the Financial Affairs Committee will establish guidelines regarding the quality and suitability of assets allowed in the portfolio. These guidelines are as follows:

GUIDELINES FOR THE "EQUITY FUND"

- A. The overall investment objective of the "equity fund" is to outperform the appropriate benchmarks by at least one percentage point, net of fees, as well as a peer group of managers on a consistent basis over rolling three- to five-year periods. Individual managers may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the Investment Consultant.

- B. Through periodic reviews of the investment portfolio, the Financial Affairs Committee will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the equity portfolio.
- C. "Equity fund" common stock managers may at their discretion hold cash equivalents or bonds to the extent provided by the allocation ranges in Section VII, with the understanding that their performance will be measured against equity benchmarks which are fully invested.
- D. No more than 5% of the "equity fund's" market value, in aggregate, may be invested in the securities of any one company at cost except by written exception. It shall be the responsibility of the Investment Consultant to monitor the fund's overall exposure to individual securities and report any violations immediately to the Chair of the Committee. If a violation exists, the Chair of the Committee is granted the authority to approve any changes that will bring the portfolio back into compliance.
- E. Financial futures, option contracts, and other financial derivative instruments may not be employed without the Committee's prior permission
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above. -

GUIDELINES FOR THE "FIXED INCOME FUND"

- A. The investment objective of the "fixed income fund" is to outperform the appropriate benchmarks by at least one percentage point, net of fees, as well as a peer group of managers on a consistent basis over rolling three- to five-year periods. Individual managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Financial Affairs Committee will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the fixed income portfolio.

- C. Money market instruments may be used, but equities are excluded.
- D. ~~Investment grade~~ Securities in the fixed income portfolio must be rated a minimum of "BBB" "A" by two of the following three major rating organizations: Fitch, Moody's or Standard & Poor's. The weighted average of the fixed income portfolio shall be "A" or higher. The prospect of credit risk or risk of permanent loss must be avoided. The investment manager shall inform the Board's engaged Investment Consultant, or the Chair of the Financial Affairs Committee if no consultant is employed, if a held security has been downgraded below investment grade by two rating agencies and the Chair shall decide whether the security is retained or sold.
- E. In general, the "fixed income fund" must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the fund may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

GUIDELINES FOR THE "ALTERNATIVE FUND"

- A. The investment objective of the "alternative fund" is to outperform the appropriate benchmarks by at least one percentage point, net of fees, as well as a peer group of managers on a consistent basis over rolling three- to five-year periods. Individual managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Financial Affairs Committee will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the alternative portfolio.
- C. In general, the "alternative fund" must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the fund may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- D. It is understood that investing in pooled or mutual funds means that the investments will

be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

X. GUIDELINES FOR TRANSACTIONS

Except under unusual circumstances, all transactions should be entered into on the basis of best execution, which means best realized net price. Notwithstanding the above, commissions may be designated for payment of services rendered to the endowment in connection with its management; however, under normal business conditions it shall be the standing policy of the College and its Board of Visitors not to direct brokerage, and such practice will be directed only with prior approval from the Chair of the Financial Affairs Committee.

XI. MONITORING OF OBJECTIVES AND RESULTS

- A. If at any time the Investment Consultant believes that any policy guideline contained herein inhibits investment performance, or puts the Endowment at undue risk, it is that consultant's responsibility to communicate this view to the Committee. In the event that an Investment Consultant believes that circumstances warrant immediate exception to any standing instructions or guidelines cited in this policy, the consultant will so notify the Chair of the Financial Affairs Committee or, in his (her) absence, the Rector. If the request is verbal it will be necessary for the Investment Consultant to later document the request in writing to include the reason for exception and its prospective duration. The Chair of the Financial Affairs Committee will have the authority to use his (her) best judgment in deciding the matter unilaterally or deferring the decision to the Rector. The issue of the exception and the decision rendered would be reported to the Committee by the Chair of the Financial Affairs Committee at the next scheduled meeting of the Board of Visitors.
- B. The investment manager(s) will provide ~~a~~ selected performance and accounting information at the end of each calendar quarter to the Board's administrative staff, the engaged custodian, and the engaged Investment Consultant. This information will include relevant historical performance data and sufficient commentary to explain current strategy and investment returns. The manager(s) will also provide, as needed, detailed information to the administrative staff, custodian, and Investment Consultant pertaining to unit valuation, capital appreciation, realized gains or losses, income earned, and income distributed back to the College.
- C. The Investment Consultant will meet with the Financial Affairs Committee at least on an annual basis. The Investment Consultant will be expected to include the following in

presentation to the Committee:

1. Review performance of the respective portfolios (or commingled fund pools) owned by or in which the College participates. Performance review will include at least the latest quarter, six-months, year, and since inception. Relevant statistical benchmarks as requested by the Committee will also be provided for comparison purposes.
2. Explain to the Committee's satisfaction how and why performance differed from the relevant benchmarks.
3. Disclose to the Committee the level of market risk inherent in the portfolio (e.g., the beta of the portfolio, Sharpe ratio, up quarters versus down quarters) and the means and methodology by which risk is monitored and controlled.
4. Discuss investment strategy (or that of the firm) and relate how such strategy complies or conflicts with the Committee's established investment guidelines. Review the current and prospective economic climate and discuss what implications this has on the College's invested endowment.
5. Recommend to the Committee any modifications to further improve the performance and efficiency of assets under management.

XII. BENCHMARKS FOR PERFORMANCE MEASUREMENT

In order to measure and evaluate the individual investment performance of the College's retained investment advisor(s), and that of investment performance in the aggregate, the Financial Affairs Committee has established the following benchmarks by which the advisor(s) will be evaluated. The investment advisor(s) will be notified prior to inception which objective(s) apply to them.

<u>Asset Class</u>	<u>Benchmark</u>	<u>Peer Group</u>
Large Cap Core	S&P 500 Index	Zephyr Large Cap Core Managers
Large Cap Growth	Russell 1000 Growth Index	Zephyr Large Cap Growth Managers
Large Cap Value	Russell 1000 Value Index	Zephyr Large Cap Value Managers
Mid Cap Core	Russell Mid Cap Index	Morningstar Mid Cap Core Funds
Mid Cap Growth	Russell Mid Cap Growth Index	Morningstar Mid Cap Growth <u>Funds</u>
Mid Cap Value	Russell Mid Cap Value Index	Morningstar Mid Cap Value Funds
Small Cap Core	Russell 2000 Index	Morningstar Small Cap Core Funds
Small Cap Growth	Russell 2000 Growth Index	Morningstar Small Cap Growth
Small Cap Value	Russell 2000 Value Index	Morningstar Small Cap Value Funds
Real Estate	NAREIT (Equity REITs) Index	Morningstar Real Estate Funds
International Developed Markets	MSCI EAFE Index	Morningstar Foreign Stock <u>Large Blend</u>

International Emerging Markets	MSCI Emerging Markets (Free) Index	Funds Morningstar <u>Diversified Emerging Market Funds</u>
International Small Cap	IIA International Small Cap Index	Morningstar Int'l <u>Foreign</u> Small-Cap Funds
Alternative Investments	HFRI Fund-of-Funds Composite <u>Index</u>	Na
U.S. Fixed Income	Barclays Capital Aggregate Bond Index	PSN Core Fixed Income Managers <u>Morningstar Intermediate-Term Bond Funds</u>
Global Fixed Income	Citigroup World Government Bond Index	Morningstar Global Fixed Income Funds
Emerging Markets Fixed Income	JPM EMBI_+ <u>Global Diversified</u> Index	Morningstar Emerging Markets Debt <u>Bond</u> Funds

In order to measure and evaluate the Total Account investment performance, the Financial Affairs Committee has established the following benchmarks by which the Total Account will be evaluated.

Total Account	25.0% S&P 500 Index 12.0% Russell Mid Cap Index 7.0% Russell 2000 Index 9.0% MSCI EAFE Index 2.0% MSCI Emerging Markets Index 25 <u>30.0%</u> Barclays Capital Aggregate Bond Index 5 <u>40.0%</u> Citigroup World Gov't Bond Index <u>5.0%</u> <u>JPM EMBI Global Diversified Index</u> <u>105.0%</u> HFRI Fund-of-Funds Composite
Total Domestic Equity	100.0% Russell 3000 Index
Total International Equity	100.0% MSCI World Ex-US Index
Total Fixed Income	100.0% Barclays Capital Aggregate Bond Index
Alternative	100.0% HFRI Fund-of-Funds Composite

In order to measure and evaluate the how the Total Account investment performance has fared over long periods of time, maintaining consistent exposures to the broad market, the Financial Affairs Committee has established a long-term blended **policy benchmark** in which the following indexes will be represented by weight.

Total Account	44.0% Russell 3000 Index 11.0% MSCI World ex-US Index 35 <u>40.0%</u> Barclays Capital Aggregate Bond Index <u>105.0%</u> HFRI Fund-of-Funds Composite
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COLLEGE OF WILLIAM AND MARY

Creation of Quasi-Endowment: Muscarelle Museum of Art

WHEREAS, the Board of Visitors has determined that the Muscarelle Museum of Art at the College of William and Mary shall manage the art collection of the College including the acquisition and disposal of particular items;

WHEREAS, from time to time the Director of the Muscarelle Museum reviews items for their relevance to the art collection of the College;

WHEREAS, after such a review the Director determined that certain works of art were not relevant to the art collection of the College and ascertained that the market was appropriate to deaccession these items from the collection through auction;

WHEREAS, guidelines from the American Association of Museums state that the proceeds from any sale of art work shall be used exclusively for the acquisition or direct care of collections;

THEREFORE, BE IT RESOLVED that the Board of Visitors authorizes establishment of the Muscarelle Museum BOV Quasi-Endowment using proceeds from the auction of these particular items;

BE IT FURTHER RESOLVED that the Board of Visitors authorizes that this quasi-endowment be administered by the Museum Director and that the income from this quasi-endowment shall be used exclusively for the acquisition or direct care of collections; and

BE IT FURTHER RESOLVED that the Board of Visitors authorizes from time to time the use of endowment income or the withdrawal of funds from this quasi-endowment for the acquisition or direct care of the collections under the following guidelines: up to \$100,000 on the recommendation of the Museum Director; between \$100,000 and \$250,000 on the recommendation of the Museum Director and with the approval of the Provost and Vice President for Finance; and between \$250,000 and \$500,000 on the recommendation of the Museum Director and with the approval of the Provost, Vice President for Finance and Executive Committee of the Board of Visitors. Any withdrawal above \$500,000 requires approval by the Board of Visitors.

**THE COLLEGE OF WILLIAM AND MARY
2011-2012 OPERATING BUDGET SUMMARY**

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Board Approved 2011-2012 <u>Budget</u>	Estimated 2011-2012 <u>Budget</u>	Year to Date Through <u>3/31/2012</u>
CARRYOVER BALANCE			\$ 1,000,000		
REVENUE					
Federal Stimulus Funds	\$ 2,188,188	\$ 6,943,426	\$ 0	\$ 0	\$ 0
General Funds					
Educational/General	38,602,485	40,468,124	35,010,223	35,475,296	26,613,810
Student Aid	3,546,629	3,620,227	3,769,066	3,801,479	3,801,479
Sponsored Programs	752,516	414,000	1,800,000	1,800,000	1,800,000
Nongeneral Funds					
Educational/General	96,036,808	104,833,567	111,671,350	113,716,641	112,580,115
Student Aid	8,463,763	11,669,617	13,209,683	16,586,975	16,586,975
Auxiliary Enterprise	76,933,782	81,120,439	81,979,919	85,337,985	74,109,402
Sponsored Programs	28,632,339	31,484,073	28,850,000	28,850,000	23,515,300
Private Funds	10,545,463	11,822,623	11,885,696	11,441,194	7,177,718
Total Revenue	<u>\$ 265,701,973</u>	<u>\$ 292,376,096</u>	<u>\$ 288,175,937</u>	<u>\$ 297,009,570</u>	<u>\$ 266,184,799</u>
EXPENDITURES					
Instruction	\$ 78,203,710	\$ 84,125,717	\$ 84,756,199	\$ 84,928,838	\$ 67,216,437
Research	1,415,736	1,057,239	986,052	1,136,419	1,004,142
Public Service	39,120	51,929	27,278	47,120	40,346
Academic Support	23,438,713	25,007,397	24,113,046	24,110,806	18,951,189
Student Services	7,655,487	8,430,764	7,329,823	7,870,988	6,389,125
Institutional Support	18,610,925	21,428,918	22,556,602	21,652,658	18,574,995
Plant Operations	14,706,671	17,660,001	17,148,447	17,015,944	13,505,981
Student Aid	15,085,872	17,982,111	20,161,270	23,574,699	23,144,787
Auxiliary Enterprise	72,248,456	76,226,174	80,829,345	83,161,062	63,685,835
Sponsored Programs	29,384,855	31,898,073	30,650,000	30,650,000	25,315,300
Unallocated			(1,000,000)	0	0
Total Expenditures	<u>\$ 260,789,545</u>	<u>\$ 283,868,323</u>	<u>\$ 287,558,062</u>	<u>\$ 294,148,534</u>	<u>\$ 237,828,137</u>

The College of William and Mary
Education and General
2011-2012 Operating Budget Summary

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Board Approved 2011-2012 <u>Budget</u>	Estimated 2011-2012 <u>Budget</u>	Year to Date Through 3/31/2012
CARRYOVER BALANCE			1,000,000		
<u>REVENUE</u>					
Federal Stimulus Funds	\$2,188,188	\$6,943,426	\$0	\$0	\$0
General Funds	38,602,485	40,468,124	35,010,223	\$35,475,296	26,613,810
Nongeneral Funds (Pam)	96,036,808	104,833,567	111,671,350	113,716,641	112,580,115
TOTAL REVENUE	\$136,827,481	\$152,245,117	\$146,681,573	\$149,191,937	\$139,193,925
AVAILABLE FOR EXPENDITURES	\$136,827,481	\$152,245,117	\$147,681,573	\$149,191,937	\$139,193,925
<u>EXPENDITURES</u>					
<u>Instruction</u>					
Personal Services	\$70,134,557	\$73,629,791	\$75,561,008	\$76,823,824	\$62,610,739
Contractual Services	2,424,968	3,938,195	3,087,676	3,255,906	2,218,719
Supplies and Materials	652,582	648,368	825,899	707,850	509,775
Transfer Payments	2,465,667	2,960,258	684,728	1,184,728	234,501
Continuous Charges	549,491	474,432	540,970	477,757	315,846
Property & Improvements	484,589	58,849	75,000	100,000	94,204
Equipment	577,743	1,602,847	2,777,106	1,175,962	677,471
Indirect Costs	0	1,885	0	0	0
TOTAL	\$77,289,596	\$83,314,623	\$83,552,387	\$83,726,027	\$66,661,255
<u>Research</u>					
Personal Services	\$723,906	\$495,040	\$460,786	\$612,276	\$507,338

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Board Approved 2011-2012 <u>Budget</u>	Estimated 2011-2012 <u>Budget</u>	Year to Date Through <u>3/31/2012</u>
Contractual Services	146,182	61,076	56,746	51,746	47,949
Supplies and Materials	13,137	1,258	22,452	520	446
Transfer Payments	291,129	284,965	208,371	244,965	244,965
Continuous Charges	1,036	592	300	300	356
Property & Improvements	39,555	0	-	-	6
Equipment	14,214	10,339	75,785	5,000	3,178
TOTAL	\$1,229,159	\$853,270	\$824,440	\$914,807	\$845,238
<u>Public Service</u>					
Personal Services	\$3,025	\$1,543	\$2,760	\$760	\$0
Contractual Services	3,354	6,649	4,942	5,784	5,802
Supplies and Materials	4	0	477	477	105
Continuous Charges	0	0	-	1,000	1,000
Equipment	1,638	115	-	-	-
TOTAL	\$8,021	\$8,306	\$8,179	\$8,021	\$6,907
<u>Academic Support</u>					
<u>LIBRARIES:</u>					
Personal Services	\$5,156,477	\$5,179,592	\$5,339,186	\$5,326,983	\$4,172,387
Contractual Services	757,362	712,663	443,399	926,061	1,065,096

	2009-2010 Actual	2010-2011 Actual	Board Approved 2011-2012 Budget	Estimated 2011-2012 Budget	Year to Date Through 3/31/2012
Supplies and Materials	46,463	58,873	38,658	38,658	29,992
Transfer Payments	0	0	0	0	0
Continuous Charges	1,797	4	93,422	5,000	6,985
Property & Improvements	0	0	-	0	-
Equipment	3,494,370	3,694,597	3,799,255	3,495,809	2,621,053
TOTAL	\$9,456,468	\$9,645,729	\$9,713,920	\$9,792,511	\$7,936,512
OTHER ACAD. SUPPORT:					
Personal Services	\$10,849,486	\$11,709,868	\$10,922,771	\$10,947,875	\$8,556,915
Contractual Services	1,218,375	1,917,972	1,569,403	1,790,395	1,210,813
Supplies and Materials	84,640	59,840	137,001	91,701	95,071
Transfer Payments	73,396	112,599	74,566	123,506	125,690
Continuous Charges	93,302	114,436	295,761	140,167	86,929
Property & Improvements	1,340	36,532	-	0	3,045
Equipment	516,494	837,501	662,771	603,163	312,837
Obligations	168,347	14,029	14,365	0	-
TOTAL	\$13,005,380	\$14,802,778	\$13,676,638	\$13,696,807	\$10,391,300
TOTAL ACADEMIC SUPPORT	\$22,461,848	\$24,448,507	\$23,390,558	\$23,489,318	\$18,327,812

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Board Approved 2011-2012 <u>Budget</u>	Estimated 2011-2012 <u>Budget</u>	Year to Date Through <u>3/31/2012</u>
<u>Student Services</u>					
Personal Services	\$6,084,190	\$6,895,763	\$5,905,506	\$6,554,013	\$5,271,252
Contractual Services	852,752	925,352	955,545	871,355	773,504
Supplies and Materials	126,186	145,673	123,624	154,059	113,664
Transfer Payments	72,952	68,344	23,752	69,039	74,387
Continuous Charges	5,881	3,857	3,750	4,150	5,006
Property & Improvements	63	9,589	0	0	331
Equipment	79,369	68,026	112,850	88,576	47,294
TOTAL	\$7,221,394	\$8,116,604	\$7,125,027	\$7,741,192	\$6,285,439
<u>Institutional Support</u>					
Personal Services	\$12,000,827	\$15,577,617	\$12,945,972	\$13,535,845	\$10,480,144
Contractual Services	1,264,059	1,500,147	2,607,799	1,778,916	1,431,815
Supplies and Materials	133,992	197,259	168,216	168,216	502,869
Transfer Payments	73,308	142,676	94,454	72,490	64,242
Continuous Charges	471,053	484,182	531,870	569,319	719,851
Property & Improvements	1,537	14,699	0	0	3,651
Equipment	222,362	276,560	327,306	222,971	128,644

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Board Approved 2011-2012 <u>Budget</u>	Estimated 2011-2012 <u>Budget</u>	Year to Date Through <u>3/31/2012</u>
Obligations	59,148	4,929	8,047	0	-
TOTAL	\$14,226,286	\$18,198,069	\$16,683,664	\$16,347,757	\$13,372,214
<u>Plant Operations</u>					
Personal Services	\$3,742,549	\$5,191,152	\$4,445,498	\$4,514,442	\$3,732,958
Contractual Services	4,355,849	5,876,269	5,314,103	5,374,687	4,229,806
Supplies and Materials	1,570,388	1,810,488	1,850,775	1,631,635	1,504,093
Transfer Payments	0	0	0	0	1,713
Continuous Charges	4,422,237	4,061,056	5,057,787	4,969,592	3,915,233
Property & Improvements	39,728	205,268	144,575	144,575	131,054
Equipment	260,425	120,832	284,580	329,884	(32,678)
TOTAL	\$14,391,177	\$17,265,065	\$17,097,318	\$16,964,815	\$13,482,179
Contingency Unallocated	\$0	\$0	\$0 (\$1,000,000)	\$0 \$0	\$0 \$0
E&G PROGRAM TOTAL	\$136,827,481	\$152,204,444	\$147,681,573	\$149,191,937	\$118,981,044

The College of William and Mary
Auxiliary Enterprise
2011-2012 Operating Budget Summary

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Board Approved 2011-2012 <u>Budget</u>	Estimated 2011-2012 <u>Budget</u>	Year to Date Through <u>3/31/2012</u>
REVENUE					
Residence Life	\$22,639,688	\$23,860,980	\$23,567,000	\$23,987,000	\$23,364,606
Food Service	13,739,009	13,906,637	14,191,000	14,545,490	13,556,598
Telecom/Network	3,588,710	3,664,668	3,515,230	3,515,230	3,296,775
Student Unions	2,859,634	2,899,844	2,735,600	2,885,266	2,819,976
W&M Hall	1,991,145	2,172,942	2,204,100	2,306,458	2,253,567
Athletics	17,018,614	18,755,845	19,520,400	19,922,087	14,783,138
Other	<u>15,096,982</u>	<u>15,859,523</u>	<u>16,246,589</u>	<u>18,176,454</u>	<u>14,034,742</u>
Total Revenue	\$76,933,782	\$81,120,439	\$81,979,919	\$85,337,985	\$74,109,402
EXPENDITURES					
Residence Life	\$20,758,808	\$22,235,788	\$23,562,000	\$23,639,500	\$16,430,330
Food Service	12,970,853	12,191,866	13,439,680	13,493,349	10,796,193
Telecom/Network	3,469,172	3,509,928	3,418,286	3,418,286	2,364,950
Student Unions	2,536,867	2,714,689	2,735,600	2,857,363	2,284,928
W&M Hall	1,617,105	2,109,104	2,204,100	2,241,254	1,433,386
Athletics	16,911,072	18,744,923	19,520,400	19,877,790	16,525,619
Other	<u>13,984,579</u>	<u>14,719,876</u>	<u>15,949,279</u>	<u>17,633,520</u>	<u>13,850,429</u>
Total Expenditures	\$72,248,456	\$76,226,174	\$80,829,345	\$83,161,062	\$63,685,835

The College of William and Mary
Sponsored Programs
2011-2012 Operating Budget Summary

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Board Approved 2011-2012 <u>Budget</u>	Estimated 2011-2012 <u>Budget</u>	Year to Date Through <u>3/31/2012</u>
REVENUE					
General Fund	\$752,516	\$414,000	\$1,800,000	\$1,800,000	\$1,800,000
Nongeneral Fund	<u>28,632,339</u>	<u>31,484,073</u>	<u>28,850,000</u>	<u>28,850,000</u>	<u>23,515,300</u>
Total Revenue	\$29,384,855	\$31,898,073	\$30,650,000	\$30,650,000	\$25,315,300
EXPENDITURES					
	\$29,384,855	\$31,898,073	\$30,650,000	\$30,650,000	\$25,315,300

The College of William and Mary
Private Funds
2011-2012 Operating Budget Summary

	2009-2010 Actual	2010-2011 Actual	Board Approved 2011-2012 Budget	Estimated 2011-2012 Budget	Year to Date Through 3/31/2012
REVENUE:					
Distributed Endowment Income	\$2,005,031	\$2,017,708	\$2,102,696	\$2,102,696	\$1,573,565
Administrative Overhead Allocation	200,000	200,000	200,000	200,000	150,000
Transfers from Other Sources	533,492	102,084	283,000	181,000	111,535 (1)
Interest on Cash Balances	15,539	153,395	186,000	130,000	87,334
Annual Gifts	7,195,279	8,451,745	7,600,000	7,200,000	4,032,368
Drawdown from BOV Quasi Endowment	0	0	1,000,000	1,000,000	1,000,000
Distribution from External Trusts	25,421	34,328	14,000	17,000	16,972
Other Revenue	570,701	863,363	500,000	610,498	205,944
Total Revenue	\$10,545,463	\$11,822,623	\$11,885,696	\$11,441,194	\$7,177,718
EXPENDITURES:					
Instruction	\$914,114	\$811,094	\$1,203,812	\$1,202,811	555,182
Research	186,577	203,969	161,612	221,612	199,903 (2)
Public Service	31,099	43,623	19,099	39,099	33,439 (3)
Academic Support	976,865	558,890	722,488	621,488	664,376
Student Services	434,093	314,160	204,796	129,796	103,686
Institutional Support	4,384,639	3,230,849	5,872,938	5,304,901	5,243,780
Plant: Operations & Capital Improvements	315,494	394,936	51,129	51,129	23,802
Student Aid	3,075,980	2,725,055	3,182,521	3,186,245	2,756,333
Total Expenditures	\$10,318,861	\$8,282,576	\$11,418,395	\$10,757,081	\$9,580,501

(1) Low revenue from Bookstore auxiliary fund due to change in rent agreement that resulted on a lower net amount available to unrestricted
 (2) Higher actual expenditure than original estimate in VIMS research restricted gifts
 (3) Mostly expenditures in BOV-VIMS Community Service which will be reimbursed by VIMS Foundation

COLLEGE OF WILLIAM AND MARY
VIRGINIA INSTITUTE OF MARINE SCIENCE

FY 2012-13 OPERATING BUDGET

The State appropriation for the Virginia Institute of Marine Science provides \$18.2 million in general fund support. This appropriation is supplemented by non-general fund revenue estimated at \$23.4 million.

