

COMMITTEE ON ACADEMIC AFFAIRS

September 26, 2013

9:30 – 10:30 a.m.

Board Room - Blow Memorial Hall

Robert E. Scott, Chair

Kendrick F. Ashton, Jr., Vice Chair

- I. Introductory Remarks - Mr. Ashton
- II. Approval of Minutes – April 18, 2013
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Susan Grover
- V. Closed Session (if necessary)
- VI. Action Materials - Provost Michael R. Halleran
 - 1. Appointments to Fill Vacancies in the Executive Faculty **Resolution 7**
 - 2. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 8**
 - 3. Appointments to Fill Vacancies in the Professionals and Professional Faculty **Resolution 9**
 - 4. Award of Academic Tenure **Resolution 10**
 - 5. Designated Professorships **Resolution 11**
 - 6. Faculty Leaves of Absence **Resolution 12**
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS

MINUTES – APRIL 18, 2013

MINUTES
Committee on Academic Affairs
April 18, 2013
Board Room – Blow Memorial Hall

Attendees: Robert E. Scott, Chair; Todd A. Stottlemeyer, Vice Chair; Peter A. Snyder and Michael Tang. Board members present: Rector Jeffrey B Trammell, Charles A. Banks III; Thomas R. Frantz; Leigh A. Pence; L. Clifford Schroeder, Sr.; John C. Thomas; faculty representative William J. Hausman; student representative Curtis A. Mills and staff liaison Lydia Whitaker. Others present: President W. Taylor Reveley III, Provost Michael R. Halleran; Virginia M. Ambler, Edward C. Driscoll, Michael J. Fox, W. Fanchon Glover, James R. Golden, Deborah A. Love, Anna B. Martin, Dean Katharine Conley; Dean Carrie Cooper, Dean John Wells, members of the Faculty Liaison Committee and other College staff.

Chair Robert Scott called the Committee to order at 9:45 a.m. Following brief opening remarks and recognizing that a quorum was present, Mr. Scott asked for a motion to approve the minutes of the meeting of February 7, 2013. Motion was made by Mr. Stottlemeyer, seconded by Mr. Snyder and approved by voice vote of the Committee.

Provost Michael Halleran reported on the development of new NTE policies by all five schools. He provided an update on the Arts and Sciences curriculum review underway. The Provost reported on several notable appointments and awards, including two from the National Humanities Center and one at the Institute for Advanced Study. He noted that last night Professor Brett Rushforth of the History Department was awarded the prestigious Merle Curti Award by the Organization of American Historians for the best book published in American social history.

Faculty Liaison Committee Chair Professor Suzanne Raitt reported on work on the NTE policies, faculty retirement options and the revised intellectual property policy.

Following brief discussion, Mr. Scott moved that the Committee convene in Executive Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, promotions, tenure, and leaves of executive, instructional and professional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Tang and approved by voice vote. The Committee went into closed session at 10:25 a.m.

The Committee reconvened in open session at 10:50 a.m. Mr. Scott 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. Stottlemeyer and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Scott moved as a block adoption of **Resolution 10**, Appointment to Fill Vacancy in the Executive Faculty; **Resolution 11**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 12**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 13(R)**,

Committee on Academic Affairs

MINUTES

April 18, 2013

Faculty Promotions; **Resolution 14**, Designated Professorships; **Resolution 15**, Faculty Leaves of Absence; **Resolution 16**, Retirement of Gary C. DeFotis, Department of Chemistry; **Resolution 17**, Retirement of Dorothy E. Finnegan, School of Education; **Resolution 18**, Retirement of I. Trotter Hardy, William and Mary School of Law; **Resolution 19**, Retirement of Ronald Hoffman, Department of History; **Resolution 20**, Retirement of Jacquelyn Y. McLendon, Department of English; **HANDOUT Resolution 35**, William and Mary Student Professorship; **HANDOUT Resolution 36**, Distinguished Professorships for Associate Professors; and **HANDOUT Resolution 37**, Business School Bylaws Revision, noting that the handout Resolutions were distributed at the request of the President in accordance with the *Bylaws*. Motion was seconded by Mr. Stottlemyer and approved by voice vote, with Mr. Snyder voting no on Resolution 11. (**Resolution 13(R)**, **Resolution 35**, **Resolution 36**, and **Resolution 37** are appended.)

There being no further business, the Committee adjourned at 10:50 a.m.

April 18, 2013

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:

4

NAYS:

0

ABSENT DURING CLOSED SESSION:



Robert E. Scott

Chair

Committee on Academic Affairs

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

The following members of the Instructional Faculty of the College of William and Mary are recommended for promotion in academic rank following the guidelines set forth in the *Faculty Handbook*.

