

FULL BOARD MEETING

MINUTES – SEPTEMBER 19-21, 2012

**MINUTES**  
Meeting of the Board of Visitors  
The College of William and Mary in Virginia

September 19-21, 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, September 19-21, 2012.

On Wednesday, September 19, the Executive Committee met from 4:30 to 6:00 p.m. in the Rector's Office. That evening the full Board convened for dinner in Plumeri House at 119 Chandler Court.

Those present on Wednesday were:

Kendrick F. Ashton, Jr.	L. Clifford Schroeder, Sr.
Ann Green Baise	Robert E. Scott
Charles A. Banks III	Peter A. Snyder
Laura L. Flippin	Todd A. Stottlemeyer
Thomas R. Frantz	Michael Tang
Dennis H. Liberson	John C. Thomas
John E. Littel	Jeffrey B. Trammell, Rector
Leigh A. Pence	

Absent: Keith S. Fimian  
Edward L. Flippen

Also present was William and Mary President W. Taylor Reveley III.

At 8:15 p.m. the Rector convened the full Board at Plumeri House, and asked for a motion that, pursuant to Section 2.2-3711.A.1., of the Code of Virginia, the meeting be closed for the purpose of discussing personnel matters pertaining to the evaluation of specific executive employees. Motion was made by Mr. Liberson, seconded by Mr. Trammell and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:15 p.m.

The Board reconvened in open session at 9:00 p.m. Mr. Trammell reviewed the topic discussed during closed session, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Liberson, seconded by Mr. Trammell 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 9:00 p.m.

On Thursday, September 20, the Committee on Audit & Compliance and the Richard Bland College Committee met in the Board Conference Room, while the Committee on Athletics, Committee on Academic Affairs, Committee on Administration/Buildings & Grounds,

Board of Visitors  
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Committee on Development, Committee on Alumni Relations and Committee on Student Affairs met in the Board Room.

Those present on Thursday were:

Kendrick F. Ashton, Jr.	L. Clifford Schroeder, Sr.
Ann Green Baise	Robert E. Scott
Charles A. Banks III	Peter A. Snyder
Laura L. Flippin	Todd A. Stottlemeyer
Thomas R. Frantz	Michael Tang
Dennis H. Liberson	John C. Thomas
John E. Littel	Jeffrey B. Trammell, Rector
Leigh A. Pence	Faculty representative William J. Hausman

Absent: Keith S. Fimian  
Edward L. Flippen

Others present were:

W. Taylor Reveley III	Kiersten L. Boyce
Michael R. Halleran	Karen R. Cottrell
Virginia M. Ambler	Michael J. Fox
Edward C. Driscoll, Jr.	Fanchon Glover
James R. Golden	Michael L. Stump
Earl T. Granger, III	Brian W. Whitson
Samuel E. Jones	Sandra J. Wilms
Anna B. Martin	

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Lydia C. Whitaker, Dean of University Libraries Carrie Cooper, Dean Katharine Conley, Dean Davison Douglas, Dean John T. Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary and Richard Bland staff.

The Committee on Athletics met from 8:30 to 9:30 a.m.; the Richard Bland College Committee met from 9:30 to 10:38 a.m.; the Committee on Academic Affairs met from 9:30 to 10:30 a.m., the Committee on Administration/Buildings & Grounds met from 10:35 to 11:30 a.m.; and the Committee on Development met from 11:30 to 12:30 p.m.

At 1:45 p.m. the Rector convened the Board for the Provost Report and Faculty Presentation. Mr. Scott called on Provost Michael Halleran who provided an update on creative adaptation projects and commented briefly on the curriculum review, US News and World Report rankings and the serious challenges faced by profoundly low resources (rank #112) and faculty retention issues. A brief discussion ensued.

The Provost introduced the Associate Provost for Enrollment and Dean of Admission Henry Broaddus, who reported on undergraduate enrollment for this fall. A brief discussion ensued.

Faculty Assembly Vice President and Faculty Liaison Chair Professor Suzanne Raitt reported on how William and Mary faculty currently use technology and advised the Board that the Faculty Assembly has asked the Provost to form a college-wide Committee on Pedagogical Digital Technology to research national trends in digital education to see whether or not they can be used at the College. A brief discussion ensued.

At 2:45 p.m. the Board convened as a committee of the whole for the **Committee on Alumni Relations**. Ms. Flippin presided as chair. Executive Vice President Karen Cottrell provided an update on upcoming regional engagement events which are being presented jointly with the Development Office. Director of Communications Mitch Vander Vorst reported on the increasing use of technology, new initiatives and innovations regarding fund raising and messaging, demonstrating different web sites to illustrate collaborative efforts undertaken. Ms. Cottrell discussed the changes being made to expand the Homecoming schedule and encourage broader participation. Following general discussion, and there being no further business, the Committee adjourned at 3:15 p.m. and the Board took a short break.