The proposed budget reflects the loss of \$ 0.4 million in Federal Stimulus funds from the American Recovery and Reinvestment Act. Simultaneously, as a result of this year's Governor and General Assembly actions, \$525,000 in general funds is included to establish four faculty positions and \$50,000 in general funds is provided to study sea level rise in the Tidewater area of Virginia . Eminent Scholars non general funds in the amount of \$75,000 are also formally included to fund named professorships. Finally, approximately \$806,000 in general funds will be received to fund fringe benefit increases and employee salary actions.

BE IT RESOLVED, That the Board of Visitors of the College of William and Mary in Virginia approves the FY 2012-13 operating budget of the Virginia Institute of Marine Science, as displayed on the attached schedule.

VIRGINIA INSTITUTE OF MARINE SCIENCE

ESTIMATED AND PROPOSED REVENUE AND EXPENDITURES
FY 2011-12 AND FY 2012-13

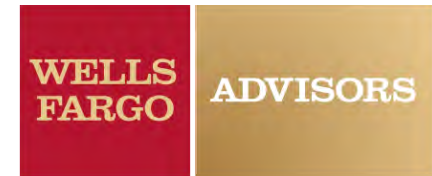
<u>REVENUE</u>	<u>Estimated</u> <u>FY 2011-12</u>	<u>Proposed</u> <u>FY 2012-13</u>
General Fund	\$16,688,654	\$18,205,067
Nongeneral Fund		
Education and General	1,811,188	1,852,132
Federal Stimulus	420,304	-
Eminent Scholars	-	75,000
Sponsored Programs	21,500,000	21,500,000
	<hr/>	<hr/>
TOTAL REVENUE	\$40,420,146	\$41,632,199
<u>EXPENDITURES</u>		
Instruction	\$1,630,070	\$1,804,998
Research & Advisory Services	7,566,213	8,513,432
Academic Support	3,667,109	3,839,488
Institutional Support	1,634,176	1,631,036
Plant and Maintenance	4,184,051	4,104,718
Student Financial Assistance	238,527	238,527
Sponsored Programs	21,500,000	21,500,000
	<hr/>	<hr/>
TOTAL EXPENDITURES	\$40,420,146	\$41,632,199

**VIRGINIA INSTITUTE OF MARINE SCIENCE
OPERATING BUDGET SUMMARY**

	2009-2010 <u>Actual</u>	2010-2011 <u>Actual</u>	Estimated 2011-2012 <u>Budget</u>	Proposed 2012-2013 <u>Budget</u>	<u>Variance</u>
REVENUE					
General Fund	\$17,776,971	\$18,576,281	\$16,688,654	\$18,205,067	1,516,413
Nongeneral Funds					
Educational/General	1,735,439	1,759,741	\$1,811,188	1,852,132	40,944
Stimulus	0	2,704,790	\$420,304	0	(420,304)
Eminent Scholars				75,000	75,000
Sponsored Programs	<u>22,168,374</u>	<u>18,609,523</u>	<u>\$21,500,000</u>	<u>21,500,000</u>	<u>-</u>
Total Revenue	\$41,680,784	\$41,650,335	\$40,420,146	\$41,632,199	1,212,053
EXPENDITURES					
Instruction	\$1,441,027	\$1,394,266	\$1,630,070	\$1,804,998	174,928
Research and Advisory Services	8,188,604	9,431,887	\$7,566,213	\$8,513,433	947,220
Academic Support	4,122,504	4,580,226	\$3,667,109	\$3,839,488	172,379
Institutional Support	2,017,786	3,159,290	\$1,634,176	\$1,631,036	(3,140)
Plant Operations	3,503,961	3,721,015	\$4,184,051	\$4,104,718	(79,333)
Student Financial Assistance	238,527	715,798	\$238,527	\$238,527	-
Sponsored Programs	<u>22,168,374</u>	<u>18,609,523</u>	<u>\$21,500,000</u>	<u>\$21,500,000</u>	<u>-</u>
Total Expenditures	\$41,680,784	\$41,612,005	\$40,420,146	\$41,632,199	1,212,053

**VIRGINIA INSTITUTE OF MARINE SCIENCE
2011-12 OPERATING BUDGET SUMMARY**

	2009-2010 Actual	2010-2011 Actual	Board Approved 2011-2012 Budget	Estimated 2011-2012 Budget	Year to Date Through 3/31/2012
REVENUE					
General Fund	\$17,776,971	\$18,576,281	\$16,688,654	\$16,688,654	\$13,106,580
Nongeneral Funds					
Educational/General	1,735,439	1,759,741	\$1,811,188	\$1,811,188	1,495,625
Stimulus	0	2,704,790	\$0	\$420,304	420,304
Sponsored Programs	<u>22,168,374</u>	<u>18,609,523</u>	<u>\$21,500,000</u>	<u>\$21,500,000</u>	<u>14,759,582</u>
Total Revenue	\$41,680,784	\$41,650,335	\$39,999,842	\$40,420,146	\$29,782,091
EXPENDITURES					
Instruction	\$1,441,027	\$1,394,266	\$1,630,070	\$1,630,070	\$1,087,380
Research and Advisory Services	8,188,604	9,431,887	\$7,566,213	\$7,566,213	5,923,795
Academic Support	4,122,504	4,580,226	\$3,634,904	\$3,667,109	3,261,944
Institutional Support	2,017,786	3,159,290	\$1,544,128	\$1,634,176	2,513,250
Plant Operations	3,503,961	3,721,015	\$3,886,001	\$4,184,051	2,931,692
Student Financial Assistance	238,527	715,798	\$238,527	\$238,527	191,500
Sponsored Programs	<u>22,168,374</u>	<u>18,609,523</u>	<u>\$21,500,000</u>	<u>\$21,500,000</u>	<u>14,759,582</u>
Total Expenditures	\$41,680,784	\$41,612,005	\$39,999,842	\$40,420,146	\$30,669,141



Investment Portfolio Evaluation For
Periods Ending March 31, 2012:



Board of Visitors Endowment



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Section

- I. Executive Summary

- II. Equity Sector Review

- III. Fixed Income Sector Review

- IV. Capital Markets Review

- V. Green Fund Update

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

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Index Name	3 Months	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	8.8	10.2	23.6	4.2	5.0
NASDAQ Composite	19.0	12.4	27.7	6.0	6.1
S&P 500	12.6	8.5	23.4	2.0	4.1
Russell 1000	12.9	7.9	24.0	2.2	4.5
Russell 1000 Value	11.1	4.8	22.8	(0.8)	4.6
Russell 1000 Growth	14.7	11.0	25.3	5.1	4.3
Russell Midcap	12.9	3.3	29.1	3.0	7.9
Russell Midcap Value	11.4	2.3	29.2	1.3	8.0
Russell Midcap Growth	14.5	4.4	29.2	4.4	6.9
Russell 2000	12.4	(0.2)	26.9	2.1	6.5
Russell 2000 Value	11.6	(1.1)	25.4	0.0	6.6
Russell 2000 Growth	13.3	0.7	28.4	4.2	6.0
Russell 3000	12.9	7.2	24.3	2.2	4.7
MSCI EAFE Index	11.0	(5.3)	17.7	(3.0)	6.2
MSCI World Index	11.7	1.1	20.9	(0.1)	5.3
MSCI EM (EMERGING MARKETS)	14.1	(8.5)	25.4	5.0	14.5
MSCI FM (FRONTIER MARKETS)	5.6	(8.9)	13.2	N/A	N/A
Barclays Capital U.S. Aggregate	0.3	7.7	6.8	6.3	5.8
Barclays Capital U.S. Government/Credit	0.1	8.5	7.1	6.3	5.9
Barclays Capital Intermediate U.S. Government/Credit	0.6	6.1	5.9	5.7	5.3
Barclays Capital Municipal Bond	1.8	12.1	7.7	5.4	5.5
BofA Merrill Lynch Convertible Securities	9.9	0.4	21.1	4.4	6.3
BofA Merrill Lynch High Yield Master	5.1	5.7	23.4	7.7	8.9
Citigroup World Government Bond Index	(0.5)	5.1	6.2	6.8	7.9
JPM EMBI Global Diversified	4.3	10.9	16.2	8.3	10.5
Citigroup 3-month T-bill	0.0	0.1	0.1	1.1	1.8
HFRI Fund of Funds Composite Index	3.4	(3.4)	4.6	(0.7)	3.5
CS Tremont Managed Futures Index	(0.7)	(3.8)	0.9	5.6	7.3
Wilshire REIT	10.8	13.4	44.7	(0.7)	10.4
Dow UBS Commodity Index	0.9	(16.3)	9.1	(2.8)	5.5

Data Sources: Zephyr StyleAdvisor & Barclay's Capital

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After a strong finish to 2011, the equity capital markets surged across the board to nearly double-digit gains in every sector. Despite the relief from sovereign debt issues, the sharp upward move (S&P 500 +12.6%) was surprising given the continued macroeconomic and geopolitical environment with rising gas prices, tensions in the Middle East, fears over a slower-than-expected growth in China, a weak real estate market, and still high, but improving, employment picture. After a strong year in 2011 for corporate earnings and slight improvement in many major economic indicators in 2012, it appears that investors are being rewarded for their patience and reacting positively to marginally better news.

Except for the Dow, each of the major equity market indices opened 2012 with double-digit first quarter gains. Financials led the way with a gain of 22.0% followed closely by technology (+21.5%), and consumer discretionary (+16.0%). The international indices also started 2012 quickly but the weight of fiscal austerity has begun to take its toll in Europe and therefore in the MSCI EAFE which fell 3.1% in March but ended the quarter up 11.0%. Emerging markets declined 3.3% in March but is up 14.1% year-to-date.

While US Treasury yields moved higher throughout March, they still remain low (10-year at 2.21% at March-end) and the Fed Funds Rates will stay between 0-0.25% until at least 2014 according to the Fed. The recent rise was due to a lack of negative headlines in Europe and the perception of a strengthening domestic economy. TIPS (+86 bps) were the only instruments of the US Treasury to record gains for the quarter. The banking sector was bolstered by the release of the Fed's stress test results in which 19 banks submitted plans describing their strategies for managing their capital. Mortgage-backed and asset-backed securities recorded first quarter gains. Priceline.com issued \$875 million in convertible bonds in March which resulted in an upgrade by S&P from BBB- to BBB with a stable outlook which is good news for the dwindling investment-grade convertible universe. High yield and emerging market debt have also done well in 2012. Municipal yields rose for the quarter but most states are in better condition this year than in year's past and the outlook for the sector is positive.

Total Portfolio: *The William & Mary Board of Visitors (BOV) Endowment* gained 8.1% for the 1st quarter, ahead of the target benchmark return of 7.2%. While the fiscal year-to-date number is positive at 0.6% gain but trails the benchmark's return of 4.0%. Additional funds (\$9.25 million) were added during the quarter and they have been deployed. The current overall portfolio asset allocation is in line with policy targets at quarter-end though the committee may be considering changing some of the limits in the near future.

Domestic Equity: Despite an 8.4% gain for the 1st quarter, *Aletheia Large Cap Growth* underperformed the Russell 1000 Growth which gained 14.7%. The portfolio maintains a 19% weighting to materials whereas the benchmark's weighting is 5.2%. Information technology is underweight. Neither stock selection nor allocation selection have helped the portfolio. Longer term results are not as strong from a relative standpoint. Members of The Optimal Service Group met with representatives from the firm in the 1st quarter to discuss performance. They maintain their conviction in the names within the portfolio.

The *Wells Fargo Advantage Discovery* fund (Mid Cap Growth) exceeded its benchmark, the Russell MidCap Growth Index, for the quarter (17.4% vs. 14.5%) and maintained a strong outperformance over the 12-month period ending March 31, 2012 (7.1% vs. 4.4%). Stock selection in eight of nine sectors in which the fund was invested provided positive contribution. Industrials, especially machinery, aerospace and defense areas, as well as the cloud-computing, virtualization, and mobility products within the information technology sector were the strongest contributors for the fund. The fund was also underweight to financials which proved helpful. The team has experienced some personnel turnover that we are reviewing.

Despite a strong absolute return, the *Artisan Mid Cap Value* portfolio trailed the benchmark for the 1st quarter of 2012 (9.4% vs. 11.4%). March proved to be challenging as the fund has slight overweight to energy which

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suffered due to a pull back on the price of crude oil and natural gas. Cimarex Energy, Southwestern Energy, and ENSCO were among the names that detracted from relative performance.

International Equity: The committee elected to terminate the Delaware International Value strategy and hire **Dodge & Cox International**. This transaction occurred in mid-February. While the portfolio did not hold the new fund for the entire quarter, it did add value over the benchmark for the time period it was held. In general, the areas of the market that were hit the hardest in 2011 rebounded the most during the first quarter. For example, Financials, the second-worst performing sector of the market in 2011, was the second-best performing sector of the market during the first quarter. The fund's holdings in financials, particularly emerging market financials, helped the fund. In aggregate, these holdings delivered an overall gain of 25% compared to the index's 16% gain. Materials were another strong area for the fund with a gain of 28% within the strategy compared to the index's gain of 12%.

Artio International fund gained 11.9% for the quarter, compared to the MSCI EAFE's gain of 11.0%. The fund's overweight to consumer discretionary was a positive contributor to performance. The fund continues to maintain an underweight position to Japan but has begun increasing exposure. After the one year anniversary of the tsunami, many companies are regaining production capabilities. This coupled with a weakened yen is making export-centric firms look very appealing. Russia was the best emerging market country performer for the fund.

The **State Street Global Emerging Markets** fund generated a gain of 13.5% for the quarter which was slightly behind the benchmark's gain of 14.1%. Michael Ho was assigned as the new CIO of Emerging Markets Equities for the firm. He replaces Brad Aham and will support SSgA's Advanced Research Center. Because the strategy is managed by a team approach with experienced professional, we do not feel this change is significant.

Domestic Fixed Income: The **PIMCO Total Return** fund outperformed the Barclays US Aggregate Index by 260 bps. It generated a gain of 2.9% vs. 0.3% for the index. For the fiscal year-to-date, the fund is slightly behind the benchmark with a 4.1% gain compared to 5.3%.

The **Pioneer Strategic Income** fund gained 4.0% for the 1st quarter, significantly outpacing the benchmark. Its fiscal year-to-date number matches PIMCO at 4.1%. While both funds have performed well, the benchmark 3rd quarter of 2011 returns have proved difficult to beat. The unexpected rally in US Treasuries after the downgrade was announced caught many managers off guard as most maintained an underweight to Treasuries.

International Fixed Income: The **GMO Global Bond Strategy** returned a gain of 0.5% during the quarter while the Citigroup World Government Bond Index posted a loss of 0.5%.

The **GMO Emerging Country Debt Strategy** returned a strong 9.1% in the quarter, ahead of the J.P. Morgan Emerging Market Bond Index Global return of 4.3%. The fiscal year-to-date and longer time periods remain strong for both of these funds.

Alternatives: The overall alternative portfolio gained 2.5% for the 3 month period, ending February 29, 2012 compared to the HFRI's gain of 2.7%. The overall allocation to alternatives is now approaching the maximum range.

1 Annualized

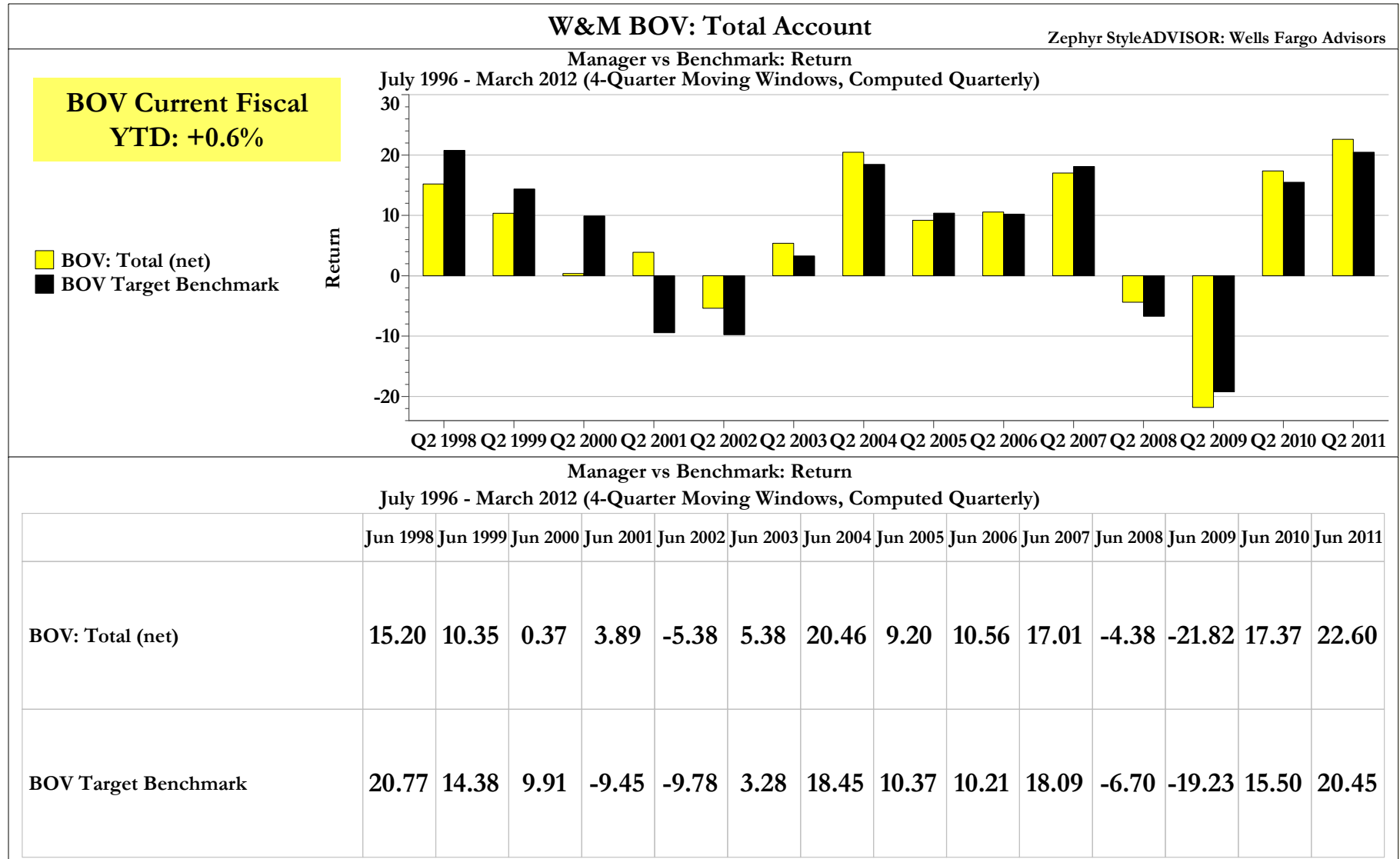
	1q12	FYTD	One Year	Three Years ¹	Five Years ¹	Changes (1/1/03)	Incept (Mgr) ²	Incept Bench ²
Total BOV Account	8.1	0.6	0.8	18.7	2.7	8.3	7.2	7.0
Target Benchmark²	7.2	4.0	5.2	18.6	2.7	8.1		
Blackrock: Large Cap Value	11.6	(0.9)	1.1	17.8	(1.1)	--	1.0	1.9
Russell 1000 Value	11.1	5.3	4.8	22.8	(0.8)	--		
Aletheia: Large Cap Growth	8.4	(3.2)	(6.4)	19.1	--	--	(4.3)	3.6
Russell 1000 Growth	14.7	10.2	11.0	25.3	--	--		
Wells Fargo: Mid Cap Growth	17.4	7.6	7.1	31.9	7.6	--	7.9	4.9
Russell MidCap Growth	14.5	2.8	4.4	29.2	4.4	--		
Artisan Mid Cap Value	9.4	5.5	5.6	--	--	--	26.2	29.2
Russell MidCap Value	11.4	3.0	2.3	--	--	--		
Royce: Small-Cap	17.4	(0.2)	(4.1)	36.7	2.6	12.6	12.6	10.1
Russell 2000	12.4	1.5	(0.2)	26.9	2.1	10.1		
Dodge & Cox (previously Delaware)	6.2	(5.7)	(1.9)	14.9	(3.4)	8.7	6.5	4.4
Artio Int'l Growth	11.9	(14.1)	(14.4)	--	--	--	12.0	17.7
MSCI EAFE	11.0	(7.0)	(5.3)	17.7	(3.0)	8.7		
State Street: Emerging Markets	13.5	(7.8)	(9.5)	24.2	2.6	16.6	16.6	17.9
MSCI EM (Emerging Markets)	14.1	(7.6)	(8.5)	25.4	5.0	17.9		
PIMCO Total Return Fund	2.9	4.1	6.0	--	--	--	7.1	6.5
Pioneer Strategic Income	4.0	4.1	5.1	--	--	--	7.1	6.5
Barclays Capital U.S. Aggregate	0.3	5.3	7.7	6.8	6.3	--		
GMO: Global Fixed Inc	0.5	3.8	7.2	15.3	5.2	6.7	6.7	6.3
Citigroup World Govt Bond Index	(0.5)	1.7	5.1	6.2	6.8	6.3		
GMO: Emerging Mkt Fixed Inc	9.1	10.9	14.3	28.7	9.3	14.4	14.4	10.5
JPM EMBI Global Diversified	4.3	6.8	10.9	16.2	8.3	10.5		
Combined Alternatives (1 mo lag)	2.5	(2.9)	(2.8)	--	--	--	1.6	1.4
HFRI FOFs Index (1 mo lag)	2.7	(2.3)	(3.6)	--	--	--		

2 Total BOV Account (7/1/96) = Target Benchmark; Blackrock Large Cap Value (5/1/06) = Russell 1000 Value; Aletheia Large Cap Growth (11/26/07) = Russell 1000 Growth; Wells Fargo MidCap (4/1/06) = Russell MidCap Growth; Artisan Mid Cap 5/26/09 = Russell MidCap Value; Royce (1/8/03) = Russell 2000; Delaware Int'l (7/1/96-2/12/12); Dodge & Cox (2/13/12) = MSCI EAFE; Artio Int'l (6/4/09) = MSCI EAFE; State Street Emerging Mkts (1/24/03) = MSCI Emerging Markets Free; PIMCO Total Return Fund and Pioneer Strategic Income Fund (11/3/09) = Barclays Capital US Aggregate; GMO Global Fixed (2/11/03) = Citi World Govt Bond Index; GMO Emerging Mkt Fixed (2/11/03) = JPM EMBI Global Diversified.