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 2013-2014 academic year:

Assistant Professor to Associate Professor

ALLISON O. LARSEN, School of Law

Associate Professor to Professor

PAMELA L. EDDY, School of Education

LAURA W. EKSTROM, Department of Philosophy

ROBERT J. LATOUR, School of Marine Science

THOMAS B. PAYNE, Department of Music

DIANE C. SHAKES, Department of Biology

GREGORY D. SMITH, Department of Applied Science

KAM W. TANG, School of Marine Science

KARIN WULF, Department of History

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 2013-2014 academic year.

LAURA W. EKSTROM, Class of 2016 Associate Professor of
Philosophy

COLLEGE OF WILLIAM AND MARY
DISTINGUISHED PROFESSORSHIPS
FOR ASSOCIATE PROFESSORS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorships for the following members of the Faculty of the College, effective with the 2013-2014 academic year:

DOROTHEA LACHON ABRAHAM, David D. and Carolyn B. Wakefield
Term Distinguished Associate Professor of Business for a three-year term.

ERIC J. HILTON, Cornelia Brackenridge Talbot
Term Distinguished Associate Professor of Marine Science for a three-year term.

COLLEGE OF WILLIAM AND MARY
AMENDMENTS TO THE BYLAWS
OF THE MASON SCHOOL OF BUSINESS

Article III, Section 2 "Faculties" of the Board of Visitors Bylaws states that changes to any school's "bylaws may be amended by the Board on its own motion or by Board approval of amendments suggested by the respective faculties and recommended by the appropriate President."

Responsive to the changes in the *Faculty Handbook* concerning non-tenure-eligible faculty (NTEs) approved by the Board of Visitors at its April 27, 2012, the faculty of the Mason School of Business has modified its Bylaws in regard to NTE faculty. Per the procedures in the *Faculty Handbook*, these proposed changes have been reviewed and approved by both the Procedural Review Committee (PRC) and the Personnel Policy Committee (PPC).

BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors approves the revisions to the Mason School of Business Bylaws, changes indicated in the highlighted sections of the attached copy of the School's Bylaws.

BY-LAWS OF THE
FACULTY OF THE SCHOOL OF BUSINESS ADMINISTRATION
OF THE COLLEGE OF WILLIAM AND MARY

(Adopted March 22, 1989)
(Revised November 1, 1989)
(Revised December 6, 1991)
(Revised April 30, 1992)
(Revised April 29, 1994)
(Revised February 11, 2000)
(Revised September 14, 2001)
(Revised August 15, 2005)
(Revised January 26, 2007)
(Revised January 28, 2011)
(Revised April 27, 2012)

ARTICLE I - Definition of the Faculty

Section 1. For the purpose of these By-Laws, the term "Faculty" is defined as consisting of, and limited to:

- (1) the President of the College,
- (2) the Provost,
- (3) the Dean of the School,
- (4) Professors, Associate Professors, and Assistant Professors, who hold an appointment to a tenured or tenure-eligible faculty position,
- (5) Clinical Professors, Associate Professors, and Assistant Professors who hold an appointment to a continuing non-tenure eligible faculty position and teach a full-time standard teaching load (see section 3),
- (6) Clinical Professors, Associate Professors, and Assistant Professors who hold an appointment to a continuing non-tenure eligible faculty position and do not teach a full-time standard teaching load (see section 3),
- (7) Instructors, and Lecturers who hold an appointment to a specified-term non-tenure eligible position,
- (8) Visiting Professors, Associate Professors, Assistant Professors, and Visiting Clinical Professors who hold an appointment to a specified-term non-tenure eligible position,
- (9) Adjunct Professors who are paid by course or for specific contracted services, and
- (10) Emeritus Professors

Section 2. The term "Voting Faculty" is defined as consisting of the first four categories listed above, and only these faculty members have full voting privileges. Clinical Faculty members in category (5) above have limited voting privileges and may vote on: 1) curriculum proposals brought to the faculty for vote; 2) the Business Medallion Award, and general school proposals not including research proposals, memberships on committees, changes to the teaching load document, or proposals to changes in the operating rules of the school.

Section 3. Policies and procedures for Tenured or Tenure-eligible Faculty members in category (4) and Clinical Faculty members in category (5) above are described in the Teaching Load

Policy Guidelines and the Statement of Criteria and Review Procedures for Faculty Evaluations. Clinical Faculty members in category (6) above do not teach the standard teaching load as defined in the Teaching Load Policy Guidelines but are subject to the policies in the Statement of Criteria and Review Procedures for Faculty Evaluations. Faculty in categories (7), (8), and (9) are reviewed periodically in accordance with the Statement of Criteria and Review Procedures for Faculty Evaluations.