At 3:30 p.m., the Board convened as a committee of the whole for the **Committee on Student Affairs**. Ms. Pence presided as chair and introduced Vice President for Student Affairs Virginia Ambler. Ms. Ambler reported on the division reorganization and provided a broad overview of the functions of Student Affairs. Ms. Ambler reported that the division has been divided into five thematic areas – student health and wellness, campus living, student engagement and leadership, student success and career development – and discussed the functions under each area. She reviewed the major responsibilities of the Vice President's office and compared staff levels at other institutions with those of the various areas at William and Mary. A brief discussion ensued.

Student liaisons Kylee Ponder and Drew Chlan thanked the Board for listening to the student perspective. They reviewed fall events, including orientation and convocation, discussed efforts to encourage more graduate student involvement, provided an update on the Dalai Lama visit to campus and student reaction to upcoming events, including the new Greek housing complex and Homecoming. Following a brief discussion, and there being no further business, the Committee adjourned at 4:23 p.m.

The Board recessed until Friday morning.

On Friday, September 21, the Committee on Strategic Initiatives and New Ventures and the Committee on Financial Affairs met in the Board Room, prior to the full Board meeting.

Those present on Friday were:

Kendrick F. Ashton, Jr.	L. Clifford Schroeder, Sr.
Ann Green Baise	Robert E. Scott
Charles A. Banks III	Peter A. Snyder
Keith S. Fimian	Todd A. Stottlemeyer
Edward L. Flippen	Michael Tang
Thomas R. Frantz	John C. Thomas
Dennis H. Liberson	Jeffrey B. Trammell, Rector
John E. Little	Faculty representative William J. Hausman
Leigh A. Pence	Student representative Curtis A. Mills

Absent: Laura L. Flippin

Others present were:

W. Taylor Reveley III	Samuel E. Jones
Michael R. Halleran	Anna B. Martin
Kiersten L. Boyce	Michael J. Fox
Karen Cottrell	W. Fanchon Glover
Edward C. Driscoll, Jr.	Michael L. Stump
James R. Golden	Brian W. Whitson
Earl T. Granger III	Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Lydia C. Whitaker, Richard Bland President Debbie L. Sydow, Dean Katharine Conley; Dean John T. Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary and Richard Bland staff.

The Rector convened the Board as a committee of the whole at 8:30 a.m. for the **Committee on Strategic Initiatives and New Ventures**. Michael Tang presided as chair and briefly reviewed the agenda.

Vice President Jim Golden reviewed the strategic planning process, noting that the Committee's title has been changed to include new ventures. Work continues to integrate communications across all areas.

Provost Michael Halleran and Vice President Golden presented a PowerPoint presentation that provided an update on the strategic management process, an overview of the strategic framework, discussion of the five-year review process and the vision/strategic focus. The new ventures overview focused on the EVMS proposal review and included a brief status report. A preliminary report is due to the President by October 15. A general discussion ensued, following which the Committee adjourned at 9:34 a.m.

The Committee on Financial Affairs met from 9:40 to 10:50 a.m.

Following a short break, the Rector convened the full Board at 11:00 a.m. and welcomed the new Board members. Following the President's brief welcoming remarks, the Rector asked for a moment of silence in memory of former Provost of the College Gillian T. Cell, who died on September 7.

The Rector read a letter of resignation from Laura Flippin, and noted that her contributions to the Board will be missed. He advised the Board that he had asked Kendrick Ashton to chair the Committee on Alumni Relations, and thanked Mr. Ashton for accepting.

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 involving identifiable college employees and/or approving personnel actions pertaining to the appointment, promotion and leaves of specific executive, instructional and professional faculty; for consultation with legal counsel pertaining to legal matters requiring legal advice; and discussing specific recommendations related to fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A.1., 7., and 8. of the Code of Virginia. Motion was seconded by Mr. Schroeder and approved by voice vote. The Board went into closed session at 11:07 a.m.

The Board reconvened in open session at 11:15 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.)

Noting that President Sydow needed to leave in order to catch a plane, the Rector ask Mr. Liberson to report for the **Richard Bland College Committee**. Mr. Liberson welcomed President Sydow to her first meeting and introduced the members of the Richard Bland staff present – Jeanne Holmes, Interim Director of Student Enrollment Management, and Scott Davis, Interim Director of Government, Community and Alumni Relations.