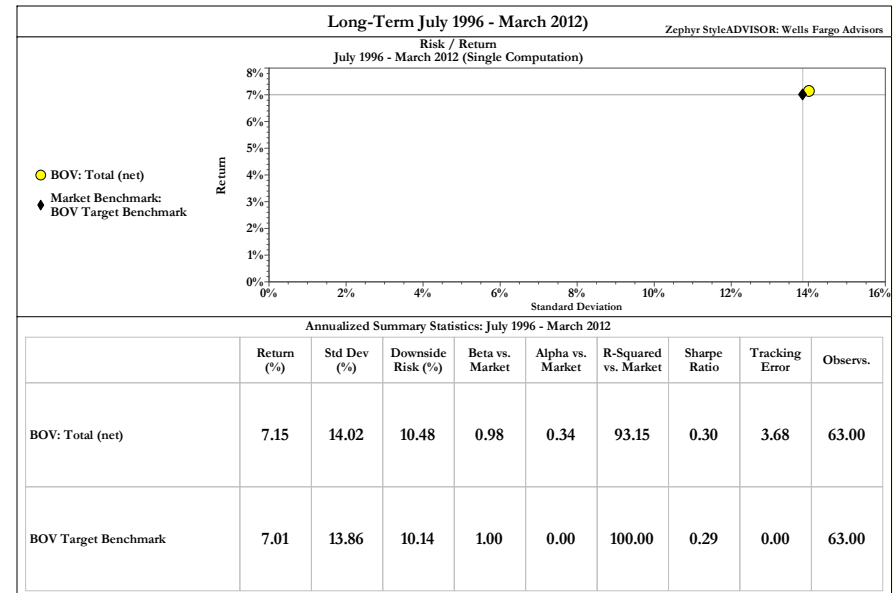
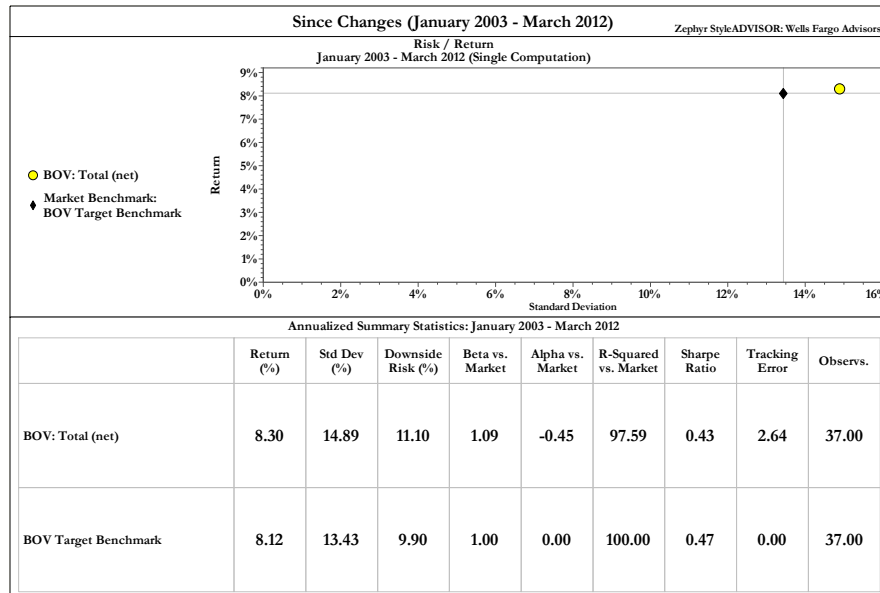
3 From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays Capital U.S. Aggregate, 5% Citi World Government Bond Index, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4%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

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

Performance is net of investment management fees

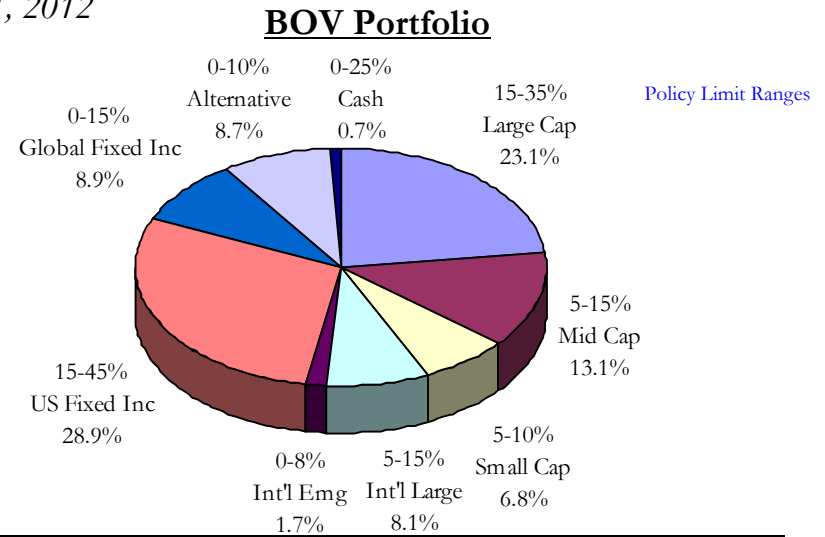
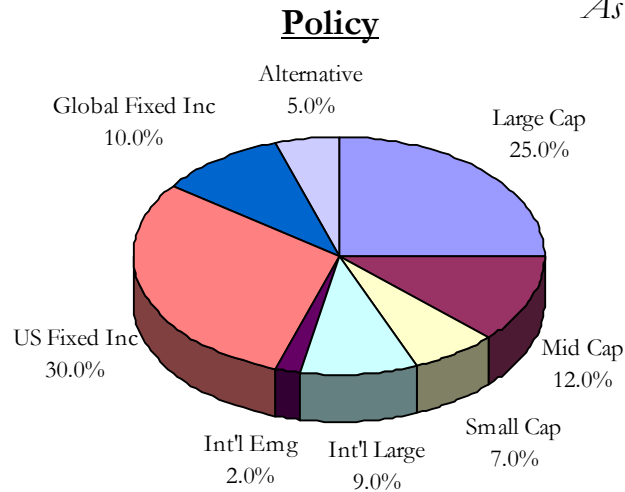


+ see footnote on previous page



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

As of March 31, 2012



Manager	Domestic Fixed Income	Global Fixed Income	Domestic Equity	Non-US Equity	Alternative	Cash Equiv.	Total
Aletheia	0	0	7,242,803	0	0	0	7,242,803
Blackrock	0	0	8,435,583	0	0	0	8,435,583
Dodge & Cox	0	0	0	2,744,101	0	0	2,744,101
Grantham, Mayo	0	6,052,634	0	0	0	0	6,052,634
Artisan MC	0	0	4,013,946	0	0	0	4,013,946
Artio Int'l	0	0	0	2,729,619	0	0	2,729,619
Royce & Associates	0	0	4,593,974	0	0	0	4,593,974
State Street Global Advisors	0	0	0	1,127,131	0	0	1,127,131
Pimco Total Return Fund	9,802,811	0	0	0	0	0	9,802,811
Pioneer Strategic Income	9,774,088	0	0	0	0	0	9,774,088
Wells Capital	0	0	4,886,334	0	0	0	4,886,334
Cash & Equivalents	0	0	0	0	0	504,611	504,611
Private Equity Partners II	0	0	0	0	5,673	0	5,673
Combined Alternatives	0	0	0	0	5,904,675	0	5,904,675
Total BOV Account	19,576,899	6,052,634	29,172,640	6,600,851	5,910,348	504,611	67,817,983
% of Total Fund	28.9%	8.9%	43.0%	9.7%	8.7%	0.7%	

* These values should not be considered as a replacement for actual reported financials. Values and transactions exclude PEP investments. Values and transactions taken from SunTrust monthly Trade Date statements for Aletheia, Blackrock, and Investment Funds accounts. Alternative values are taken from the monthly Wells Fargo Advisors statements.

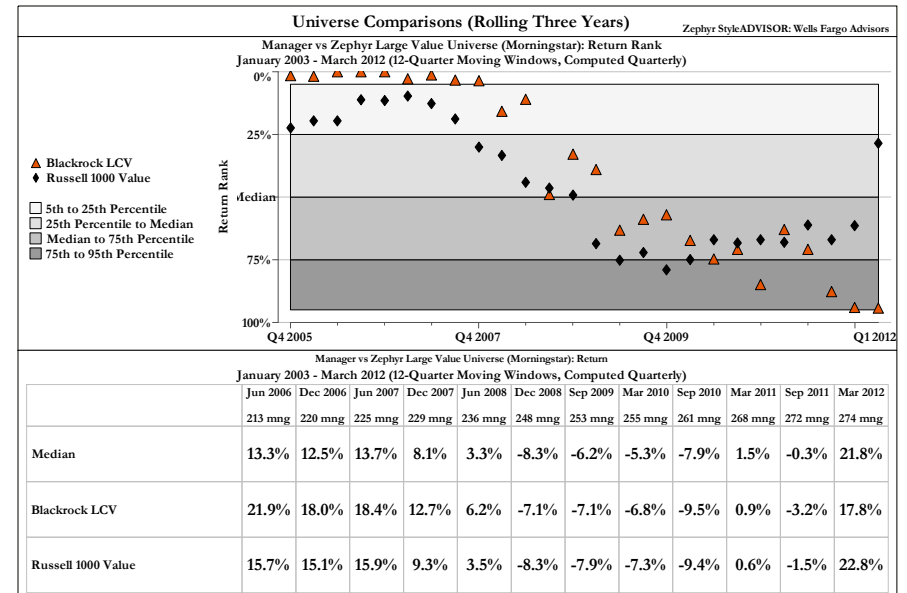
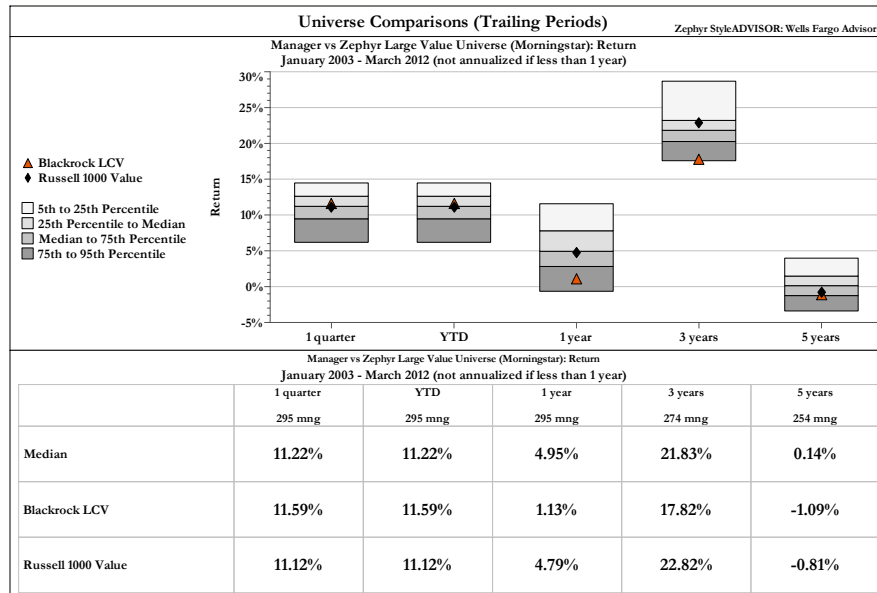
July 1, 2011 – March 31, 2012

	William & Mary BOV Endowment
6/30/11 Market Value	59,300,701
Net Additions/Withdrawals	8,245,581
Expenses	<u>(94,164)</u>
<i>Net Cash Flow</i>	<i>8,151,417</i>
Net Income	1,271,905
Net Realized Gain/(Loss)	177,486
Change Unrealized Gain/(Loss)	<u>(1,089,200)</u>
<i>Total Investment Gain/(Loss)</i>	<i>360,192</i>
3/31/12 Market Value	67,812,310

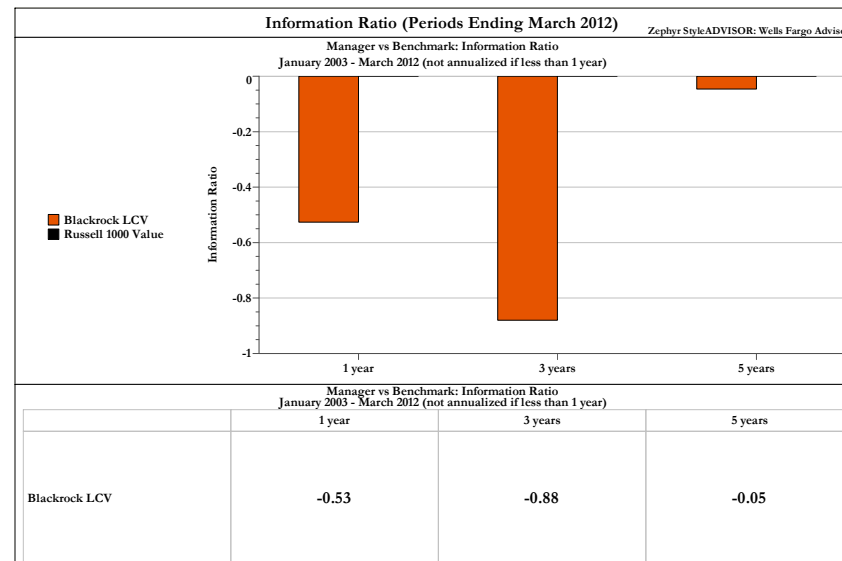
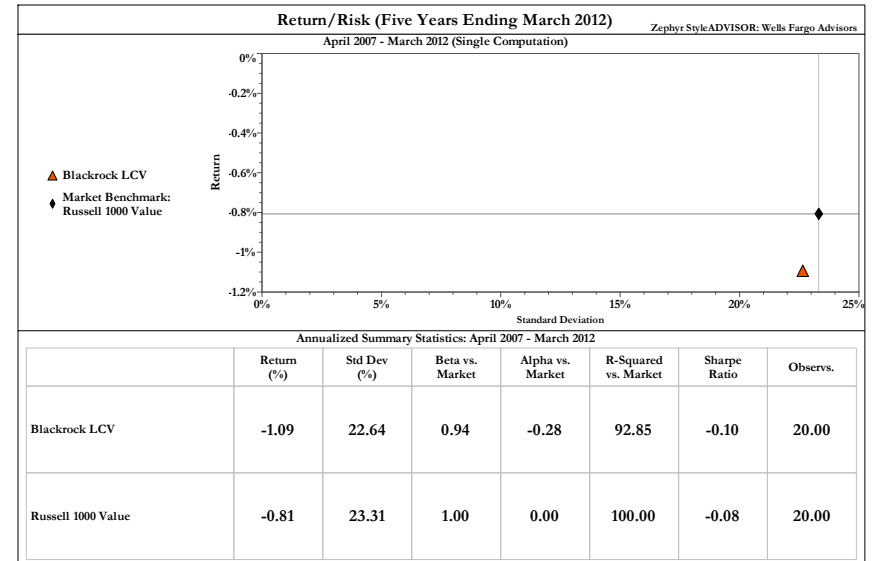
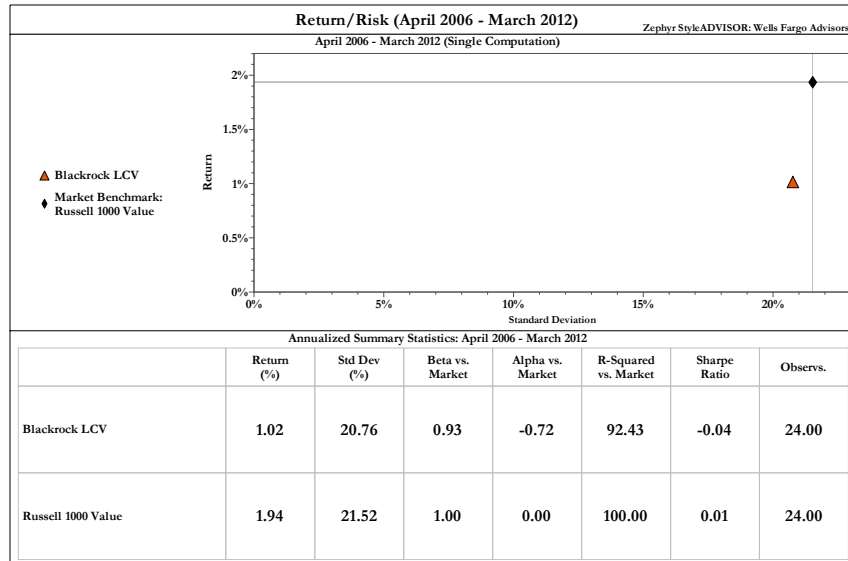
* These values should not be considered as a replacement for actual reported financials. Values and transactions exclude PEP investments. Values and transactions taken from SunTrust monthly Trade Date statements for Aletheia, Blackrock, and Investment Funds accounts. Alternative values are taken from the monthly Wells Fargo Advisors statements.

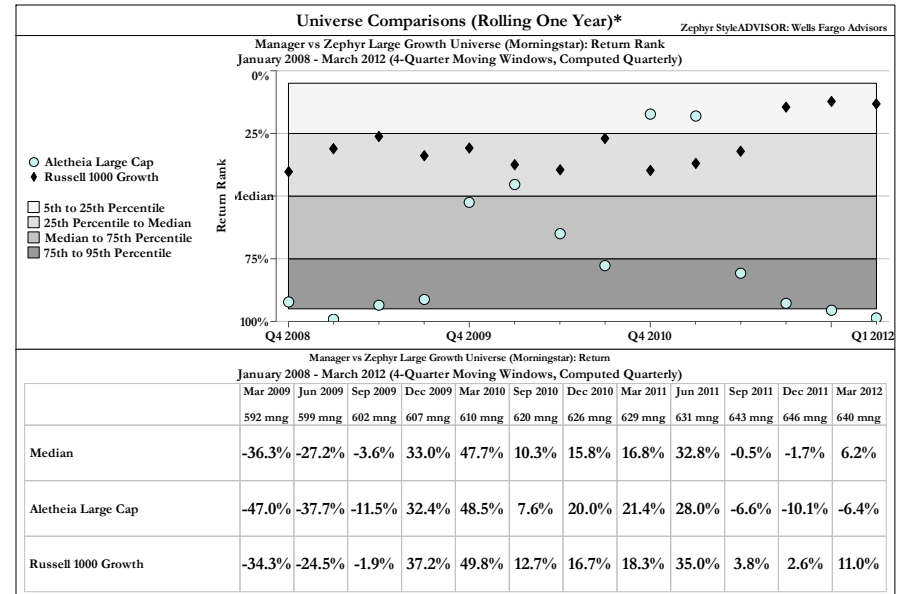
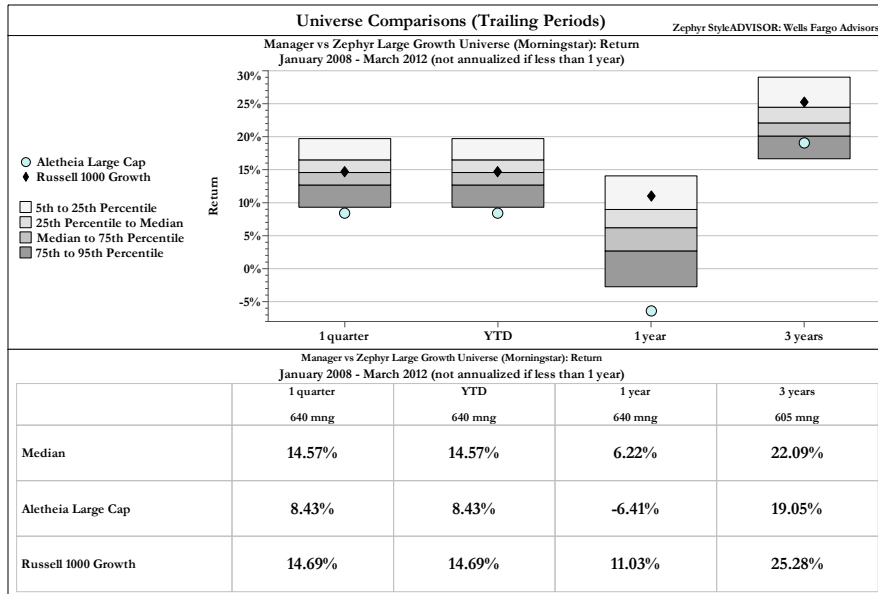
II. Equity Sector (Large-Cap Value*)

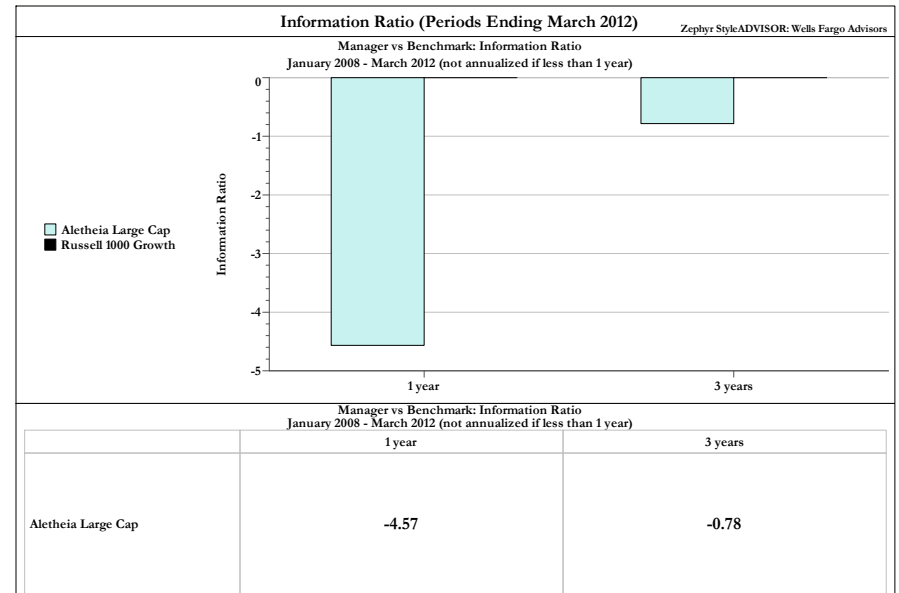
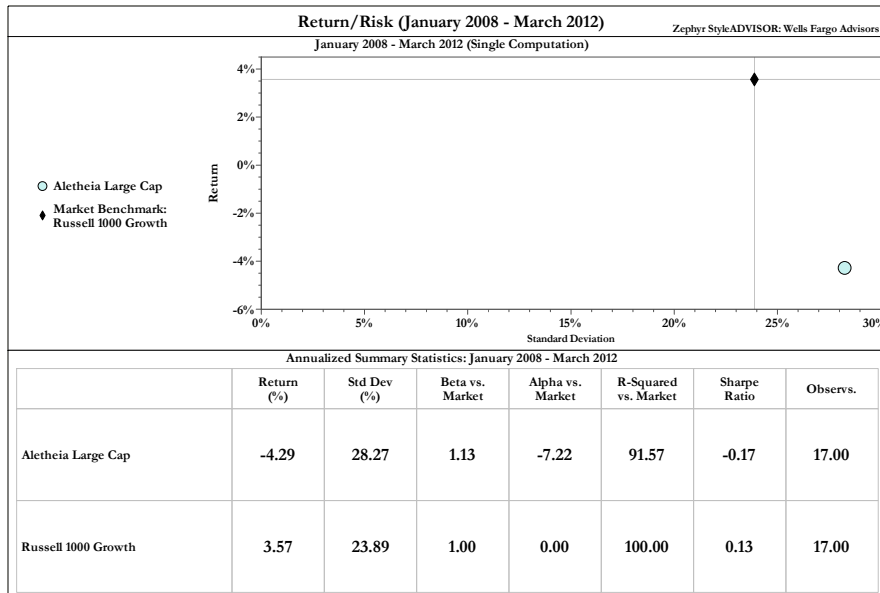
Periods Ending March 31, 2012 - Performance