ARTICLE II – Establishment of Faculty Positions

Section 1. The need for a new faculty position can be identified by the Dean, Associate Dean or individual discipline area.

Section 2. The dean establishes faculty positions in categories 4, 5, and 6 (as defined in Article I, Section I) in consultation with the appropriate faculty body in light of course-coverage and research demands and budgets. Before the position request is submitted to the Provost, the dean will inform the faculty about the intent to establish a new position and document the consultation process. The establishment of a continuing NTE position (in category 5 or 6) must be consistent with the strategic plans of the area and made in consultation with the appointments committee.

Section 3. The dean establishes faculty positions in categories 7, 8, and 9 (as defined in Article I, Section I) in light of course-coverage and research demands.

ARTICLE III – Appointment of the Faculty to a Position

Section 1. A tenured or tenure-eligible faculty member in category (4) of Article I, Section 1 above holds an appointment to a full-time, continuing position. Faculty members in this category are expected to hold a terminal degree (Ph.D. or J.D). All appointments to this category must be made in accordance with all federal and state non-discrimination laws and regulations, and in accordance with the College's Discrimination and Affirmative Action Policies. In accordance with these Policies, appointments in these categories may only be made as a result of a national search.

Section 2. A clinical faculty member in category (5) of Article I, Section 1 above holds an appointment to a continuing non-tenure eligible position and teaches a full-time standard teaching load. Faculty members in this category should hold a terminal degree (Ph.D. or J.D) and the professional education and experience appropriate or necessary for their duties. All appointments to this category must be made in accordance with all federal and state non-discrimination laws and regulations, and in accordance with the College's Discrimination and Affirmative Action Policies. In accordance with these Policies, appointments in these categories may only be made as a result of a national search.

Section 3. A clinical faculty member in category (6) of Article I, Section 1 above holds an appointment to a continuing non-tenure eligible position and teaches less than a full-time standard teaching load. Faculty members holding an appointment to this category may have a part-time position or may have a full-time position with non-teaching responsibilities. All

appointments to this category must be made in accordance with all federal and state non-discrimination laws and regulations, and in accordance with the College's Discrimination and Affirmative Action Policies. In accordance with these Policies, appointments in these categories may only be made as a result of a national search.

Section 4. An instructor or lecturer in category (7) of Article I, Section 1 above holds an appointment to a specified-term, non-tenure eligible position. This position can be either part-time or full-time. A specified term position terminates on a specified date, not to exceed five years from the inception of the position. Faculty members in this category may apply for a continuing position as a faculty member in categories (5) or (6) of Article I, Section 1 above after following the requirements for appointment to that category.

Section 5. A visiting faculty member in category (8) of Article I, Section 1 above holds an appointment to a specified-term, non-tenure eligible position. An individual cannot hold an appointment in this category for more than three years. However, such an individual may subsequently hold an appointment as a faculty member in categories (4), (5) or (6) of Article I, Section 1 above after following the requirements for appointment to that category.

Section 6. An adjunct professor in category (9) of Article I, Section 1 above holds a part-time, non-tenure eligible appointment. These faculty members are paid by the course or for specific contracted services.

ARTICLE IV – Meetings with Faculty

Section 1. Regular faculty meetings shall be held within two weeks of the beginning of classes in August/September, in either November or December, in either January or February, and within two weeks of the end of classes in April/May. Notice of these meetings shall be given to all members of the Faculty at least seventy-two hours in advance.

Section 2. Special meetings may be called at any time in the calendar year by the President, the Provost, the Dean of the School of Business Administration, or by a majority of the Voting Faculty. Notice of these meetings shall be given to all members of the Faculty at least twenty-four hours in advance.

Section 3. A quorum shall consist of a majority of the members of the Voting Faculty.

Section 4. Meetings of the Faculty shall be conducted in accordance with the current edition of Robert's "Rules of Order Revised" in all cases to which they are applicable, and in which they are not inconsistent with these By-Laws.

Section 5. Persons not members of the Faculty of the School of Business Administration may attend any meeting at the invitation of the President, the Provost, or the Dean of the School of Business Administration.

Section 6. All proposed motions affecting the educational policy of the School of Business

Administration, including academic curriculum and personnel matters, shall be submitted in writing to the Dean at least ten days prior to the meeting at which these motions are to be made, and copies of such proposed motions shall be sent by him to all members of the Faculty at least one week in advance. These requirements may be waived by the consent of three-fourths of the Voting Faculty present at such meeting.

Section 7. Voting on any proposed motion shall be by ballot if so requested by any member of the Voting Faculty.