President Sydow gave a brief recap of her report given to the Richard Bland Committee, noting that her presentation had focused on lessons learned over the past five decades and her plan to re-focus, re-invest and re-invent the College so as to align its mission and goals with the educational and economic development of the Commonwealth. The President noted that while the current state of Richard Bland College is not sustainable from a business perspective, there are opportunities to build upon the College's primary strengths and assets in the coming years.

Mr. Liberson advised that the Committee had reviewed **Resolution 1**, Resolution to Approve President's 2012-2013 Goals for Richard Bland College; **Resolution 2**, Appointment to Fill a Vacancy in the Instructional Faculty; **Resolution 3**, Appointment to Fill a Vacancy in the Professional Faculty; **Resolution 4 (R)**, Retirement of Patricia A.

Harvey, Director of Institutional Effectiveness; **Resolution 5**, Retirement of Michael M. Shriver, Director of Facilities; and **handout Resolution 21**, Repairs to President's Residence, and asked for a motion to approve them as a block. Motion was made by Ms. Baise, seconded by Mr. Flippen and approved by voice vote. (**Resolution 4 (R)** and **Resolution 21** are appended.)

Mr. Thomas reported for the **Committee on Audit & Compliance**. There were no action items.

Mr. Snyder reported for the **Committee on Athletics**. There were no action items.

Mr. Banks reported for the **Committee on Administration/Buildings and Grounds**, noting that the two committees have now been combined. Mr. Banks advised that Mr. Frantz had been replaced on the College's Design Review Board by Mr. Thomas.

Noting that the Committee had reviewed two resolutions, Mr. Banks asked for a motion to adopt **Resolution 12**, Resolution of the Board of Visitors of the College of William and Mary in Virginia – 2012 9(D) Pooled Bond Program: Improve Auxiliary Facilities, and **Resolution 13**, Resolution of the Board of Visitors of the College of William and Mary in Virginia – 2012 9(C) Revenue Bond Program: Construct New Dormitory and Renovate Dormitories. Motion was made by Mr. Thomas, seconded by Mr. Schroeder and approved by voice vote.

Mr. Frantz reported for the **Committee on Development**, and introduced Earl Granger as the Interim Vice President for Development. Mr. Frantz moved adoption of **Resolution 14**, Establishment of the Roby-Sherman Scholarship Fund; and **Resolution 15**, Establishment of the Virginia Institute of Marine Science Endowment. Motion was seconded by Mr. Tang and approved by voice vote.

Mr. Stottlemeyer reported for the **Committee on Financial Affairs**, and moved adoption of **Resolution 16**, College of William and Mary FY 2014 Operating and Capital Budget Amendments; **Resolution 17**, Virginia Institute of Marine Science FY 2014 Operating and Capital Budget Amendments; **handout Resolution 18**, Appointment of Investment Manager; and **handout Resolution 19**, Six-Year Plan Update. Motion was seconded by Mr. Banks and approved by voice vote. (**Resolution 18** and **Resolution 19** are appended.)

Mr. Scott reported for the **Committee on Academic Affairs**, and moved adoption as a block **Resolution 6**, Appointment to Fill Vacancies in the Executive Faculty; **Resolution 7**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 8**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 9**, Designated Professorships; **Resolution 10**, Term Distinguished Professorships; and **Resolution 11**, Faculty Leaves of Absence. Motion was seconded by Mr. Stottlemeyer and approved by voice vote.

There was no report for the **Executive Committee**.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of April 25-27, 2012, and the Board retreat of July 20-21, 2012. Motion was made by Mr. Thomas, seconded by Mr. Liberson and approved by voice vote.

There was no old business.

Under new business, noting that it was a good idea to periodically review the Bylaws of the Board to make sure they reflect current expectations for the organization and operation of the Board as well as William and Mary and Richard Bland, the Rector asked University Counsel Deb Love to comment on **handout Resolution 20**, Resolution of the Board of Visitors of the College of William and Mary Regarding Changes to the Bylaws. Ms. Love noted that this review would undertake to reflect changes in the Board's committee structure, provide the Richard Bland College President flexibility in reorganization of the administrative structure, and clarify the Board's delegation of authority to transact business. Following a brief discussion, Mr. Trammell asked for a motion to adopt Resolution 20. Motion was made by Ms. Baise, seconded by Mr. Scott and approved by voice vote. (**Resolution 20** is appended.)

The Rector advised that one of the Board of Visitors representatives on the Real Estate Foundation Board of Directors, Kathy Hornsby, had resigned. To complete her term, the Rector advised that he had appointed Anita Poston as the second Board of Visitors representative.