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







Characteristic	Blackrock	Aletheia	Combined BOV		Over/(Under) Weight
			Large-Cap	S&P 500	
Median Cap (\$MM)	6,940	15,520	10,904	12,300	(1,396)
Avg Cap (\$MM)	41,120	65,050	52,175	109,350	(57,175)
Yield (%)	1.89	1.11	1.53	2.04	(0.51)
P/E Ratio	12.52	16.12	14.18	17.82	(3.64)
Price / Book	1.73	4.16	2.85	3.68	(0.83)
Beta (specific benchmark)	0.93	1.18	1.05	1.00	
R ² (specific benchmark)	0.92	0.74	0.84	1.00	
# of Stocks	101	67	168	500	

Blackrock

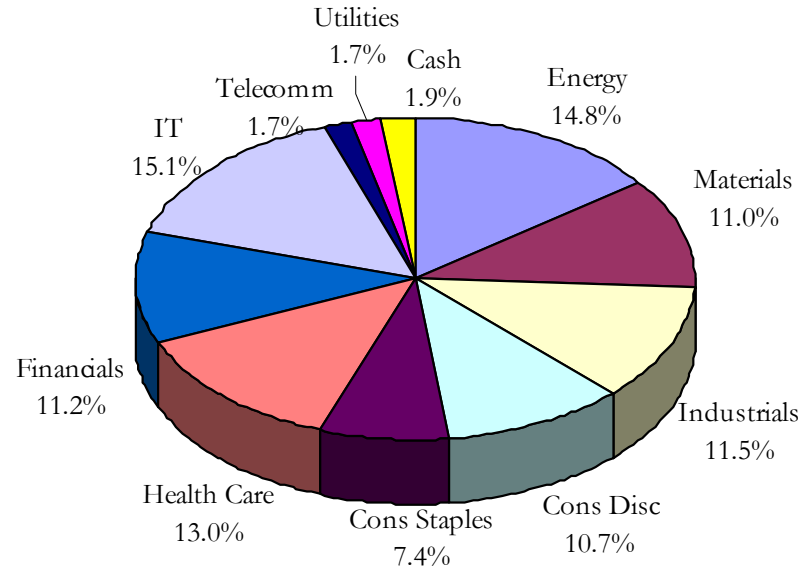
Top Ten Equity Holdings	% of Portfolio
CHEVRON	3.2
CONOCOPHILLIPS	2.4
UNITEDHEALTH GP.	1.9
PFIZER	1.6
ELI LILLY	1.4
MARATHON OIL	1.4
GENERAL DYNAMICS	1.4
AETNA	1.3
CBS 'B'	1.3
DISCOVER FINANCIAL SVS.	1.3

Aletheia

Top Ten Equity Holdings	% of Portfolio
INTERNATIONAL BUS.MCHS.	3.8
COCA COLA	3.4
SUNCOR ENERGY	3.1
BARRICK GOLD	3.0
NOVAGOLD RESOURCES	2.9
FREEPORT-MCMOR.CPR.& GD.	2.9
MOLYCORP	2.9
MCDONALDS	2.8
EXXON MOBIL	2.7
APPLE	2.7

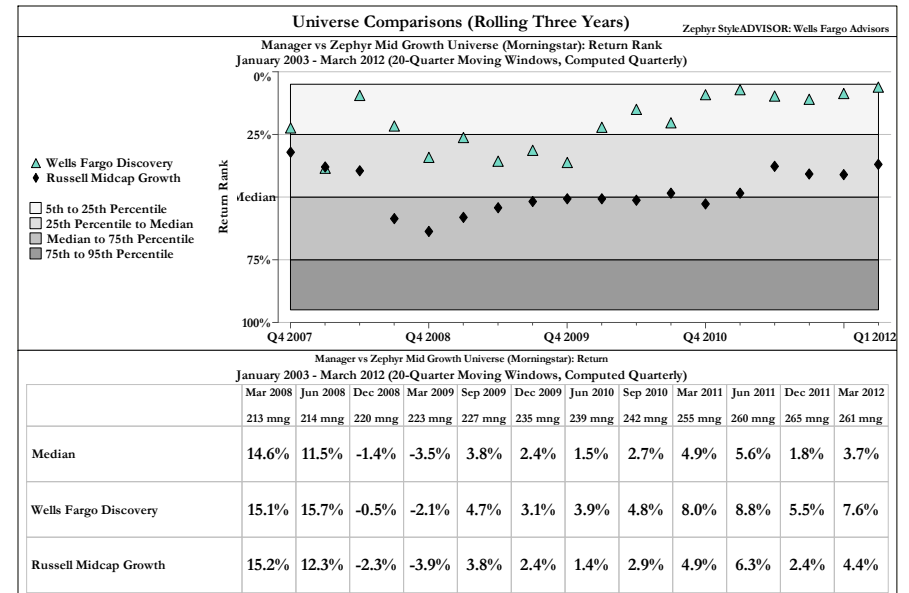
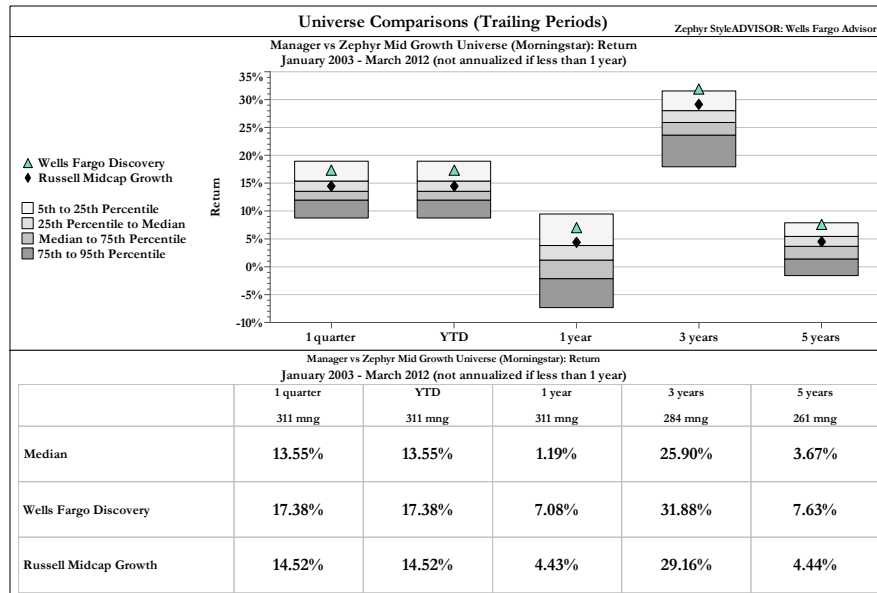
Data Source: Blackrock, Aletheia, InvestorForce

Combined BOV Large-Cap Sector Distribution

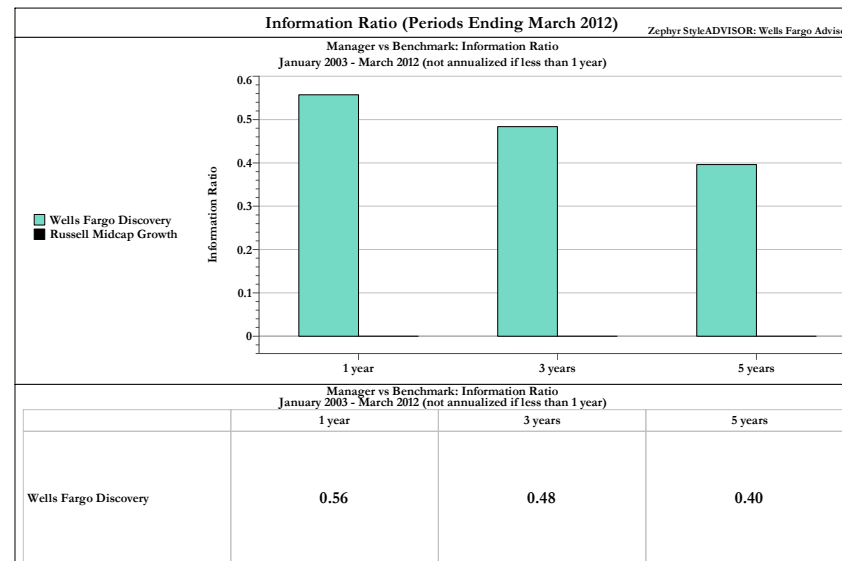
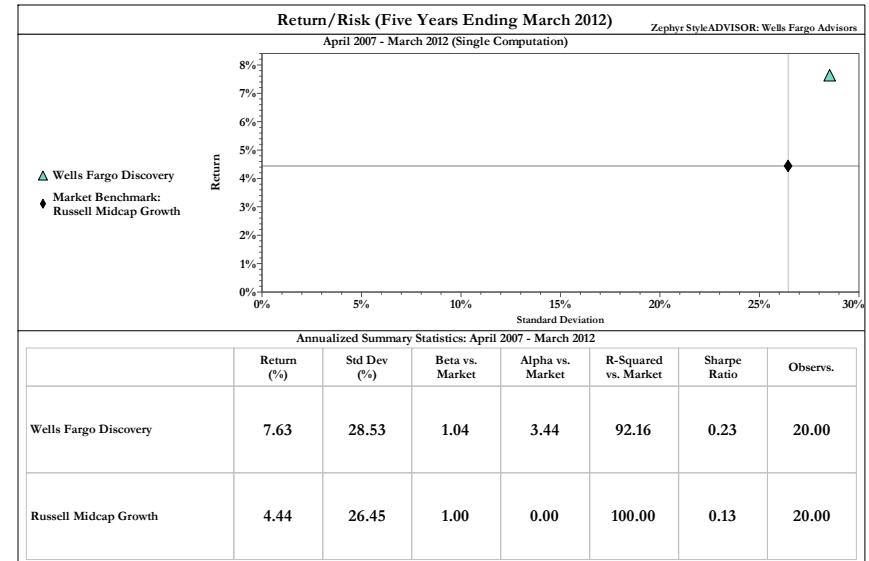
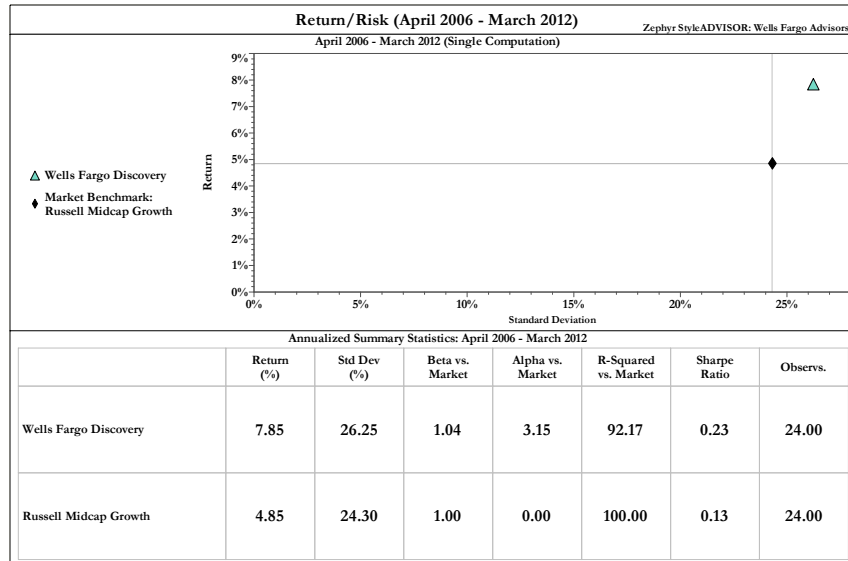


	Blackrock Weight	Aletheia Weight	Combined BOV Large-Cap	S&P 500 Weight	Over / (Under) Weight
Energy	13.6%	16.3%	14.8%	11.2%	3.6%
Materials	4.2%	19.0%	11.0%	3.5%	7.5%
Industrials	15.6%	6.8%	11.5%	10.6%	0.9%
Consumer Discretionary	9.1%	12.5%	10.7%	10.9%	-0.2%
Consumer Staples	5.0%	10.1%	7.4%	10.8%	-3.4%
Health Care	15.2%	10.5%	13.0%	11.4%	1.6%
Financials	16.7%	4.8%	11.2%	14.9%	-3.7%
Information Technology	15.0%	15.2%	15.1%	20.5%	-5.4%
Telecomm Service	1.9%	1.4%	1.7%	2.8%	-1.1%
Utilities	3.1%	0.0%	1.7%	3.4%	-1.7%
Cash & Equiv	0.60%	3.40%	1.9%	0.0	1.9%

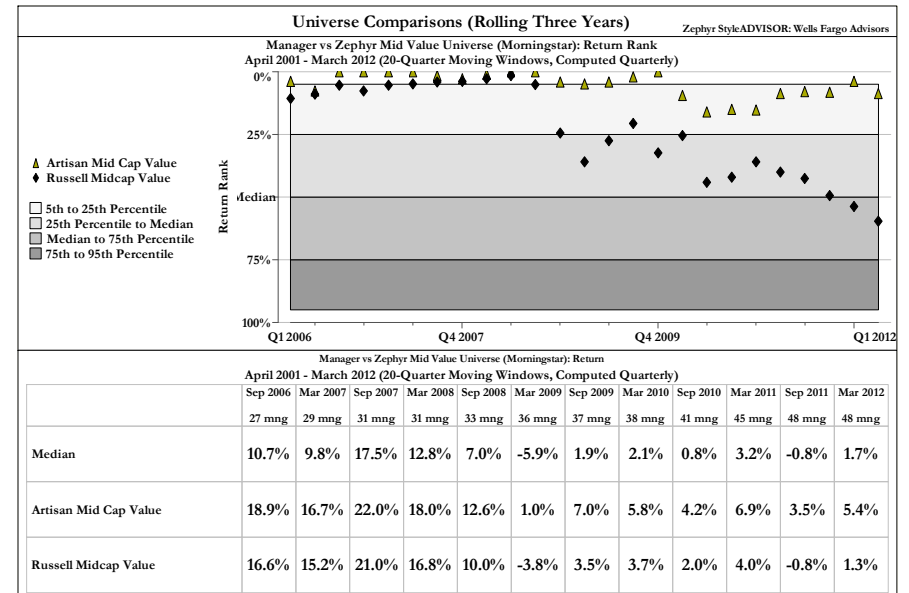
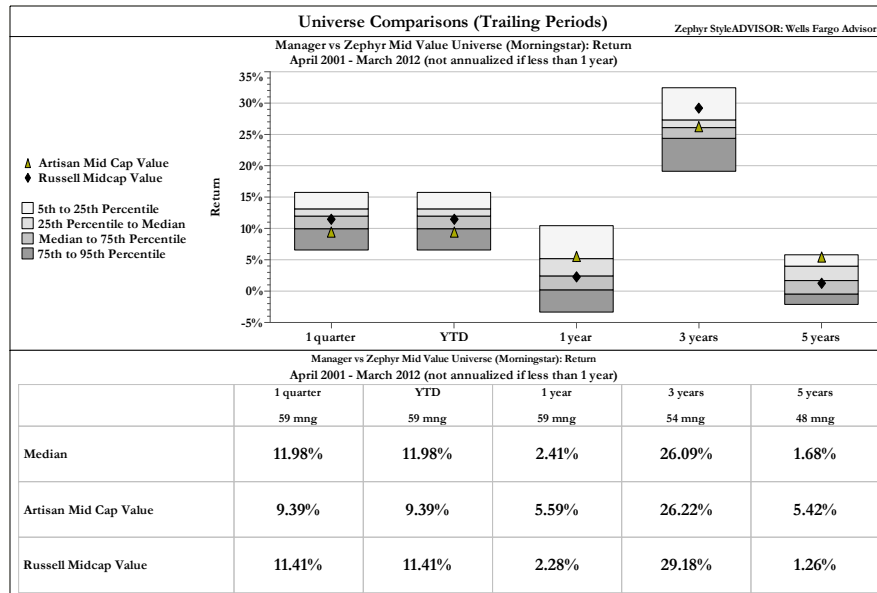
Data Source: Blackrock, Aletheia, InvestorForce



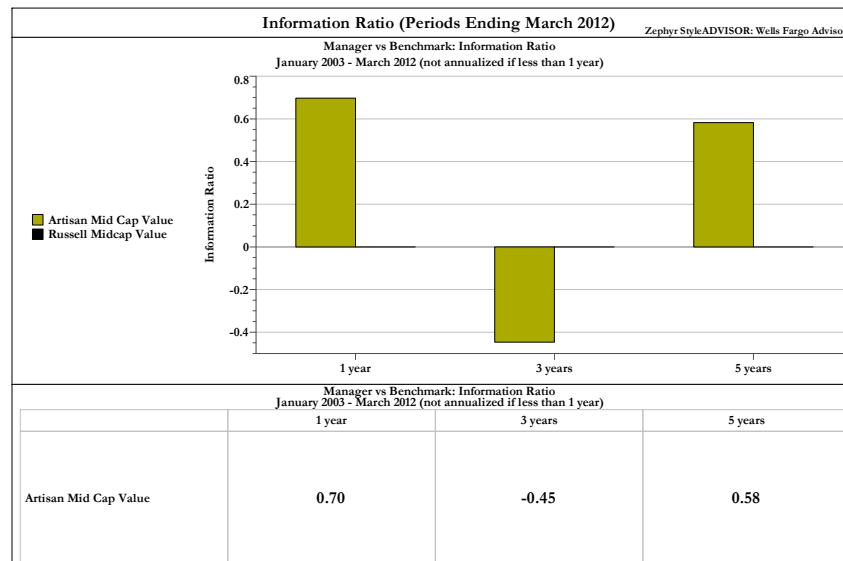
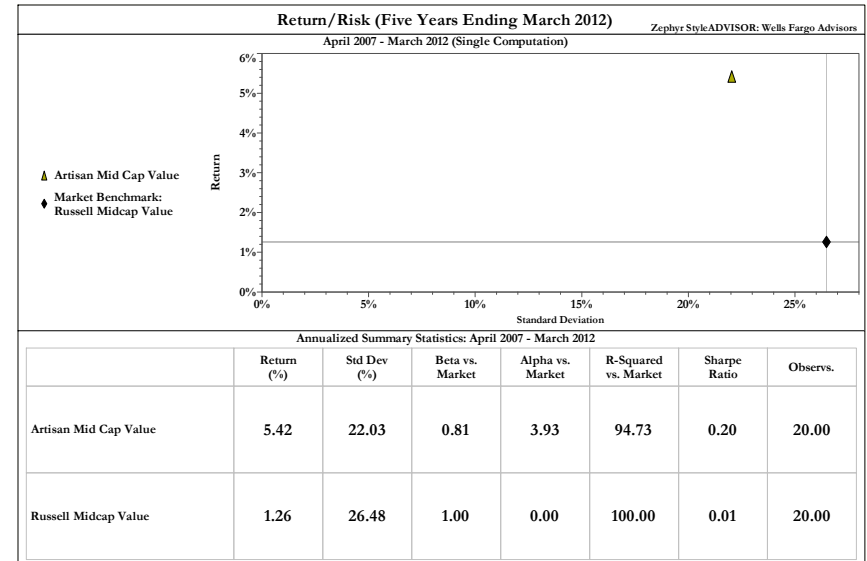
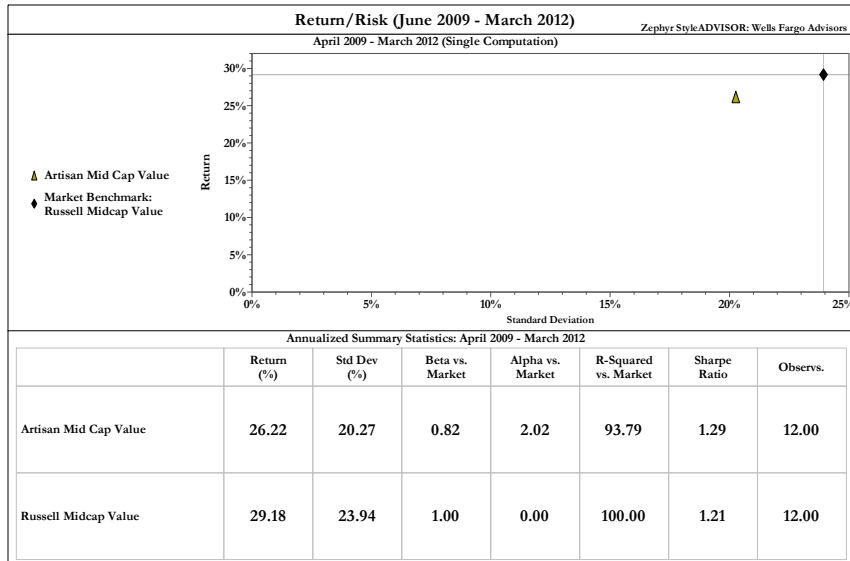
* Please note that we have linked Wells' composite historical returns for periods prior to 4/1/06 with BOV actual results starting with the 2nd quarter of 2006.