Section 8. Except as stated otherwise in these By-Laws, nominations for all elected positions shall be from the floor.

Section 9. Except as stated otherwise in these By-Laws, elections shall be by ballot, and a majority is necessary for election. In the event that more than two candidates are nominated for a position, and none receives a majority on the first ballot, balloting continues with the names of all candidates except the two receiving the most votes (more if the count is tied) being dropped from the ballot, until a candidate receives a majority. The names of the winners shall be announced and recorded in the minutes, but the count is neither announced nor recorded. In the event a Committee member is unable to serve any portion of his or her elected term, a special election using these same procedures shall be held as soon as practicable to select a replacement for that period until the original member can return to service.

ARTICLE V – Officers of the Faculty

Section 1. The officers of the Faculty shall be a Chairman, a Vice Chairman, and a Secretary. The Dean of the School of Business Administration shall hold the office of Chairman. The Vice Chairman and the Secretary shall be elected from among the members of the Voting Faculty, each for a term of one year.

Section 2. The President, or the Provost, may preside at any meeting of the Faculty, in accordance with the By- Laws of the Board of Visitors. Otherwise, the Chairman, or in his absence, the Vice Chairman, shall preside. In the absence of all four, the Voting Faculty shall elect a temporary presiding officer from among their number.

Section 3. The secretary shall record the minutes of the meeting, and shall read them at the following meeting unless they have been previously distributed to each faculty member. He shall make at least five copies of the minutes for each meeting: one for the archives of the College, one for the President, one for the Provost, one for the Dean of the School of Business Administration, and one for the Secretary. The Secretary shall also keep a book, with a copy for the Dean, in which the By-Laws, special Rules of Order, and Standing Rules of the Faculty shall all be written, leaving every other page blank; and whenever an amendment is made to any of them, in addition to being recorded in the minutes it shall be entered on the page opposite to the article being amended, with a reference, in red ink, to the date and page of the minutes where it is recorded. The copy of the minutes and the copy of the Rules Book in the possession of the Dean or the Secretary may be consulted at any time by any member of the Faculty. The Secretary shall serve as the alternate delegate from the School of Business

Administration to the Faculty Assembly.

ARTICLE VI – Duties of the Faculty

Section 1. The **Voting** Faculty shall have authority: (1) to determine the requirements for all academic degrees awarded by the School of Business Administration (2) to certify to the Registrar the names of those students who have fulfilled the requirements for these degrees; (3) to determine admission standards to the undergraduate and graduate degree programs; (4) to make recommendations to the President, or the Provost, concerning matters of educational policy affecting the School of Business Administration; (5) to advise and make recommendations on appointments, retention, promotion, and granting of tenure, to the Dean and the Provost, according to procedures and criteria established by the Faculty; and, (6) to perform such other functions as may come within the province of its duties and responsibilities as defined by the By-Laws of the Board of Visitors.

ARTICLE VII - The Committees of the Faculty

Section 1. The elected committees of the Faculty shall be the Faculty Affairs Committee and the Faculty Personnel Committee.

Section 2. The Faculty Affairs Committee shall:

(a) consist of five members, elected to staggered three-year terms. Newly elected members shall assume their duties immediately after the April/May faculty meeting. Except for the President, the Provost, the Dean, and the Associate Deans, all Tenured Faculty who will have completed at least one year of service as a member of the School's Voting Faculty and who will not have completed two consecutive terms of service as members of the Faculty Affairs Committee within less than two years will be eligible for election. For purpose of eligibility, a partial term shall be counted as a full term. Election of members shall be at the April/May faculty meeting. The Faculty Assembly member who serves on the Executive Committee of the Faculty Assembly, or, in his or her absence, the member with the most Assembly seniority, shall be a non-voting, ex-officio member of the Faculty Affairs Committee;

(b) at the first meeting of the academic year, elect a Chair and a Vice Chair, each to hold office for one year. The Chair may not succeed himself or herself. The Chair, or in his or her absence, the Vice Chair, shall preside at Committee meetings and shall report on Committee business at regular faculty meetings;

(c) consult with and make recommendations to the faculty and to the Dean with respect to planning and priorities on all matters affecting the faculty of the School;

(d) consult with and make recommendations to the faculty and to the Dean with respect to establishing and revising policies and procedures (including these By-Laws) to be followed in all faculty affairs, and particularly in connection with faculty evaluations for the purpose of appointments (including eminent scholars), retention, promotion, tenure, and the awarding of

research grants, prizes, and awards;

(e) consult with and advise the Dean on matters of School governance and on any other matters affecting the faculty;

(f) act as liaison between the faculty and other parts of the university, on all matters of academic policy and university governance;