The Rector moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to identifiable William and Mary employees and annual performance evaluations of specific executive employees of William and Mary and Richard Bland, 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 11:50 a.m.

The Board reconvened in open session at 12:21 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 12:22 p.m.



Board of Visitors

September 19, 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

September 21, 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;

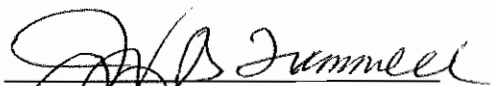
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Jeffrey B. Trammell  
Rector of the College

**RICHARD BLAND COLLEGE  
RETIREMENT OF PATRICIA A. HARVEY  
DIRECTOR OF INSTITUTIONAL EFFECTIVENESS**

Patricia A. Harvey joined the administration of Richard Bland College in 1997. During her tenure, she has served as Director of Institutional Effectiveness and Director of Institutional Research. Ms. Harvey retired June 30, 2012 after 15 years of service.

Ms. Harvey received her A.A. in Liberal Arts from the University of Maryland (Europe) in 1979, her A.S. in Computer Science from Monterey Peninsula College in 1981, her B.A. in Mathematics from Hampton University in 1985, and M.B.A. from The College of William and Mary in 1988.

Ms. Harvey has been actively involved in the development of reporting procedures to SCHEV, and other state agencies. She has been instrumental in establishing institutional assessment processes and procedures, helped establish the College's first six year financial plan for submission to the General Assembly, and has worked with business and finance staff in implementing requirements for ARMICS. In recent years, Ms. Harvey has advised students and taught part time in the business and mathematics department.

She has also been active in community organizations, serving on the boards of the Kiwanis Club, Swift Creek Mill Playhouse, and Sycamore Rouge among others. She is also active in the art community in Petersburg. Her commitment to the students and the College will be greatly missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Patricia A. Harvey and expresses its appreciation to her for the many contributions she has made to Richard Bland College, and with deep gratitude for her fifteen years of devoted service to the College, approves a change in status from Director of Institutional Effectiveness to Director of Institutional Effectiveness, 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 Ms. Patricia A. Harvey with best wishes for continuing and creative work in the years ahead.

**RICHARD BLAND COLLEGE**

**RESOLUTION REGARDING REPAIRS TO PRESIDENT'S RESIDENCE**

WHEREAS, the Richard Bland College President's Residence was originally built in the early 1920's as a wood frame farm house, and underwent substantial repairs and renovation in 1976, followed by more modest repairs in 1996; and

WHEREAS, upon the former president's departure from the Residence in June 2012, it was apparent that substantial repairs were necessary to render the Residence safe and suitable for occupancy by incoming President Debbie Sydow; and

WHEREAS, such work was initiated in June 2012, and thereafter it became apparent that the contract documentation failed to demonstrate compliance with the requirements of the Commonwealth of Virginia relating to public procurement; and

WHEREAS, in order to evaluate the work already performed and to ensure the proper completion of the project, the Rector directed that appropriate personnel from the College of William and Mary assume supervision of the renovation until its completion; and

WHEREAS, it appears that the work performed was necessary and appropriate, and it is anticipated that the project will be completed within the limits of available funds;

BE IT THEREFORE RESOLVED, that the Board of Visitors of The College of William and Mary in Virginia is satisfied that this matter has been resolved appropriately; and

BE IT FURTHER RESOLVED, that the Board thanks the staff of the College of William and Mary for its assistance to Richard Bland College, and thanks President Sydow for her patience as the Residence is readied.

COLLEGE OF WILLIAM AND MARY  
APPOINTMENT OF INVESTMENT MANAGER

At the May, 2012 meeting of the Investments Subcommittee 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 current large cap growth 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 Subcommittee authorized Wells Fargo Advisors to work with the College to issue a request for proposals (RFP).

On September 13, 2012, Wells Fargo Advisors presented the results of the RFP process to the Investments Subcommittee. After review and discussion, the Investments Subcommittee recommends to the Committee on Financial Affairs and the Board of Visitors that the Board replace its previous large cap growth manager with Goldman Sachs Asset Management.

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 previous large cap growth manager be replaced and that Goldman Sachs Asset Management be retained as the College's large cap growth manager.

**COLLEGE OF WILLIAM AND MARY****SIX-YEAR PLAN UPDATE**

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

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

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

WHEREAS, the Commonwealth's planning process requires an update to the six year-plan on an annual basis, incorporating funding actions by the Commonwealth as reflected in the final FY 2013 budget approved by each institution's Board of Visitors.