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



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



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

Characteristic	Wells	Artisan	Combined BOV Mid-Cap	Russell Mid- Cap	Over/(Under) Weight
Avg Cap (\$MM)	4,460	7,800	5,966	8,660	(2694)
Yield (%)	0.00	0.56	0.25	1.52	(1.27)
P/E Ratio	28.25	12.20	21.01	18.76	2.25
Price / Book	3.94	1.90	3.02	3.11	(0.09)
5 yr EPS Growth (%)	18.67	7.23	13.51	9.31	4.20
# of Stocks	86	56	142	779	

Wells Fargo

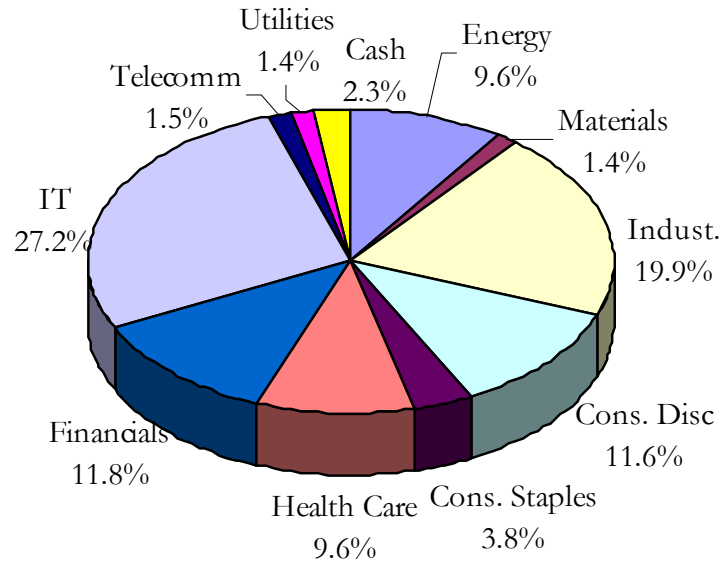
TEN LARGEST HOLDINGS	% of Portfolio
Kansas City Southern	2.7
Airgas Incorporated	2.6
TransDigm Group Incorporated	2.4
Gartner Incorporated	2.2
SBA Communications Corp	1.9
Broadsoft Incorporated	1.9
Monster Beverage Corporation	1.7
Chart Industries Incorporated	1.6
Fortinet Incorporated	1.6
Alexion Pharmaceuticals Inc	1.6

Artisan Partners

Top Ten Equity Holdings	% of Portfolio
Avnet Inc	3.0
The Progressive Corp	2.7
Arrow Electronics Inc	2.7
Cimarex Energy Co	2.7
Alleghany Corp	2.6
The Western Union Co	2.4
Ingram Micro Inc	2.3
Analog Devices Inc	2.3
Cigna Corp	2.3
Jacobs Engineering Group Inc	2.3

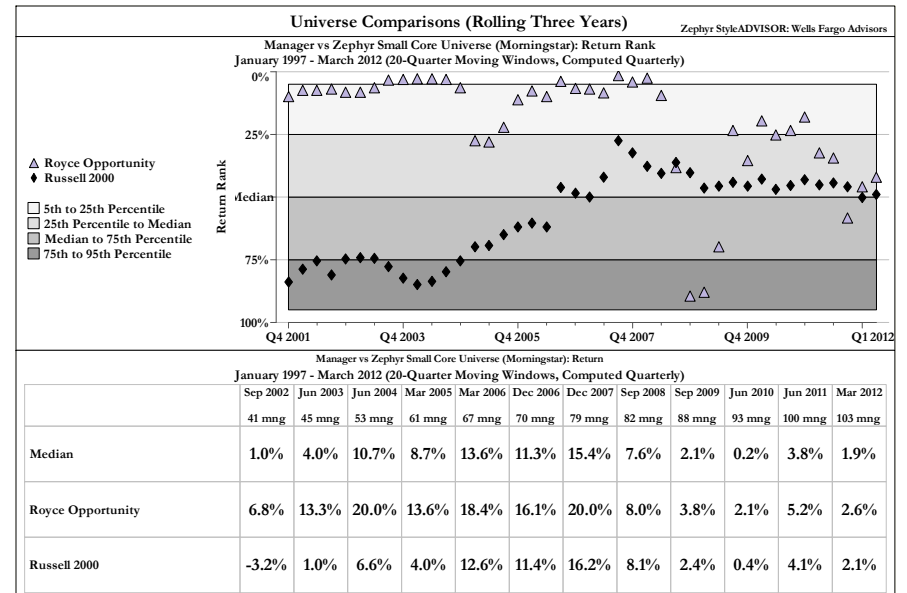
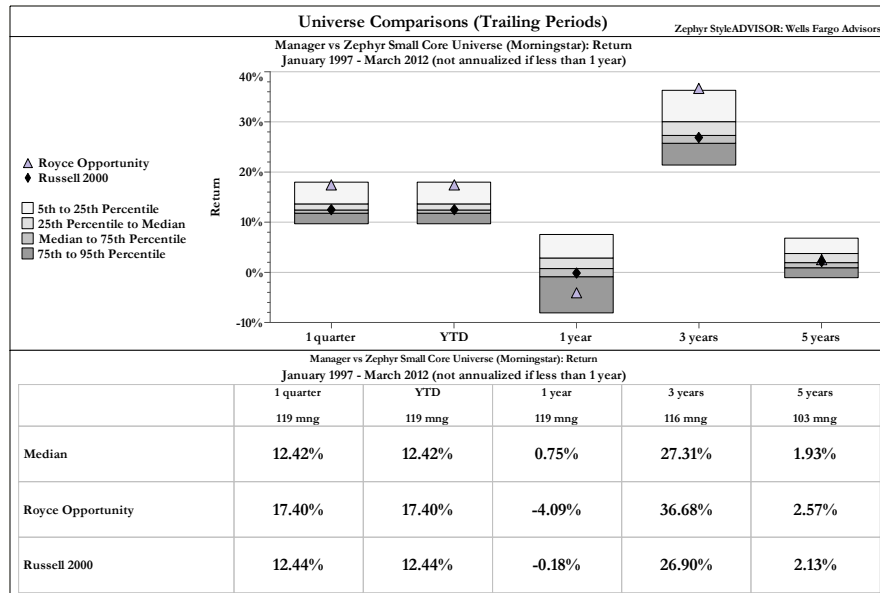
Data Source: Wells Fargo, Artisan, InvestorForce

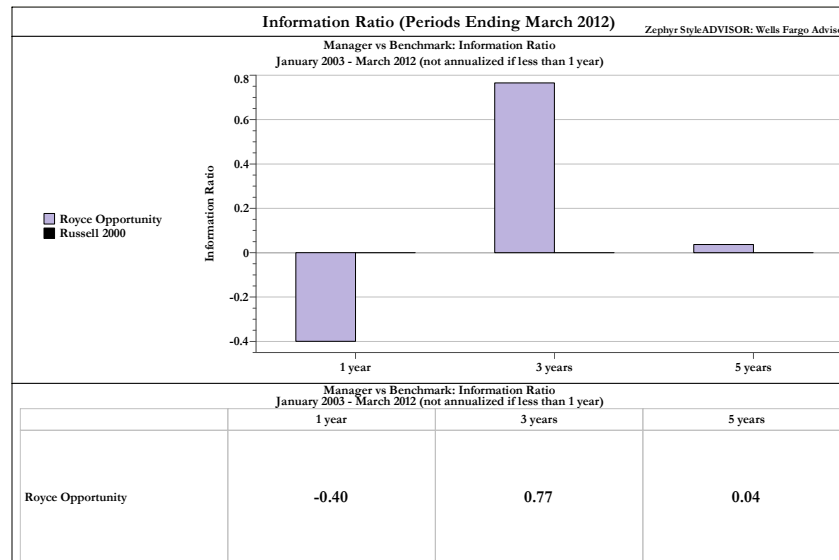
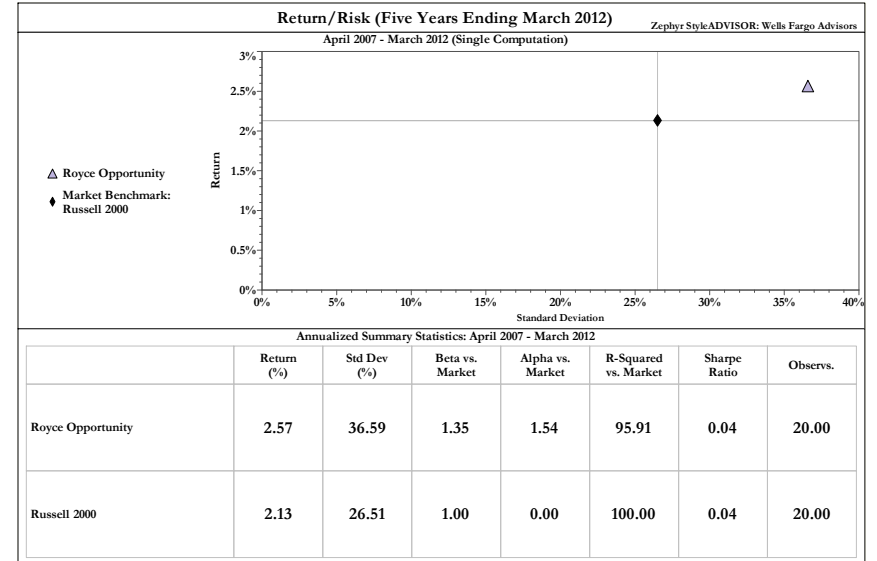
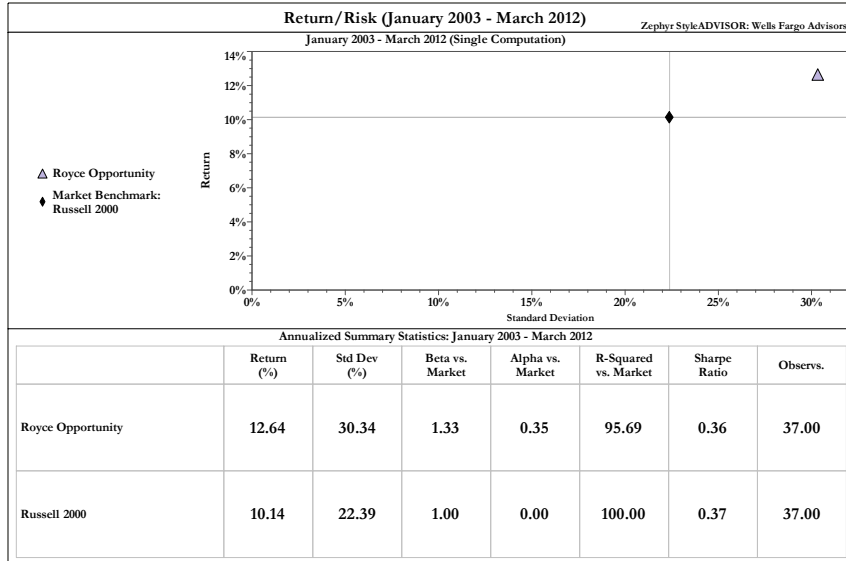
BOV Mid-Cap Sector Distribution



	Wells Fargo Weight	Artisan Weight	Combined BOV Mid-Cap	Russ Mid-Cap Weight	Over / (Under) Weight
Energy	9.4	9.8	9.6	7.5	2.1
Materials	2.5	0.0	1.4	6.6	(5.2)
Industrials	19.8	20.0	19.9	12.9	7.0
Consumer Discretionary	14.5	8.0	11.6	16.2	(4.6)
Consumer Staples	2.7	5.1	3.8	6.3	(2.5)
Health Care	15.0	3.1	9.6	9.7	(0.1)
Financials	3.5	22.0	11.8	19.5	(7.7)
Information Technology	25.7	28.9	27.2	13.7	13.5
Telecomm Service	2.8	0.0	1.5	1.2	0.3
Utilities	0.0	3.0	1.4	6.5	(5.1)
Cash	4.1	0.0	2.3	0.0	2.3

Data Source: Wells Fargo, Artisan, InvestorForce



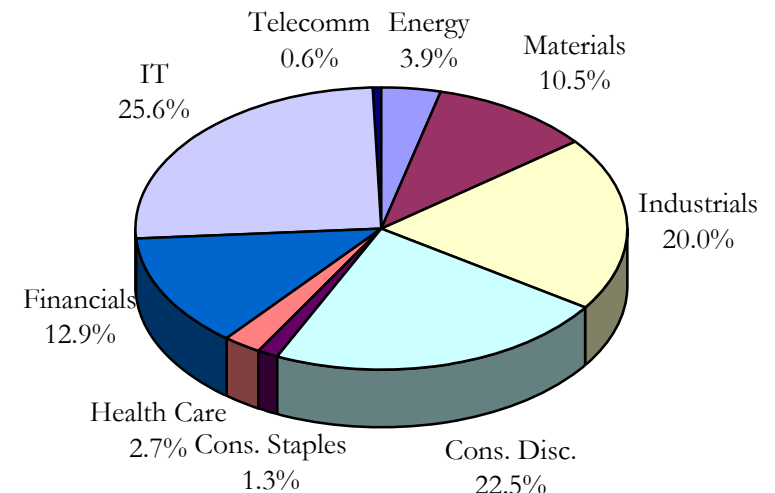


Top Ten Equity Holdings	% of Portfolio
Trex Company	0.8%
La-Z-Boy	0.8%
Toll Brothers	0.8%
Cost Plus	0.7%
Louisiana-Pacific Corporation	0.7%
The Jones Group	0.7%
LaSalle Hotel Properties	0.7%
Collective Brands	0.7%
Orient-Express Hotels Cl. A	0.7%
Kaiser Aluminum	0.7%

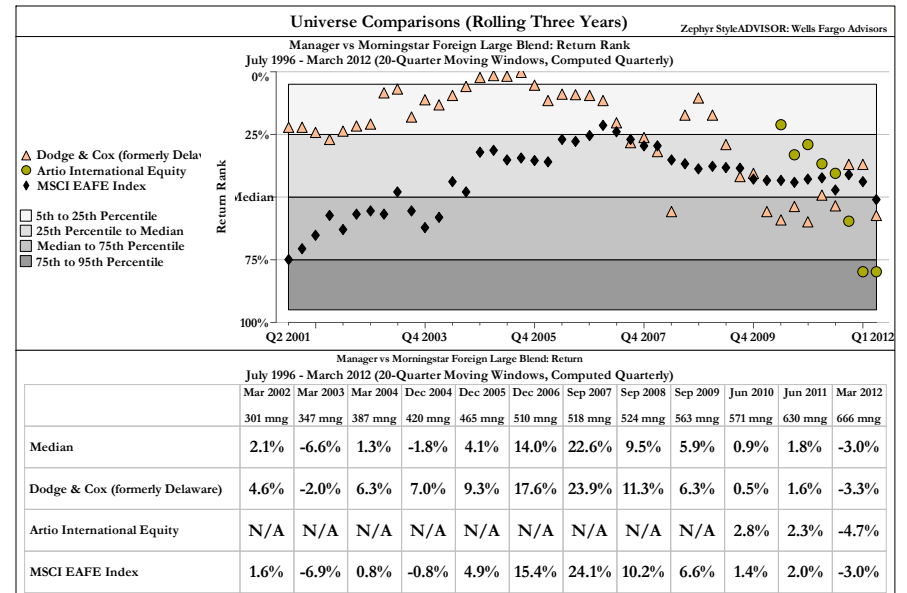
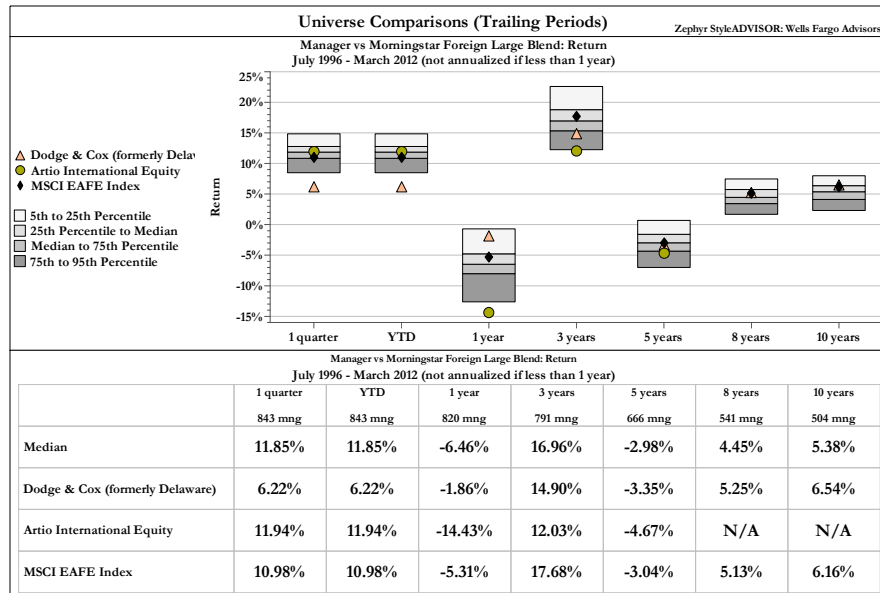
Characteristic	Royce	Russell 2000
Average Capitalization (\$MM)	644	1,360
Yield	0.0	1.2
P/E Ratio	15.9	16.5
Price/Book	1.3	2.8
# Holdings	317	1941

Sector Allocation	% of Portfolio	Russell 2000	Difference
Energy	3.9	6.4	(2.5)
Materials	10.5	4.6	5.9
Industrials	20.1	15.8	4.3
Consumer Discretionary	22.5	13.8	8.7
Consumer Staples	1.3	3.5	(2.2)
Health Care	2.7	12.7	(10.0)
Financials	13.0	22.5	(9.5)
Information Technology	25.6	16.7	8.9
Telecomm Service	0.6	0.8	(0.2)
Utilities	0.0	3.2	(3.2)

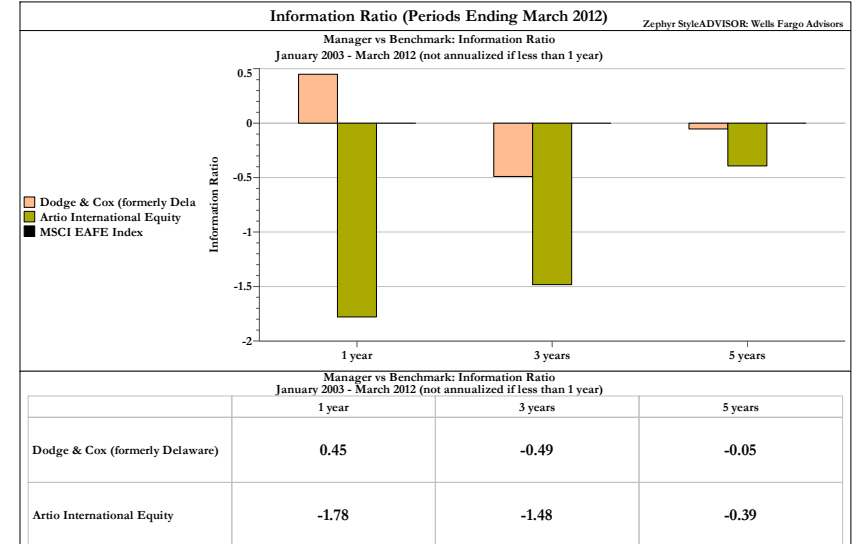
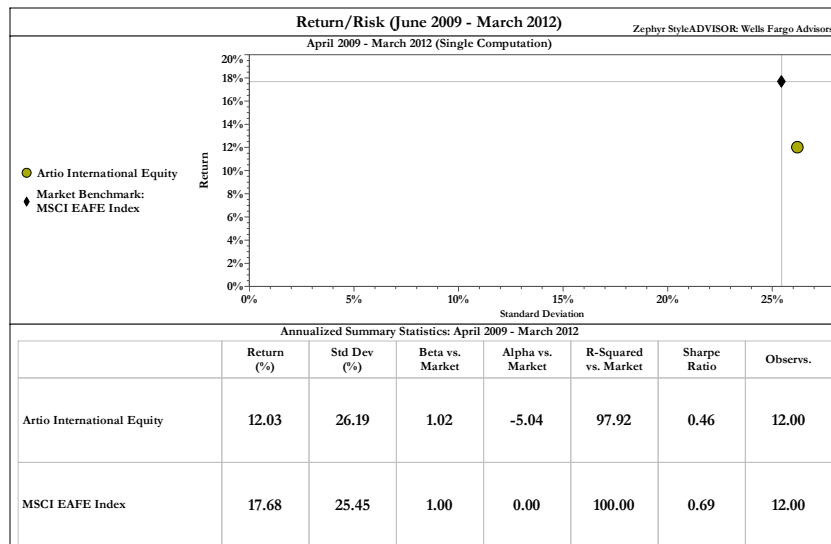
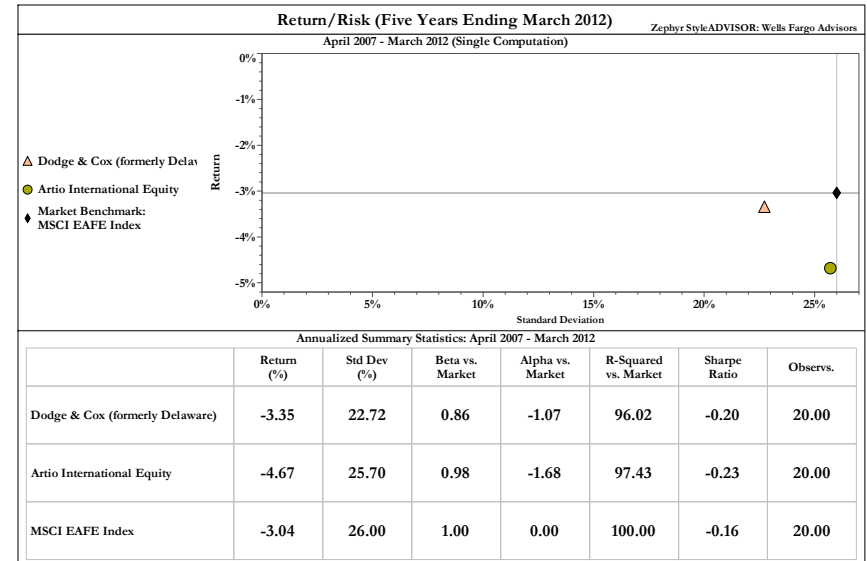
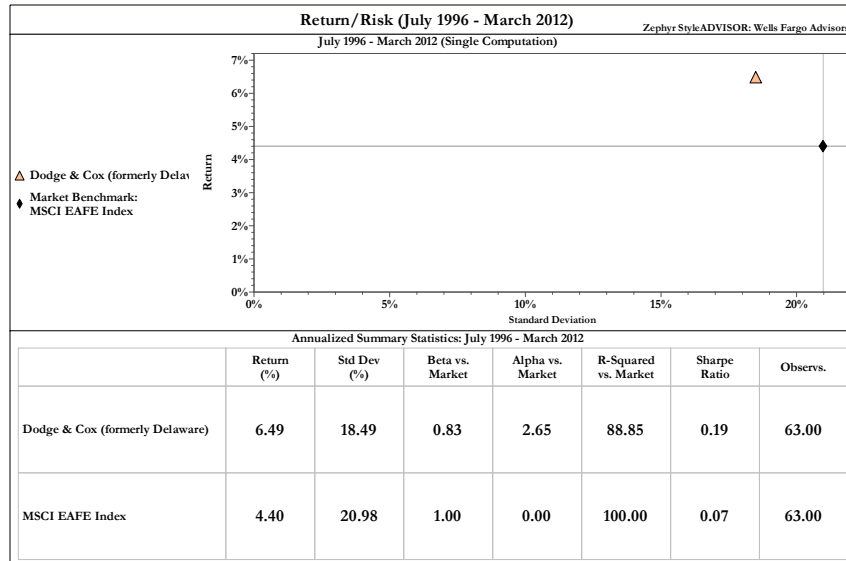
Sector Distribution



Information contained within this report is designed solely for the use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff.
* Source: Royce, VESTEK
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* Please note that we have linked Artio's composite historical returns for periods prior to 6/1/09 with BOV actual results starting with June 2009.