(g) be responsible for, and oversee, the work of the following three standing committees: Appointments, Curriculum and Teaching, and Research. The Committee shall be empowered to create additional ad hoc committees, as needed. Faculty members from categories 4, 5, and 6 may be asked to serve on these ad hoc committees. The Committee shall, after consultation with the Dean, appoint the members of these committees each for a three year term, shall set an agenda and direct the work of these committees, and shall receive their reports. Chairs shall be appointed for a one year term from the continuing members of each committee and shall not be appointed to succeed themselves, and no individual shall concurrently chair more than one of these committees. To ensure continuity, committee chairs for the upcoming school year should be appointed in the Spring semester after the new Faculty Affairs Committee has been elected. Consecutive service on a committee may not exceed four years. The other committees shall be appointed by the second week of school in the Fall semester. Temporary appointments may be made to these committees when needed. The Dean may appoint an administrator with Voting Faculty status to serve, without vote, on each of these three committees;

(h) act as the School's Medallion Committee, with duties described in Section 7;

(i) solicit faculty nominations and faculty interest in being nominated for each elected position and in serving on any of the School or University committees appointed by the Faculty Affairs Committee or the Faculty Assembly. Prior to any election the Committee shall distribute to the faculty a list of those who have expressed an interest and willingness to be nominated for that elected position, and these names shall be placed in nomination;

(j) Act as the School's Affirmative Action Committee. As such it will monitor the School's conformity to both the letter and the spirit of the School's and College's non-discrimination and affirmative action guidelines, and it will address concerns relating to equity issues in the workplace and concerns about sexual harassment, and recommend procedures by which these matters shall be handled; and

(k) The Committee shall, in consultation with the dean, appoint one or more tenured faculty members to represent the Faculty in any School initiative that involves changes to the curriculum, the addition of programs or centers, or any other initiative that has a direct impact on the Faculty's responsibilities. These representatives shall report back to the Committee and the Faculty on a regular basis regarding the progress of such initiatives and how these initiatives will impact the Faculty.

Section 3. - The Faculty Personnel Committee shall:

(a) consist of five members, each of whom will serve a term of three years. Members shall be elected annually no later than the April/May meeting by special ballot, in which each voter is to rank order all eligible candidates. A person who has served four or more consecutive years on the Committee is ineligible for re-election until one full year has passed. The Condorcet Criterion shall be used to determine the results, and if there is a tie, the Adjusted Borda Count, direct paired comparisons, the Borda Count, and a deciding vote by the Dean, are to be used sequentially, until the tie is broken. Eligible candidates consist of all members of the Voting faculty who, as of the following September, will be tenured Professors, will have been members of the Voting Faculty for at least two years, and will not be the Dean or the Associate Deans of the School. The names of the winners shall be announced and recorded in the minutes, but the count is neither announced nor recorded. In the event a Committee member is unable or unwilling to complete his or her elected term, a special election using these same procedures shall be held as soon as practicable to fill the unexpired term. After the annual election of new members, the Committee shall elect a Chair and a Vice Chair, each to hold office for one year. The Chair may not succeed himself or herself;

(b) evaluate periodically all Faculty of the School in accord with College policy, with review procedures, and with the criteria established by the Faculty; and

(c) act for the Faculty on recommendations to the Dean and the Provost concerning retention, rank, and tenure.

Section 4. - The Faculty Appointments Committee shall:

(a) consist of the area coordinators (or their designees) from each School of Business area. Additional committee members may be appointed for one year terms by the Faculty Affairs Committee. Members of this Committee must have been members of the Voting Faculty for at least one academic year;

(b) elect a chair each year;

(c) carry out the agenda set by the Faculty Affairs Committee;

(d) appoint a separate Appointments Sub-Committee for each appointment in categories (4), (5), and (6) of Article I, section I (or group of appointments in a functional area) being considered. Each Appointments Sub-Committee shall consist of at least five members, including:

1. at least one member of the Appointments Committee;
2. all tenured and tenure eligible members of the functional area for which the appointment is being considered;
3. all category 5 clinical faculty members of a functional area when the position is a clinical position;
4. other members of the Faculty as deemed appropriate by the Appointments Committee.