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

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

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary, approves the College's Six-year Plan Update to reflect FY 2013 expenditures and tuition and fee charges consistent with the College's FY 2013 operating budgets as approved by the Board, and FY 2014 expenditures as proposed in the College's original Six-Year Plan adjusted to include \$3,721,000 supporting faculty salary increases as a first step to achieve the 60<sup>th</sup> percentile of the State Council of Higher Education in Virginia's (SCHEV) approved faculty salary peer group for the College. Planned FY 2014 expenditures include \$9,016,700 in College support supplemented by incremental state funding and further reallocation of funds within the College's overall operating budget.

BE IT FURTHER RESOLVED, That the Board defers setting tuition rates for FY 2014 pending consideration of tuition options that more fully address the Higher Education Commission's goal of improved affordability for lower and middle-income families consistent with Higher Education Advisory Committee income guidelines while providing the resources necessary to implement the College's Six-Year Plan.

BE IT FURTHER RESOLVED, That in response to the Commonwealth's direction that the Virginia Institute of Marine Science prepare a separate Six-Year Plan, the Board of Visitors of the College of William and Mary approves the Institute's Six-Year Plan Update to reflect FY 2013 expenditures consistent with the Institute's FY 2013 operating budget as approved by the Board, and FY 2014 expenditures as proposed in the Institute's original Six-Year Plan adjusted to reflect the impact of any state funding actions.

*College of William and Mary*  
**SIX YEAR PLAN UPDATE**

**Incremental Expense by Priority**

<b><u>PRIORITY</u></b>	<b><u>FY 2014</u></b>
1. Faculty and Staff Salaries	\$ 5,725,000
2. Undergraduate Financial Aid	\$ 1,840,000
3. Enrollment	\$ 356,000
4. Marine Science Minor	Funded in FY 2013
5. Graduate Financial Aid	\$ 500,000
6. Instructional Technology	\$ 80,000
7. Campus Security	\$ 159,000
8. Sustainability	Funded in FY 2013
9. Business Process Improvement	\$ 300,000
10. Operating Funds	\$ 217,000
11. Library	\$ 328,000
12. B & G Maintenance	\$ 300,000
13. Utilities	\$ 245,000
14. Center for Energy & Environment	\$ 400,000
15. Research Opportunity Fund	\$ 200,000
16. Undergraduate Research	\$ 250,000
17. International Programs	\$ 347,700
	<hr/>
	\$ 11,247,700

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

<b><u>PRIORITY</u></b>	<b><u>FY 2014</u></b>
1. Increase Graduate Financial Aid	\$ 496,987
2. Establish Faculty Positions	\$ 251,411
3. Enhance Coastal Model & Simulation Activities	\$ 409,302
4. Improve Longevity of Highly-Sophisticated Instrumentation	\$ 300,000
5. Establish a Stable and Centralized Funding Base for Fish Surveys	\$ 604,000
6. Implement a Post-Graduate Commonwealth Coastal & Marine Fellowship Program	\$ 250,000
7. Establish a Commonwealth Chesapeake Bay Observing System	\$ 215,000
8. Develop and Support New Management & Policy Approaches through the CCRM	\$ 383,000
	<hr/> \$ 2,909,700



**RESOLUTION OF THE BOARD OF VISITORS OF THE  
COLLEGE OF WILLIAM AND MARY  
REGARDING CHANGES TO THE BYLAWS**

WHEREAS, the Bylaws of the Board of Visitors set forth basic expectations for the Board's organization and operation, as well as that of the College of William and Mary and Richard Bland College. In addition, the Bylaws contain delegations of the Board's authority to key designees at both institutions; and

WHEREAS, it is the practice of the Board periodically to revisit such organization and delegations to ensure that their forms permit the continued wise and prudent operation of the Board, the College of William and Mary, and Richard Bland College, and to make changes as appropriate; and

WHEREAS, the Board desires to: (1) give flexibility to the new President of Richard Bland College as she implements organizational changes that will better permit the College to flourish; (2) adjust its own organization to respond to changing needs; and (3) clarify its delegations of authority to transact business in the Board's name;

BE IT THEREFORE RESOLVED, that the Board of Visitors of The College of William and Mary in Virginia suspends the application of Article I, Sections 4, 7, 9, 12, and 15, as well as Article II, Section 9 (second paragraph), effective September 20, 2012; and

BE IT FURTHER RESOLVED, that the Rector work with the presidents of the College of William and Mary and Richard Bland College to prepare recommended changes to the Bylaws to achieve the goals set forth in this resolution, together with such other recommendations that seem prudent and appropriate. Such recommendations should be ready for the Board's consideration at its next regularly scheduled meeting.

Board of Visitors

September 21, 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: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Jeffrey B. Tammell  
Rector of the College