Characteristics

Characteristic	Dodge & Cox	Artio	Combined BOV Intl	MSCI EAFE	Over/Under Weight
Avg. Capitalization (\$MM)	55,000	50,880	52,945	49,000	3945
Price/Book Ratio (x)	1.2	1.9	1.5	2.3	(0.7)
P/E Ratio (x)	10.6	13.7	12.1	13.3	(1.1)
Dividend Yield (%)	2.3	1.8	2.0	3.7	(1.7)
# of Holdings	89	158	247	925	(678)

Dodge & Cox Top Ten

Top Ten Equity Holdings	% of Portfolio
Naspers, Ltd.	3.8
Roche Holding AG	3.3
Sanofi	3.2
GlaxoSmithKline	3.0
Vodafone Group	2.9
Bayer AG	2.9
HSBC Holdings	2.5
Novartis AG	2.4
Barclays PLC	2.4
Lafarge SA	2.3

Sector Distribution

Sector	Dodge & Cox	Artio	Combined BOV Weight	EAFE Weight	Over / (Under)
Consumer Discret.	14.1	16.6	15.4	10.8	4.6
Consumer Staples	2.5	8.8	5.7	11.2	(5.5)
Energy	6.4	11.4	8.9	8.6	0.3
Financials	22.0	12.9	17.5	22.6	(5.1)
Health Care	14.8	13.1	13.9	9.3	4.6
Industrials	8.7	10.5	9.6	12.7	(3.1)
Info. Technology	13.5	5.5	9.5	4.8	4.7
Materials	7.0	9.1	8.0	10.2	(2.2)
Telecomm	9.8	3.7	6.8	5.5	1.3
Utilities	0.0	2.2	1.1	4.3	(3.2)
Cash	1.2	6.2	3.7		

Artio Top Ten

Top Ten Equity Holdings	% of Portfolio
Royal Dutch Shell	2.6
BG Group	2.5
Novo Nordisk	2.1
Vodafone Group	2.0
Suncor Energy	1.9
BHP Billiton	1.8
Toyota Motor	1.8
Essilor International	1.8
Sberbank of Russian Federation	1.8
Fraport AG	1.7

Data Source: Dodge & Cox, Artio, MSCI EAFE

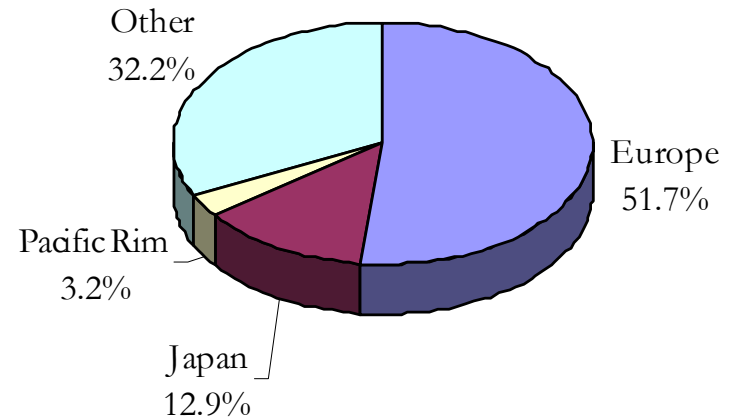
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Country Distribution

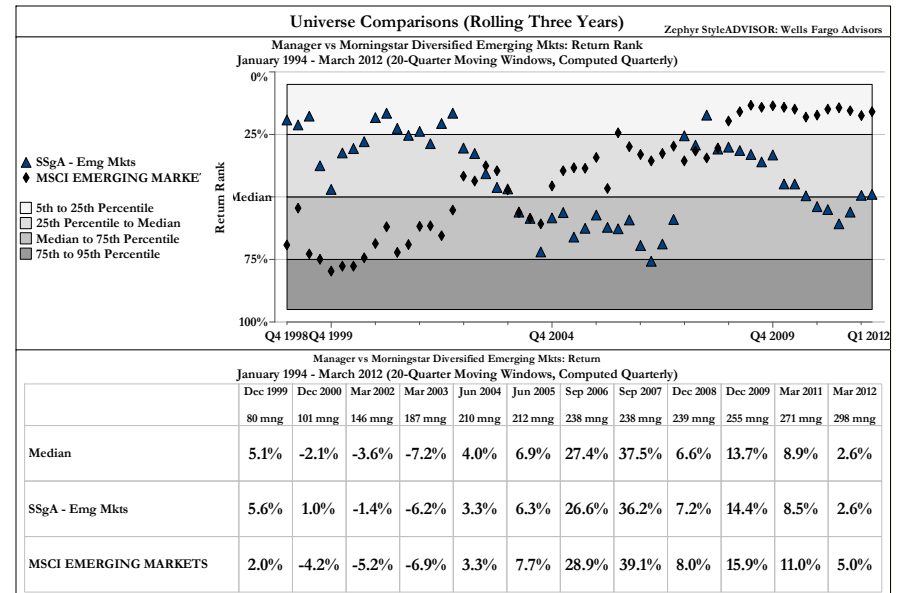
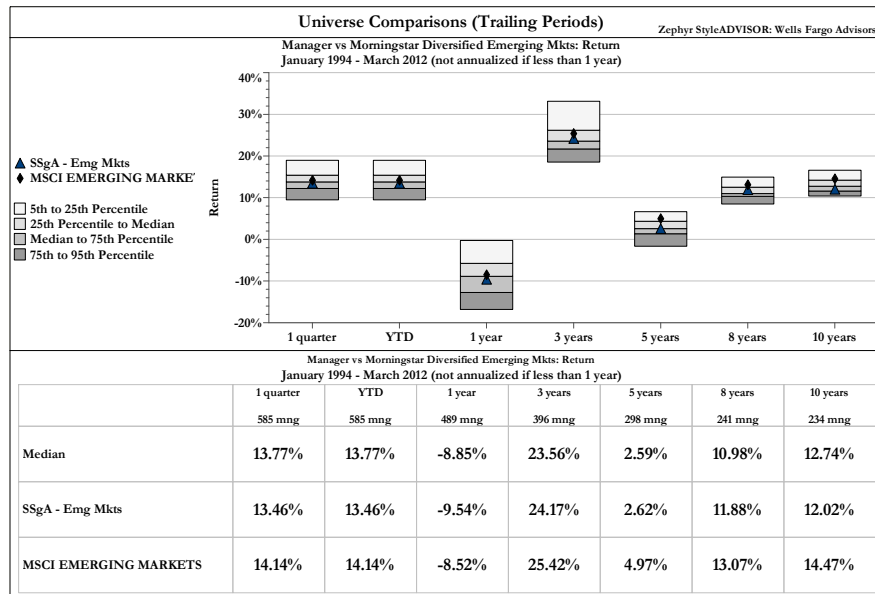
Country	Dodge & Cox Weight	Artio Weight	Combined BOV Weight	EAFE Weight	Over / (Under)
Australia	0.0	1.6	0.8	8.6	(7.8)
Austria	1.0	0.0	0.5	0.2	0.3
Belgium	0.0	0.0	0.0	1.0	(1.0)
Denmark	0.0	2.0	1.0	1.1	(0.1)
Finland	2.0	0.3	1.2	0.8	0.4
France	8.7	8.4	8.5	9.1	(0.6)
Germany	7.0	7.1	7.1	7.8	(0.7)
Greece	0.0	0.0	0.0	0.1	(0.1)
Hong Kong	1.7	3.1	2.4	2.8	(0.4)
Ireland	0.0	0.0	0.0	0.3	(0.3)
Italy	1.7	0.5	1.1	2.3	(1.2)
Japan	13.6	12.1	12.9	21.6	(8.7)
Netherlands	4.0	1.6	2.8	2.5	0.3
New Zealand	0.0	0.0	0.0	0.1	(0.1)
Norway	0.6	0.0	0.3	0.9	(0.6)
Portugal	0.0	0.0	0.0	0.2	(0.2)
Singapore/Malaysia	0.0	0.0	0.0	1.7	(1.7)
Spain	1.6	0.0	0.8	3.3	(2.5)
Sweden	1.5	1.3	1.4	3.1	(1.7)
Switzerland	10.9	7.4	9.1	8.6	0.5
United Kingdom	17.4	18.5	17.9	23.3	(5.4)
Other	28.4	36.0	32.2	0.6	31.6

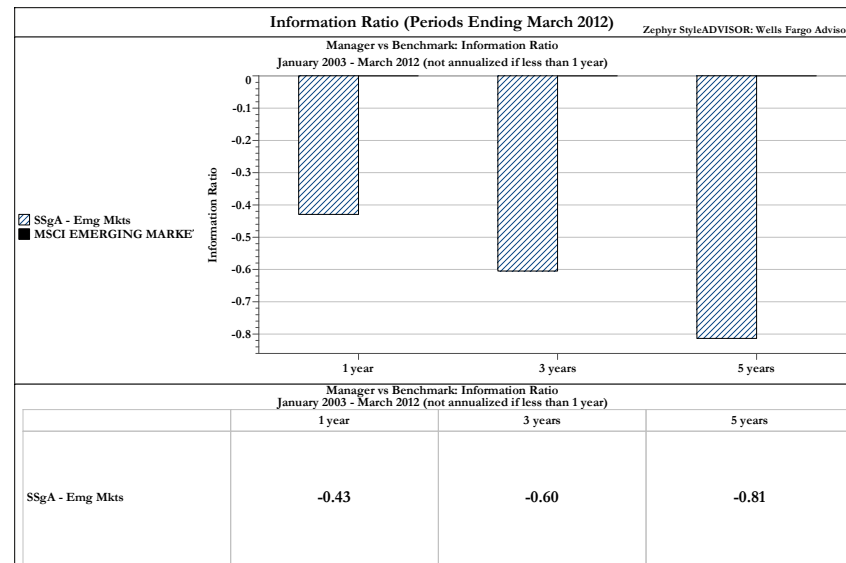
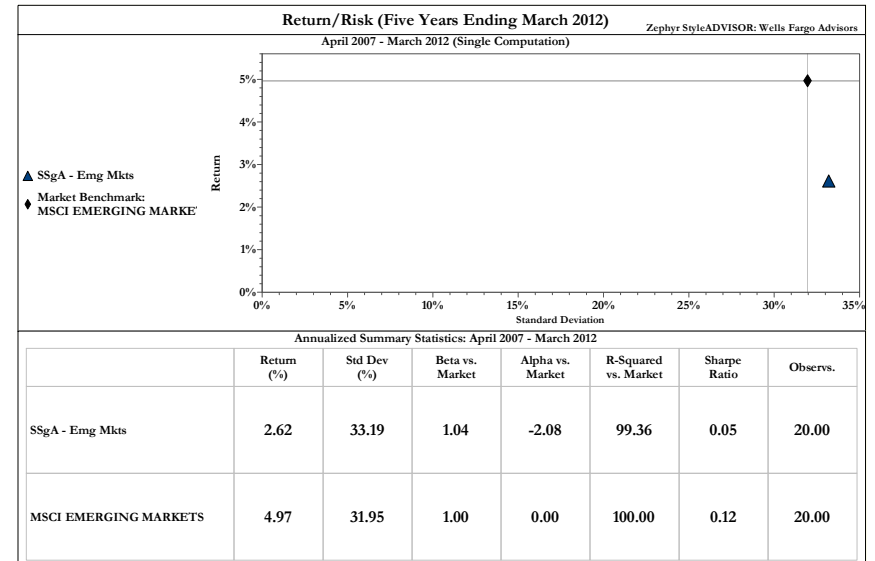
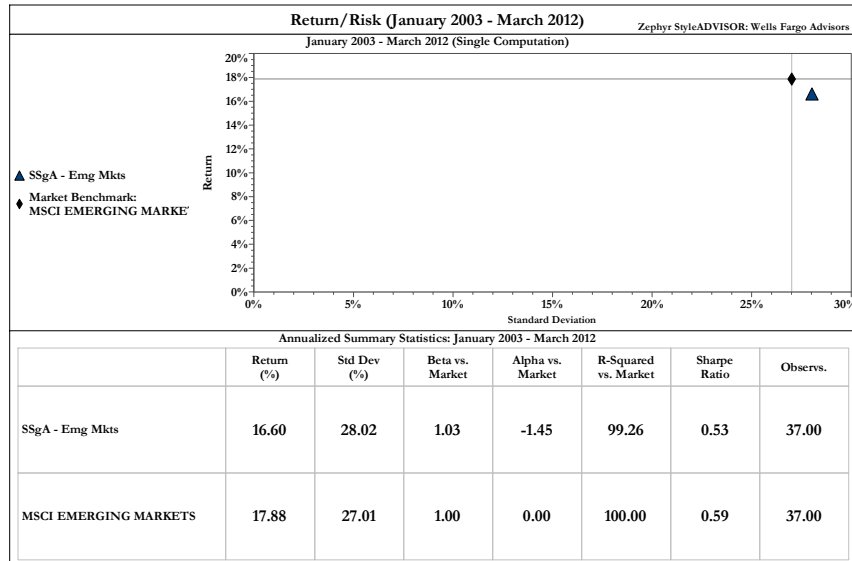
**Regional Distribution
BOV Developed International**



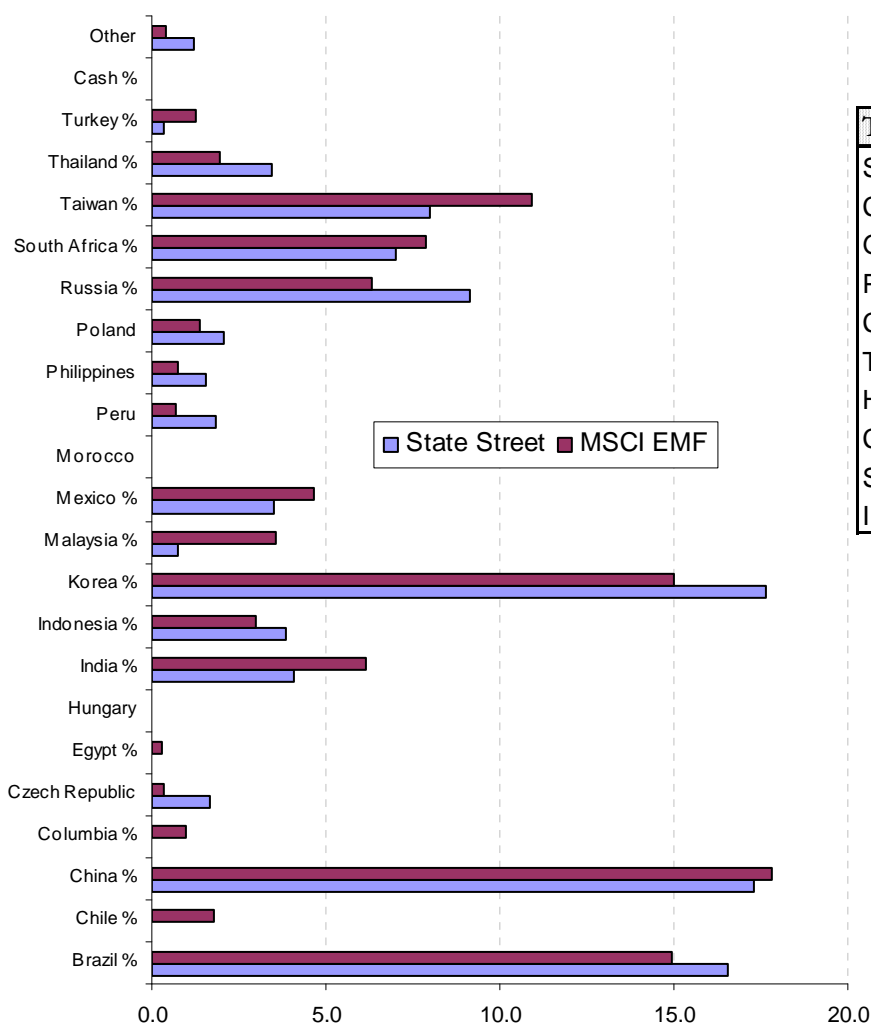
***Artio's country allocation data is as of 12/31/11**

Data Source: Dodge & Cox, Artio, MSCI EAFE





Country Distribution

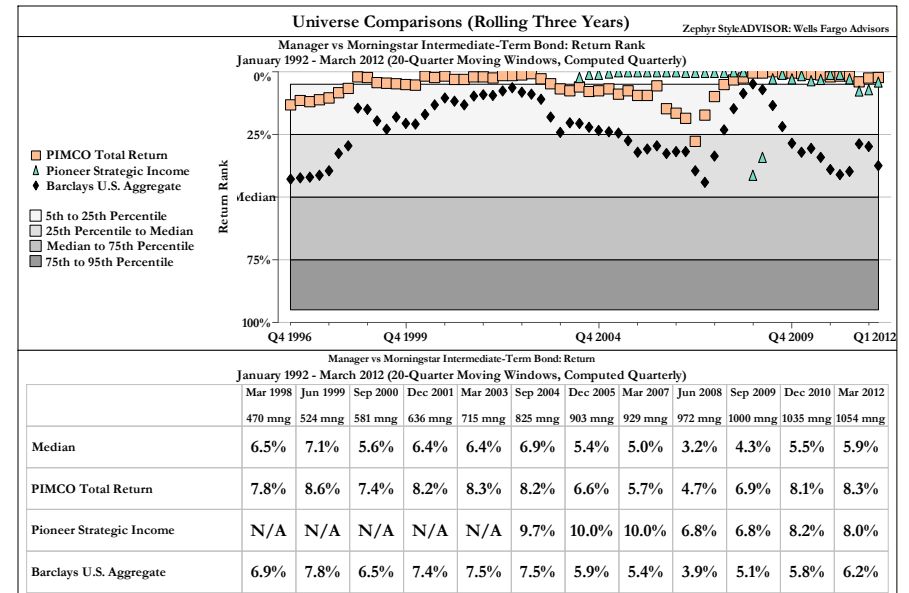
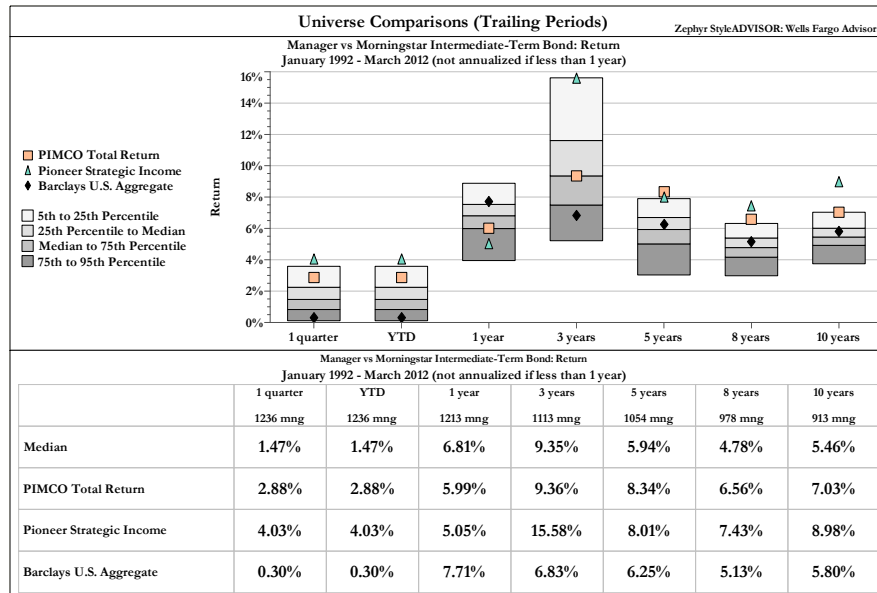


Top Ten Equity Holdings	% of Portfolio
SAMSUNG ELECTRONICS CO LTD	4.3
CIA VALE DO RIO DOCE	3.2
GAZPROM OAO-SPON ADR	3.1
PETROLEO BRASILEIRO-SPON ADR	3.0
CHINA MOBILE LTD	2.1
TAIWAN SEMICONDUCTOR MANUFAC	1.6
HYUNDAI MOTOR CO	1.6
COMPANHIA DE BEBIDAS	1.5
SBERBANK OF RUSSIA	1.4
INDUSTRIAL & COMMERCIAL BANK OF CHINA	1.3

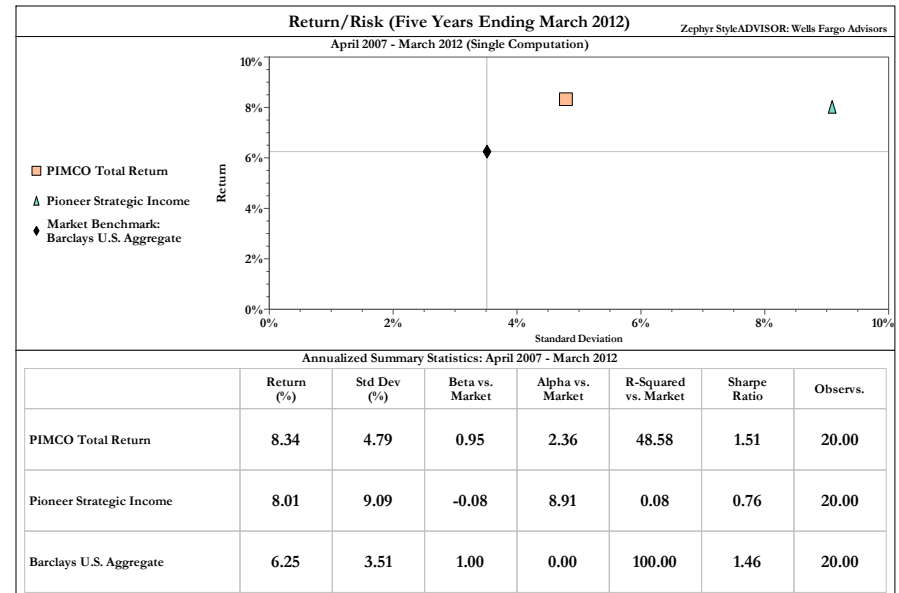
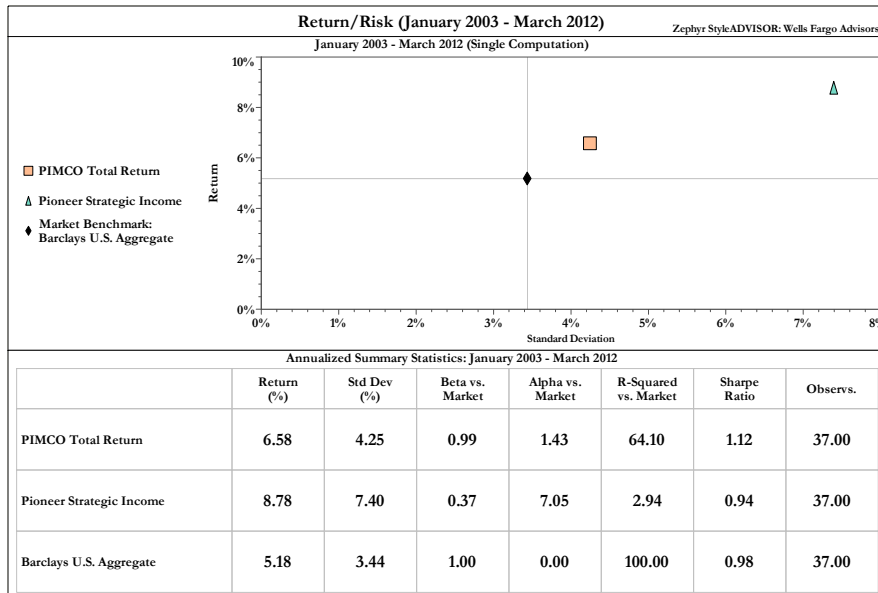
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**Holding data is as of
2/29/12.**
**Country data is
reported as of 12/31/11.**