Each Appointments Sub-Committee shall:

- a) complete the EEOC Search and Selection plan and provide a copy to the Appointments Committee and the functional area faculty;
- b) act for the Faculty in reviewing/screening candidates' files for Voting Faculty appointments in teaching, administrative, and research positions, and make written recommendations to the Dean regarding candidates to be invited for campus interviews. All faculty shall be given an opportunity to review the files of candidates in their functional area and to provide input to this process in a physical (as opposed to electronic) meeting;
- c) complete the required EEOC procedures to obtain permission to invite candidates for campus interviews;
- d) interview each candidate for Voting Faculty status in teaching, administrative, and research positions. Insofar as it is feasible, all faculty in a candidate's functional area shall be afforded an opportunity to participate at some point in the interview process;
- e) solicit written feedback from all faculty in a candidate's functional area and from any others involved in the process;
- f) conduct a physical (as opposed to electronic) meeting(s) of the Appointments Sub-Committee and the functional area to discuss the candidates, consider the feedback in(e) above, and formally vote on appointments recommendations. Minutes of these meetings, including attendance and the result of any votes, shall be circulated to the Appointments Committee Sub-Committee, with copies sent to the Appointments Committee;
- g) convey the appointment recommendations in writing to the Associate Dean, with copies to the Appointments Committee and the Faculty Affairs Committee. In the event of a significant conflict of judgment on a candidate's merits between the Sub-Committee and the Associate Dean, the Faculty Affairs Committee shall comment on the recommendation of the Appointments Sub-Committee, and both shall be attached to the Dean's recommendation to the Provost.

Section 5. The Curriculum and Teaching Committee shall:

(a) consist of six members of the faculty including at least one member from accounting, finance, marketing, operations and information systems, and organizational behavior/strategy/policy; **Members of this Committee must have been appointed to category 4 or 5 for at least one academic year.**

(b) review proposals to make changes and additions to all curricula of the Mason School of Business and bring these proposals for faculty vote, with recommendations to the faculty. Changes to the curricula requiring review by this committee include both direct changes such as adding a new permanent course or changing the prerequisites of an existing course, and indirect changes such as the substantive restructuring of a program in a way that affects the current curricula. **Faculty eligible to vote on these proposals** shall be advised of any such proposals and afforded an opportunity to comment upon said proposals prior to the Committee making its recommendation. When appropriate the Committee should seek the input of: students directly affected by proposed changes, the associate dean, and the head of an academic program directly affected by proposed changes;

(c) consult with and make recommendations to the faculty and to the Dean with respect to

new offerings of existing degree programs as well as substantive changes in the size of existing degree programs;

(d) require a new course proposal be submitted to the Committee and approved by the Faculty before a temporary course is offered for a fourth time. Upon approval, the course will be assigned a permanent number. Any pre- and/or co-requisites must be stated for each course as agreed upon by the academic area offering the course;

(e) review the curriculum annually for all programs and identify courses that have not been offered for three or more academic years and, where appropriate, act to remove these courses from the curriculum;

(f) promote Teaching seminars by internal and external master teachers;

(g) seek ways to enhance faculty teaching and work to increase the visibility of faculty teaching accomplishments. Make recommendations to the Faculty on ways to improve teaching skills and to evaluate teaching accomplishment;

(h) provide planning assistance and guidance to the Faculty Affairs Committee regarding present and anticipated resource needs and allocations for teaching and classroom support; and

(i) carry out the agenda of the Faculty Affairs Committee.

Section 6. The Research Committee shall;

(a) consist of at least one member from each area who have been members of the tenured or tenure-eligible Faculty for a least one year;

(b) promote research seminars by internal and external scholars;

(c) evaluate proposals for business school funded research grants and provide recommendations to the Associate Dean;

(d) seek to enhance faculty research and work to increase the visibility of faculty research accomplishments. Make recommendations to the Faculty Affairs Committee on ways to improve research skills and to evaluate research accomplishment;

(e) provide planning assistance and guidance to the Faculty Affairs Committee regarding present and anticipated resource needs and allocations for research support; and

(f) carry out the agenda of the Faculty Affairs Committee.

Section 7. The Medallion Committee. The Faculty Affairs Committee shall function as the Medallion Committee for the School of Business. Possible candidates for the award of the Business School Medallion shall be presented to the Faculty Affairs Committee in September of the academic year by the Dean of the School of Business. These candidates

should be selected from the broadest possible pool. The Dean's Office is responsible for identifying (with input from the faculty) likely candidates for this honor and for preparing background information on the candidates. The Faculty Affairs Committee shall forward at most three (and possibly no) names to the general faculty for a vote at the October Faculty Meeting. The Dean should attempt to supply at least three names to the Committee for their consideration.

Brief biographies of each candidate would be prepared and a ballot distributed to all faculty members, containing an opportunity for write-in candidates. The faculty will have the right to reject all nominees submitted by the committee. The recipient shall be chosen by special ballot in which each voter is to rank order the candidates, including the non-candidate designated „None of the Above“ . The results shall be determined by the method described in Article V Section 3 of these By-Laws. If the top candidate is unable to accept the award, it will be given to the second place candidate.