Data Source: State Street, MSCI



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



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

As of March 31, 2012*

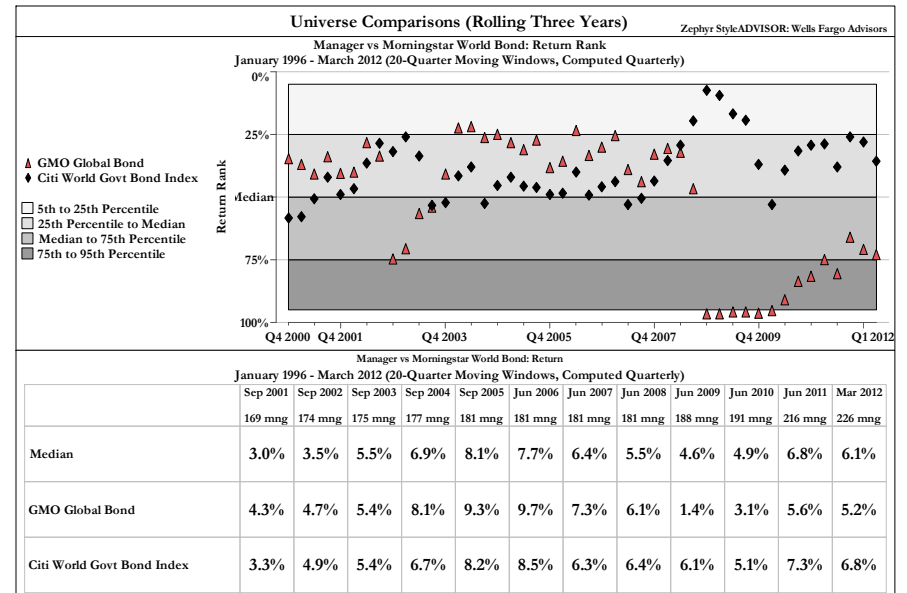
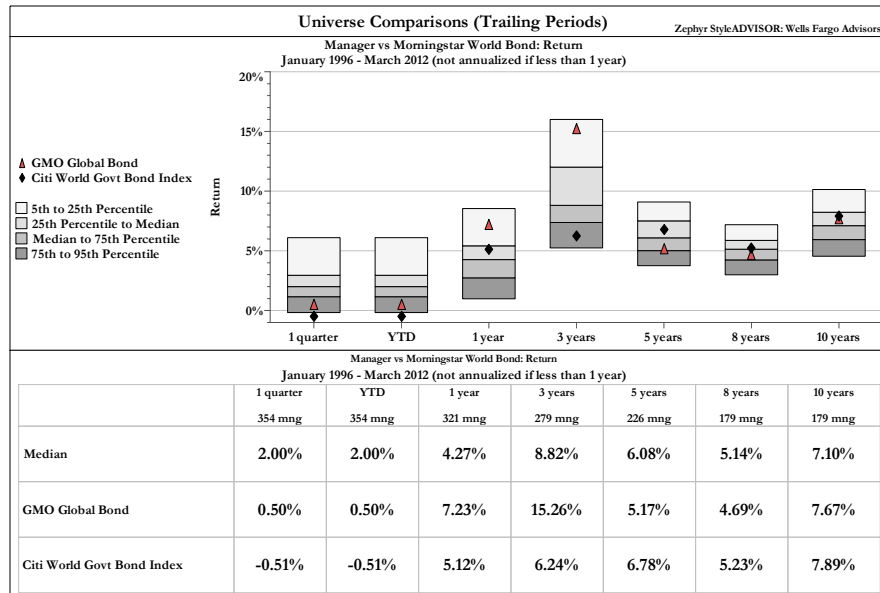
	PIMCO Total Return	Pioneer Strategic Income	Fixed Combined	Barclays Aggregate	Over/(Under) Weight
Modified Adj. Duration	5.37	3.96	4.66	5.01	-0.3
Average Maturity	6.66	9.38	8.02	7.10	0.9

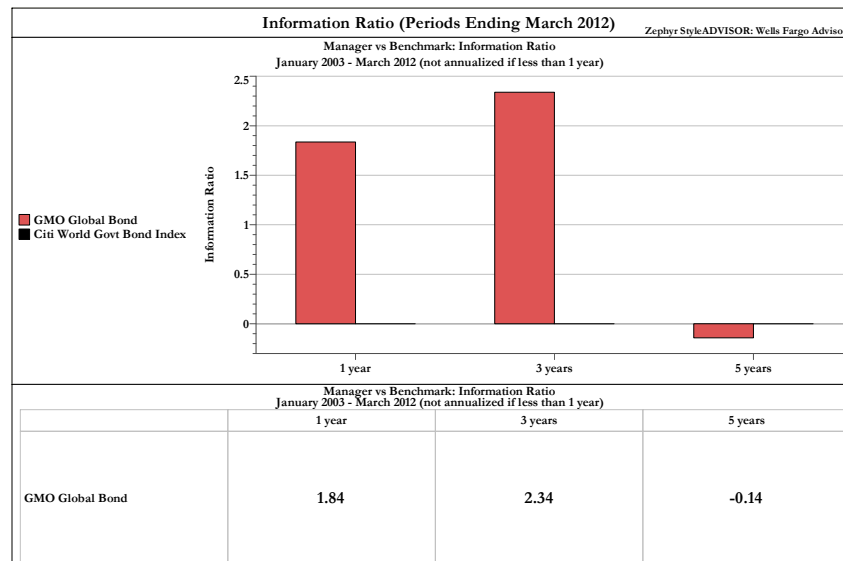
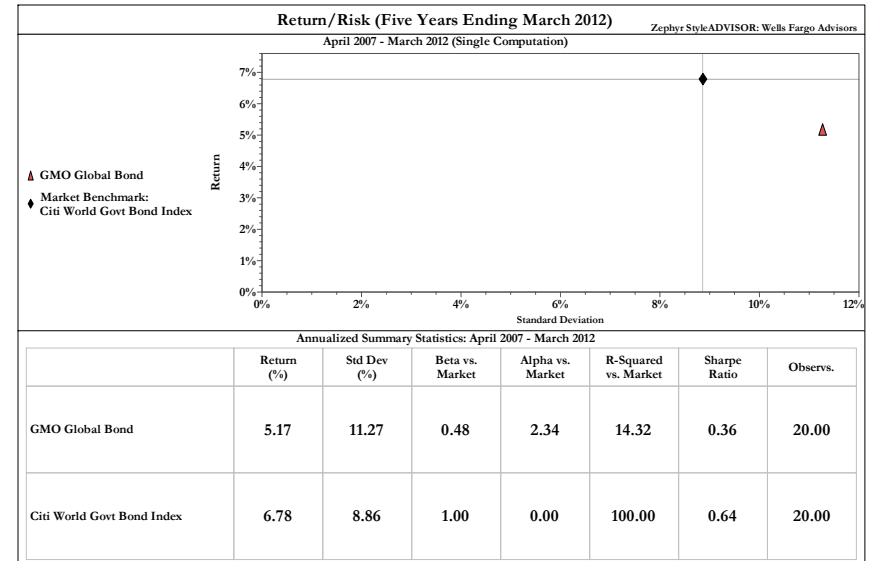
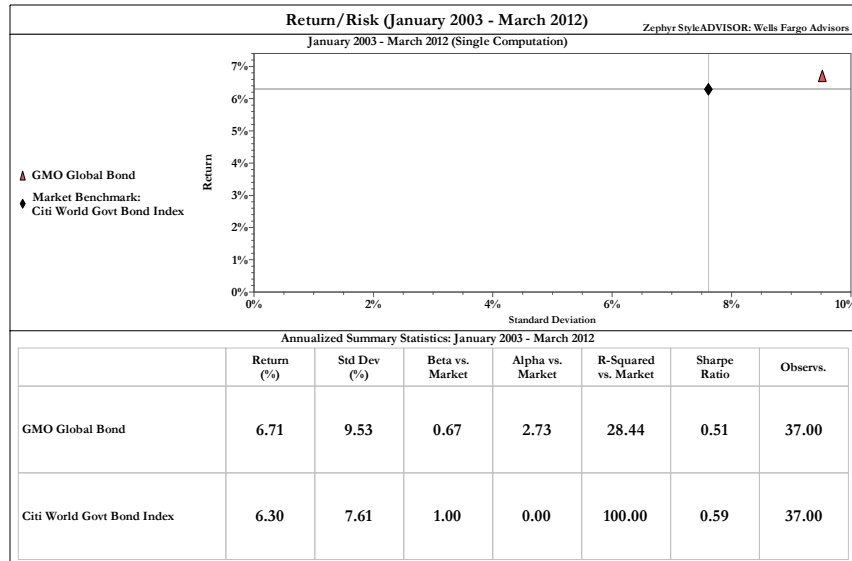
Sector Distribution

Sector Allocation	PIMCO Total Return	Pioneer Strategic Income	Fixed Combined	Barclays Aggregate	Over/(Under) Weight
U.S. Treasury/Agency	35.0	2.4	18.7	43.2	(24.5)
Corporate	17.0	75.7	46.4	22.6	23.8
Mortgage	53.0	19.2	36.1	31.3	4.8
Asset-Backed	0.0	0.0	0.0	0.3	(0.3)
Other	18.0	0.0	9.0	2.6	6.4
Cash & Equivalents	(23.0)	2.7	(10.1)	0.0	(10.1)

PIMCO and Barclays data is as of 3/31/12; Pioneer data is as of 2/29/12

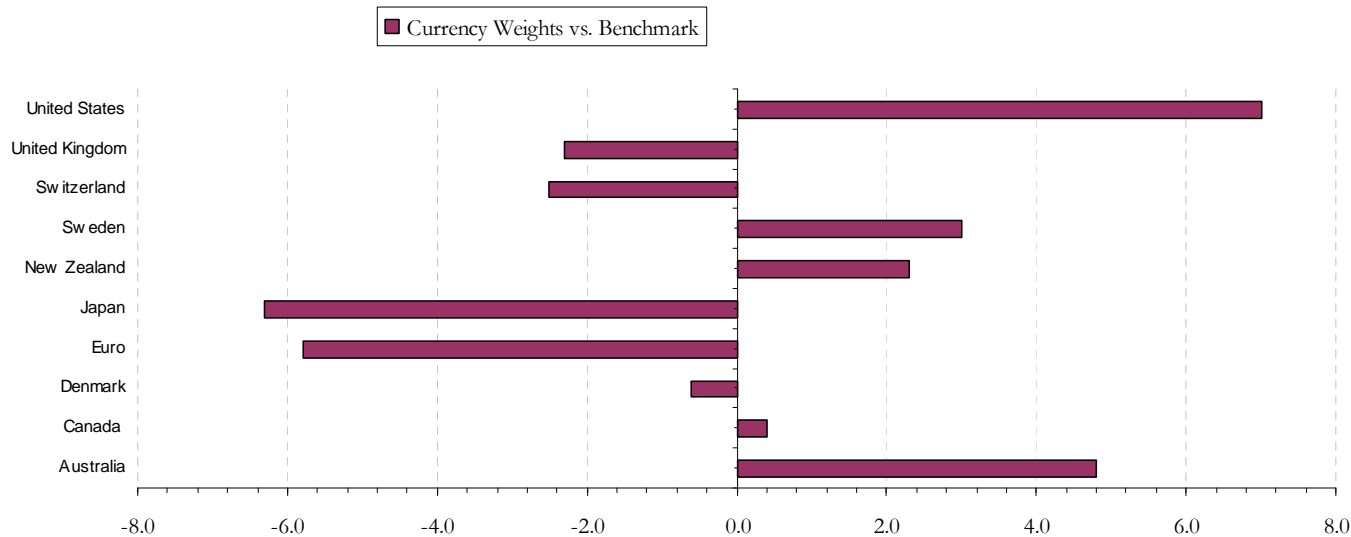
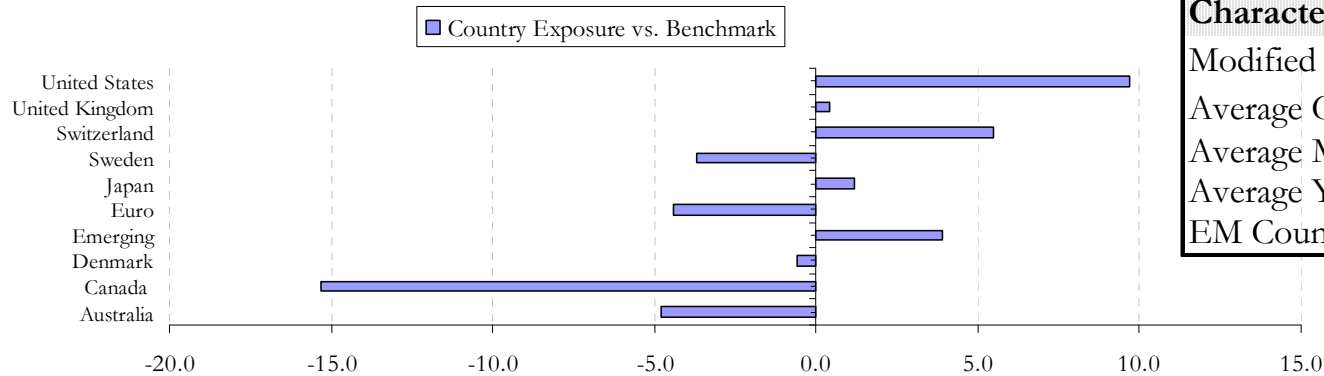
Data Source: PIMCO, Pioneer, Barclays



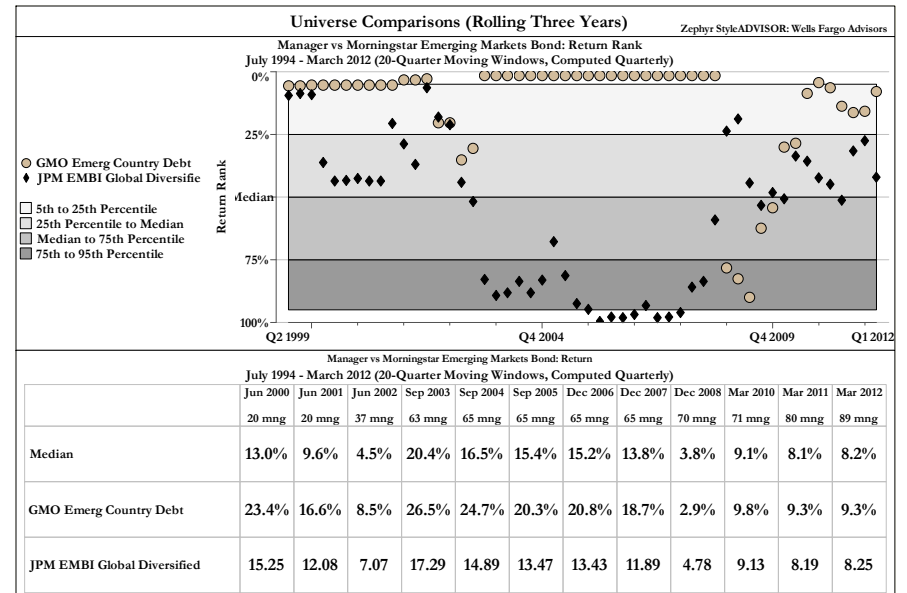
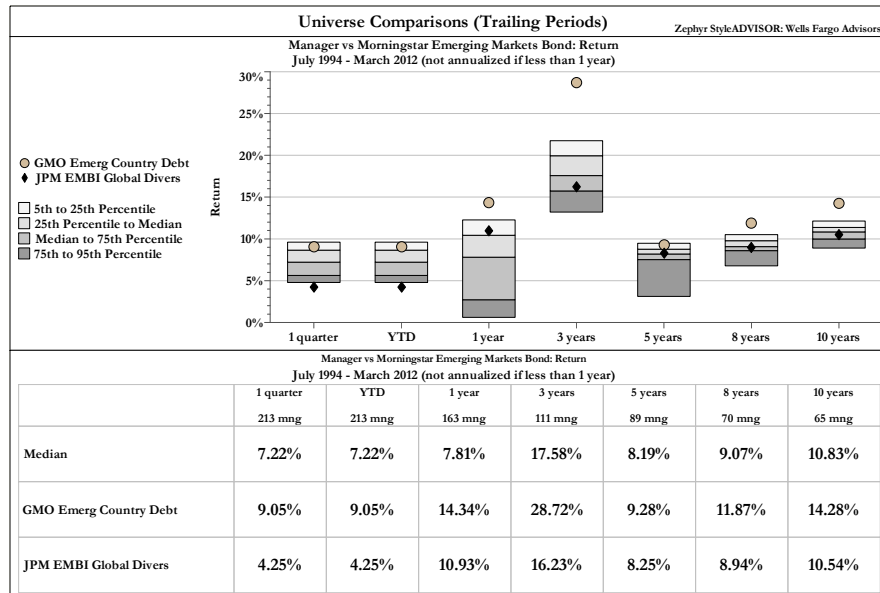


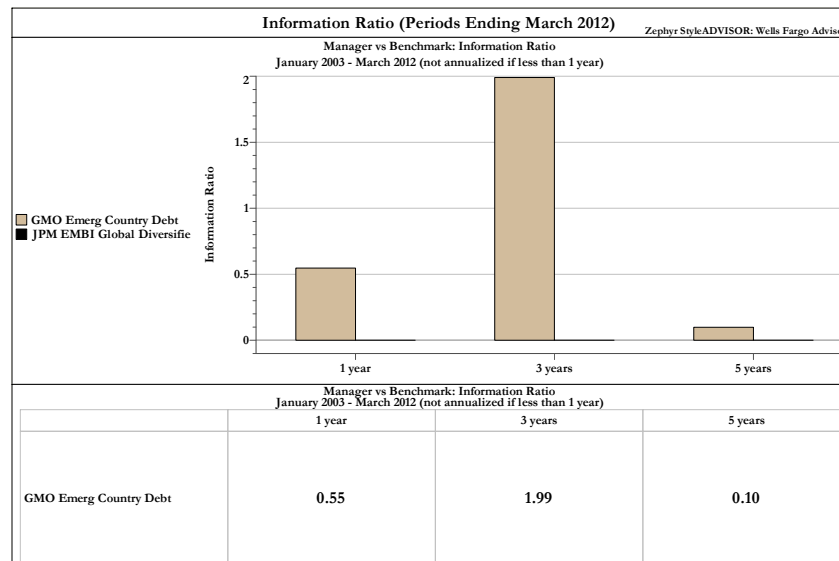
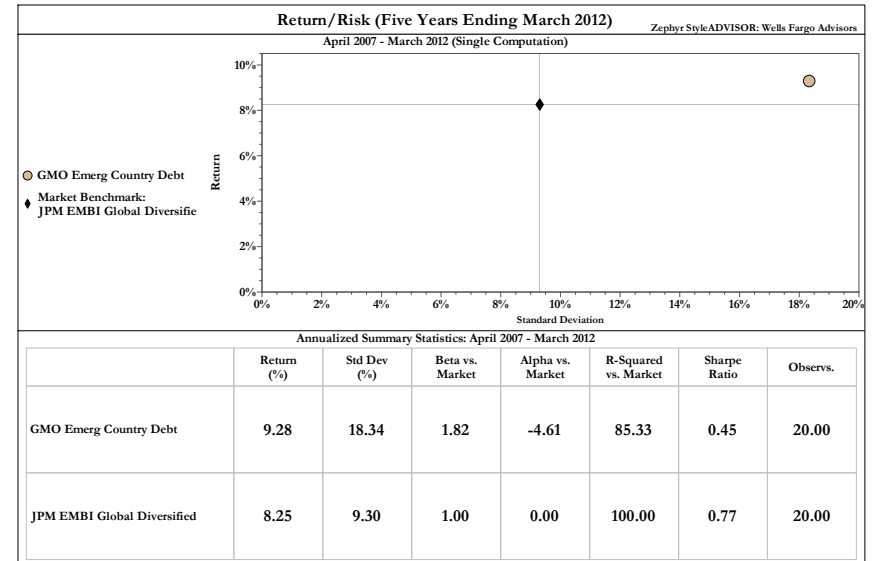
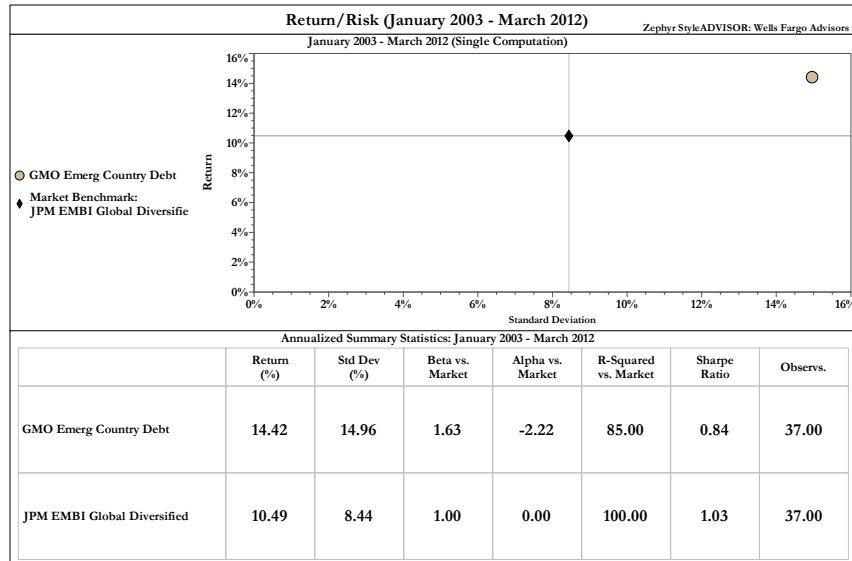
Basic Characteristics

Characteristic	Portfolio
Modified Duration	6.8
Average Coupon	2.9%
Average Maturity	7.8
Average Yield	4.4%
EM Country Exposure	3.9%



Data Source: GMO

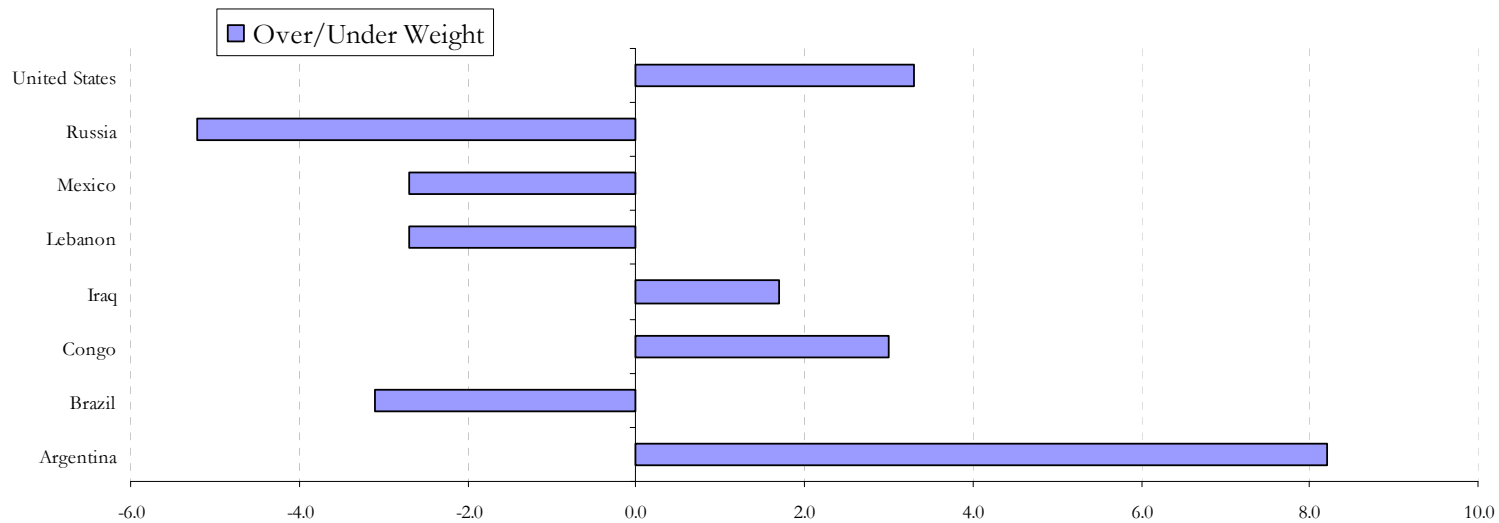




Currency Exposure	% of Fund
US Dollar	96.2
Euro	-0.4
Japanese Yen	0.8
Hong Kong Dollar	0.0
Swiss Francs	0.1
Thailand Baht	0.0
S. African Unitary Rand	0.3
Argentina Peso	1.9
British Pounds Sterling	0.1
Malaysion Ringgits	0.9
Brazilian Reais	0.1