Consideration should be given to management leaders from the region, from the nation, and from the world as a whole. Due consideration should be given to those individuals who have recently “made their mark” as well as those individuals for whom the Medallion would recognize distinguished management careers over a long period of time. The Committee should seek to recognize and nominate individuals who represent the diversity of management activities and who do not only have shown exceptional or innovative management skills but also have demonstrated ongoing commitments to ethical standards and social responsibility. In its deliberations, the Committee may consider, as one of its criteria, the likelihood that the chosen recipient will be available to accept the award.

Section 8. - Committees on Academic Status, Degrees and Admissions will be appointed by the Dean. Additional ad hoc Committees may also be appointed by the Dean. Faculty members from categories 4, 5, and 6 may be asked to serve on these ad hoc committees.

ARTICLE VIII-Amendments

Section 1. - These By-Laws may be amended by the Board of Visitors on its own motion; or, subject to the approval of the President and the Board of Visitors, these By-Laws may be amended by a two-thirds vote at any Faculty meeting, provided a copy of the proposed amendments shall have been sent to every member of the Voting Faculty at least one week in advance.

Teaching Load Policy Guidelines

Approved by the Faculty, April 27, 2012

This document establishes guidelines for teaching loads in the Mason School of Business for all, faculty members defined in Article 1 Section 1 of the By-Laws as holding faculty positions in category 4 or 5.

1. Objectives

These guidelines are designed to support faculty in fulfilling their role in achieving the Mission of the Mason School of Business. More specifically they are meant to do the following:

- Provide teaching load guidelines that encourage and permit faculty sufficient time to achieve a balance of quality performance in teaching, research, service, and innovation in the educational environment.
- Provide tenure-eligible faculty with teaching loads that facilitate developing the research skills and productivity in their academic careers.
- Encourage tenured faculty to sustain or improve their research productivity by providing clear and attainable objectives.

2. Scope

These guidelines are limited in scope.

- They are not intended to replace the promotion, tenure, and post-tenure reviews performed by the Personnel Committee, which are comprehensive and in depth assessments of a faculty member's total contribution to the Mission of the Mason School of Business. Nor are they meant to substitute for the Deans' annual merit review process.
 - They should be interpreted as establishing an incentive for each faculty member to continue to be, or to become, a productive scholar. An increased teaching load should not be interpreted as an adequate substitute for the lack of scholarly contributions.
 - They do not address the issue of a reduced teaching load in return for any extraordinary service assignment that the Dean or Associate Dean may request of an individual faculty member. The appropriate adjustment to the teaching load guidelines for extraordinary service demands is left to the purview of the Dean.

3. Defining Teaching Loads: Credit Hours and Courses

In defining teaching loads, differences in programs, curricular structures, number of preparations, enrollment, and instructional methods may be taken into account. For example, credit hours may vary across programs, so that an individual course in one program may have fewer credit hours but involve substantially the same level of teaching resources and commitment as a course in another program.

The Associate Dean, working in conjunction with the Faculty Affairs Committee, will develop guidelines for teaching load credit for the various courses, programs, and other academic obligations.

4. Guidelines for Tenure Eligible and Tenured Faculty

A. Principles and Definitions

At the Mason School of Business high quality research and scholarly activity, and effective teaching, and service are expected of every tenure-track faculty member. It is appropriate that teaching loads take into account differing levels of research and scholarly productivity.

At the Mason School research activity is defined in terms of scholarly productivity. Primary evidence of such productivity is publication of peer-reviewed journal articles and authorship of scholarly books. In addition, other scholarly activities may be recognized, including (but not limited to) presentations at professional meetings, articles in proceedings, book chapters, published case studies, and trade publications. However, these other activities are not considered substitutes for the primary evidence of peer-reviewed articles and authorship of scholarly books.

For the purposes of these guidelines, a faculty member is “research active” if he/she has published at least three peer-reviewed articles or scholarly books (primary evidence), and has at least two other scholarly contributions (secondary activities), in the preceding five years. These guidelines recognize that other aspects of research performance may be considered by the Associate Dean in deeming a faculty member as research active.

The Associate Dean shall take the following into account when establishing teaching loads, and any faculty member may appeal the Associate Dean’s decision on these specific bases (no matter the threshold number of required publications that appears in these guidelines) by providing the following defense of his or her publication (s).

- A journal’s **published** impact factor or its ranking, as a proxy of professional standing of the contribution.
- The reviews, awards (such “as best journal article”) or professional citations attributed to the faculty’s **publication** (s).
- The audience, which recognizes that many edited books, professional books, and articles in edited books are ultimately judged by a wide professional audience, consistent with the stated objective of the School to be relevant in the world of business.
- An assessment of the on-going research and the research reasonably expected from the faculty and requiring the time to do so with a reduced load—reflecting that this guideline is intended to be an enabling incentive (not merely an award for past performance with no expectations of future performance). A motive for a reduced load is to enable future work or work in progress.