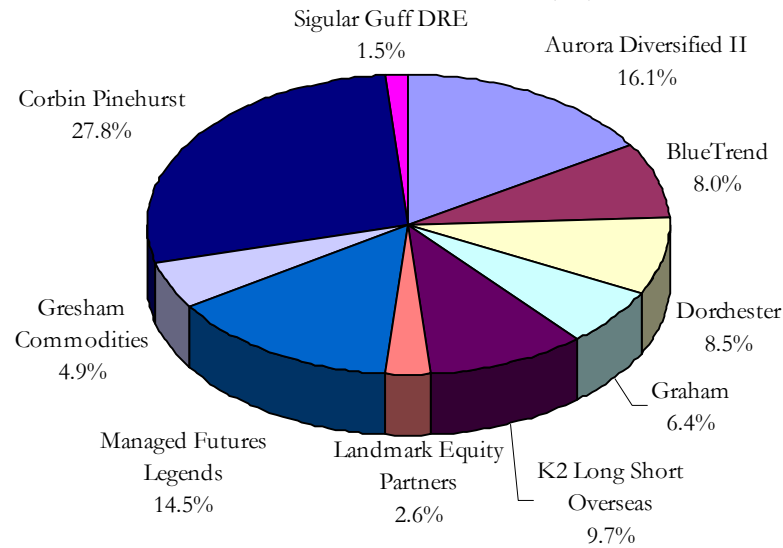
Characteristic	Portfolio
YTM	5.3%
Maturity	17.6
Modified Duration	6.6

Quality Districibution	% of Fund	% of Index
Investment Grade	40.0	55.4
BB	24.4	25.0
B	28.0	18.6
<B	0.3	0.1
Not Rated	7.3	0.9



Data Source: GMO

Alternative Breakdown (%)



<u>Manager</u>	<u>% of Account</u>	<u>3/31/2012 Market Value</u>
Aurora Diversified II	16.1%	\$951,286
BlueTrend	8.0%	\$474,045
Dorchester	8.5%	\$500,996
Graham	6.4%	\$376,459
K2 Long Short Overseas	9.7%	\$570,393
Landmark Equity Partners	2.6%	\$154,199
Managed Futures Legends	14.5%	\$857,630
Gresham Commodities	4.9%	\$289,773
Corbin Pinehurst	27.8%	\$1,643,865
Sigular Guff DRE	1.5%	\$86,029
Total	100.0%	\$5,904,675

Data Source: Wells Fargo Advisors

IV. Capital Markets Review

First Quarter 2012 - Overview

Domestic markets advanced this quarter as investors seemed to set aside concerns about lingering sovereign debt problems in Europe. Domestic markets improved at their fastest pace since 2009 and finished with their best first quarter since 1998. The markets were aided by improvement in consumer confidence despite a sluggish economy and lack of improvement in the labor markets.

The NASDAQ led all indices with an 19% quarterly gain, closing above 3,000 for the first time since 2001. The S&P 500 gained 12% for the quarter, closing above 1,408. The Dow Jones Industrial Average gained more than 8% and is at its highest level in four years.

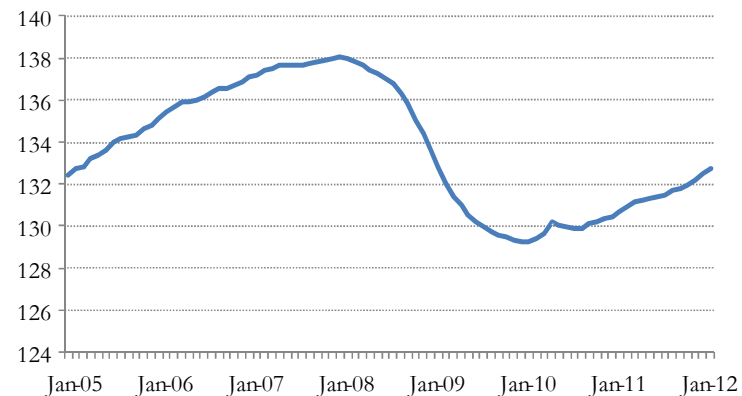
European markets continued to struggle this quarter. Manufacturing in the euro-region contracted for the eighth month (ending March) despite a modest increase in Germany. European leaders announced additional funding that now exceeds 1 trillion Euro. Greece announced it may need to restructure its debt yet again. Adding further to global concerns was the reduction of China's economic target from 8% to 7.5%. This announcement kept pressure on emerging markets and commodities.

Fed Chairman Ben Bernanke reinforced comments made last quarter that interest rates will remain in an accommodative state through late 2014 due to the sluggish economy and weak employment. As the stock market improved, so did investors willingness to assume more risk and bonds lost value as a safe haven investment.

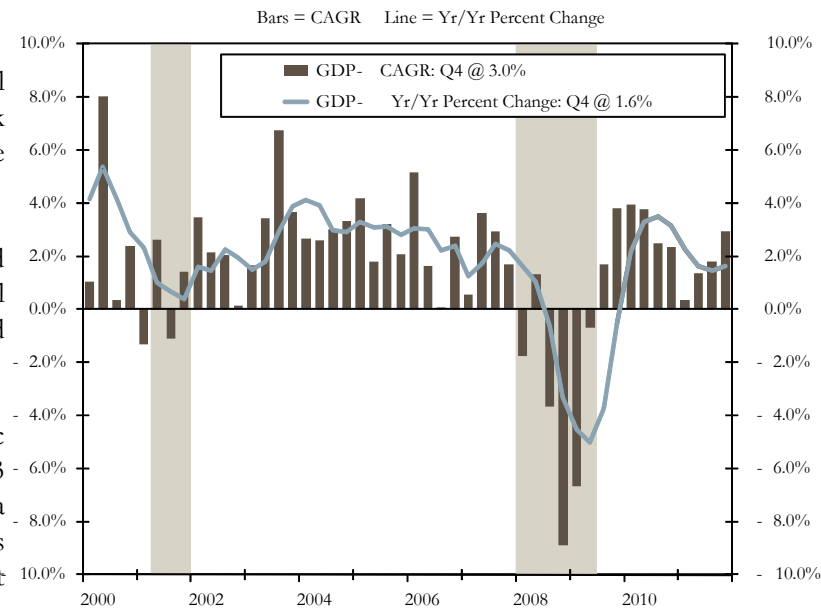
On the commodity front, gold also lost value as a safe haven investment putting downward pressure on the metal. Oil continued its climb and closed above \$100 per barrel. Industrial metals lost ground due to broad selloffs after slower growth expectations were announced by China.

The U.S. economy remains sluggish, but is showing signs of improvement. Most economic indicators continue to show the recovery gaining momentum. Real GDP grew at a solid 3 percent annualized rate during the fourth quarter of last year, and 2012 has gotten off to a good start. Consumer confidence is on the increase, supported by an improving jobs market. Non-farm payrolls have risen by an average of 244,000 per month over the past three months and the unemployment rate is down, albeit slightly, to 8.3%.

Total Nonfarm payrolls

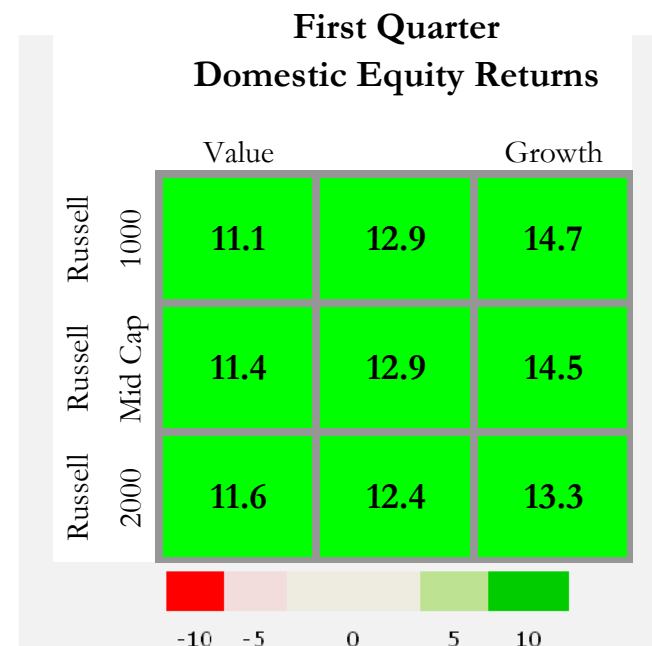
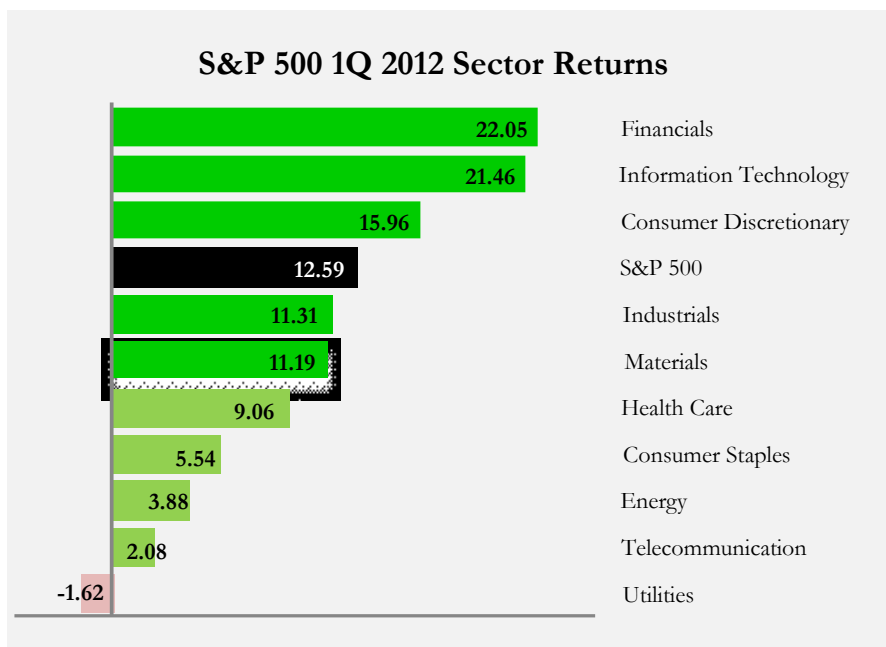


Real GDP



More volatile, cyclically-sensitive sectors outperformed the defensive sectors

- Economically-sensitive sectors of the stock market outperformed the less volatile, defensive sectors of the market so far this year. Financials, Information Technology, and Consumer Discretionary sectors outpaced the overall market.
- Energy, Telecom, and Utilities were the biggest laggards.
- Growth outpaced Value across all capitalizations.

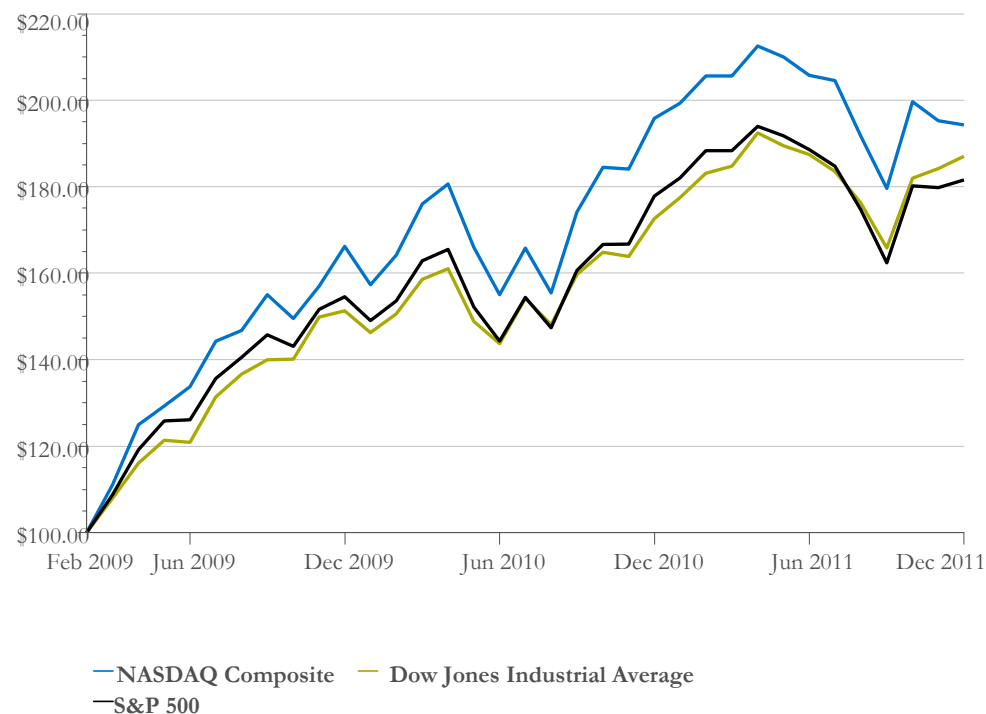


Data Sources: Zephyr StyleAdvisor, Barclay's Capital, MSCI Barra, Standard & Poor's

Domestic markets had their strongest first quarter advance since 1998

- S&P 500 rallied 12.6%, DJIA rose 8.8% and NASDAQ Composite increased 19.0%.
- Margin debt has not been rising significantly faster than the overall market, indicating a correction due to liquidating leveraged positions may not materialize.
- Stocks were buoyed by encouraging economic reports in the U.S., an extension of loose monetary policy by the Fed, and moderately positive reports from Europe.
- Stocks have advanced the past two quarters at the fastest rate since the beginning of the current cyclical bull market began in March 2009.

Growth of \$100 invested on March 1, 2009

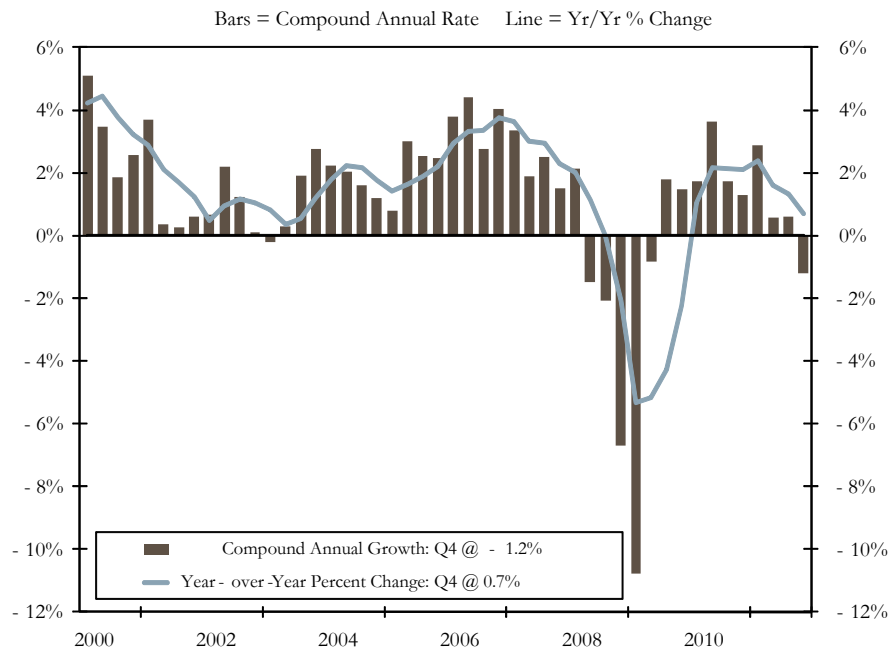


International markets continue their momentum into the new year

International developed markets managed a solid quarter despite a European economy mired in high unemployment and sovereign debt uncertainty.

Emerging markets, as measured by the MSCI Emerging Markets index, were up more than 14% this quarter, led by early strength in Asia, and Latin American.

Eurozone Real GDP



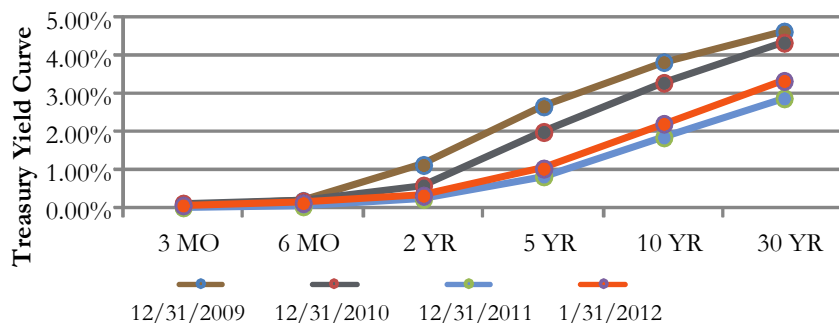
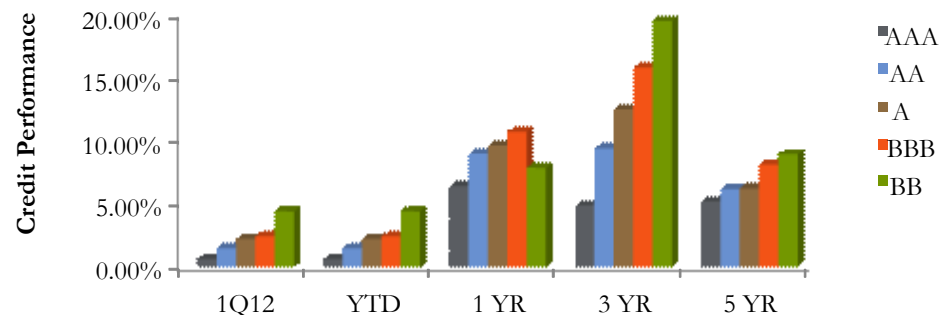
MSCI World Index Excluding the United States
One-year chart



Source: U.S. Department of Commerce, Bloomberg LP, Wells Fargo Securities, LLC

Fixed-Income investors search for yield outside of Treasuries

- The FOMC, a committee within the Fed responsible for overseeing the nation's open market operations, stated that the Fed Funds rate would warrant exceptionally low levels through late 2014.
- Convertible and High Yield securities see the best returns for the quarter as investors search for yield in spite of the Fed's low interest rate policy.



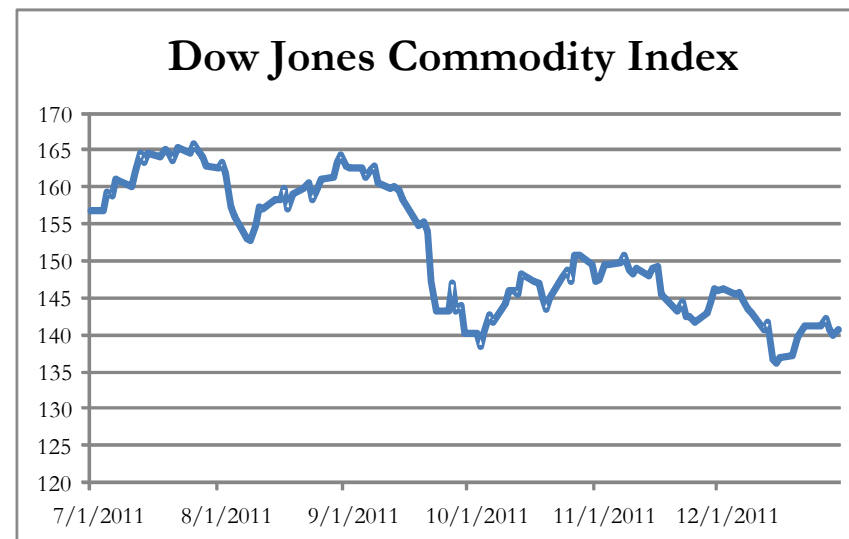
Improving economic data pushes interest rates slightly higher

- Longer-termed Treasury rates increased as the situation in Europe stabilized and in anticipation of ending “Operation Twist” on June 30, 2012. Absent any new Fed programs, a large buyer of these long-term securities will be removed from the market.

Data Sources: Zephyr StyleAdvisor, Barclay's Capital, MSCI Barra, Standard & Poor's

Commodity prices rebound

- Commodity prices rebounded this quarter from their downward slide. Energy prices outperformed the broad commodity index.
- Industrial commodities gave back most of their early-year gains on lowered economic growth news out of China.
- Simultaneously, economic data out of Europe suggested that the euro-zone recession may run a bit longer and deeper into the year.



Commodities	Current	3 Months Ago*	1 Year Ago**
Gold (per Troy ounce)	\$1,668.35	\$1,563.70	\$1,432.30
Oil (per barrel)	\$103.02	\$98.83	\$106.72
Copper (per pound)	\$382.20	\$343.60	\$430.75
*As of December 31, 2011	**as of March 31, 2011	Source: FactSet, Wells Fargo Advisors	

Source: Bloomberg LP, Wells Fargo Securities, LLC, FactSet

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

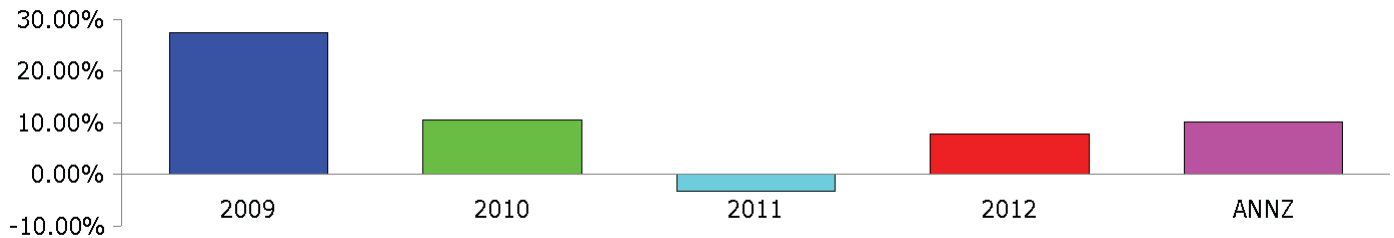
Citigroup 3 Month Treasury Bill - Representing the monthly return equivalents of yield averages that are not marked to market, this index is an average of the last three three-month Treasury bill issues.

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

Previous Month End Performance for 11893008

COLLEGE OF WILLIAM AND MARY- GREEN FUND

Net Money-Weighted Rates of Return



Previous Month End Performance Summary

Performance Inception Date: Jan 23, 2009 Since Inception Money-Weighted ROR: 10.17 %
 2012 YTD Money-Weighted ROR: 7.89 %

Beginning Market Value (January 1, 2012): \$157,780

Quarter	Contributions	Withdrawals
Jan 1 - Mar 31	20,000	0

Total Net Flows: 20,000
 Invested Capital: 177,780
 Appreciation/Depreciation: 13,369
 Ending Market Value (March 31, 2012): \$191,149
 Average Invested Capital: 169,428

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

Returns greater than one year are annualized.

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

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

Included within Appreciation/Depreciation is: Income \$292

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

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

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