Untenured, tenure-eligible faculty members are considered research active for the duration of their probationary employment.

4-B. Standard Teaching Loads

- The standard teaching load for a tenure-eligible faculty member is four courses (approximately 12 credit hours) per year, subject to market conditions.

- The standard teaching load for a research-active tenured faculty member is four full courses (approximately equivalent to 12 credit hours) per year.
- The standard teaching load for tenured faculty who are not designated research active, but who have published a peer-reviewed journal article and have other substantive scholarly contributions in the past five years, is five courses (approximately equivalent to 15 credit hours).
- The standard teaching load for faculty who do not meet the above criteria for a five course teaching load is six courses (approximately equivalent to 18 credit hours).

C. Process for Determining Teaching Loads

As part of the normal annual review process, the Dean and Associate Dean will evaluate each faculty member's scholarly activity and confirm the faculty member's teaching load. Teaching loads are set for each year (e.g., 2009-2010) based on a tenured faculty member's designation as research-active during the previous year (e.g., 2008-2009).

If a faculty member disagrees with this determination, he/she may appeal to the Dean. The Dean is the final decision maker on this matter, and ultimately is responsible for the consistent implementation of these guidelines across faculty members.

As part of this process, the Associate Dean's office will create and maintain an internal webpage that tracks and summarizes each faculty member's current research and his/her teaching load obligations.

D. Administrative Appointments, Extraordinary Service Assignments, and Teaching Loads

The Dean or Associate Dean will relieve teaching loads as appropriate to compensate faculty members who assume formal administrative appointments (e.g., assistant dean) or extraordinary service assignments. The starting point for such reductions is the faculty member's existing teaching load as described above. These administrative and service responsibilities do not relieve the faculty member of the standard of "research active" in determination of future teaching loads. The teaching load reduction is intended to enable the faculty member to remain active in research.

5. Guidelines for Non-Tenure Eligible Faculty

A. Principles and Definitions

At the Mason School of Business effective teaching and service are expected of every full-time clinical faculty member.

B. Standard Teaching Loads

The standard teaching load for a full-time clinical faculty member is 6 courses (approximately equivalent to 18 credit hours) per year.

C. Process for Determining Teaching Loads

As part of the normal annual review process, the Dean and Associate Dean will determine each clinical faculty member's teaching and service requirements for the following year.

If a clinical faculty member disagrees with this determination, he/she may appeal to the Dean. The Dean is the final decision maker on this matter, and ultimately is responsible for the consistent implementation of these guidelines across faculty members.

As part of this process, the Associate Dean's office will create and maintain an internal webpage that tracks and summarizes each clinical faculty member's teaching load obligations.

D. Service Expectations

Clinical faculty are expected to perform significant service, similar to the expectations for tenured professors. Service may include serving on committees, supervising student clubs, trips, events, or other activities that further the mission of the Mason School. The Dean or Associate Dean may relieve teaching loads as appropriate to compensate clinical faculty members who assume formal administrative appointments (e.g., assistant dean or center director). The maximum reduction will be 3 courses (approximately 9 credit hours) per year.

6. Personnel Committee Review and Teaching Loads

The Personnel Committee should consider a faculty member's teaching load in evaluating his or her performance in post-tenure reviews and other periodic reviews. It is their role to assess whether the tenure-track or tenured faculty member's research productivity is satisfactory for the Mason School, and one of the variables that may be considered in this evaluation is the faculty member's teaching load. It is also their role to evaluate the teaching effectiveness of a clinical faculty member. However, it is not the Personnel Committee's role to establish or to comment on the appropriateness of the faculty member's teaching load. Such determinations are specifically the purview of the Dean and Associate Dean within the structure provided by this Teaching Load Document.

**School of Business Administration
College of William and Mary
Statement of Criteria and Review Procedures
For Faculty Evaluations
(Approved by Personnel Policy Committee, April 27, 2012)**

I. Introduction and Purpose

This statement is adopted in accordance with the requirements stated in the Faculty Handbook concerning criteria and procedures for faculty evaluations for retention, promotion, award of tenure, and periodic evaluations of tenured or tenure-eligible faculty, the appointments and periodic evaluations of eminent scholars, and the evaluations for retention and promotion of clinical faculty appointed to continuing non-tenure eligible positions. Faculty members are encouraged to consult the full text of the current version of the Faculty Handbook and to address questions concerning these standards and procedures for evaluation to members of the Faculty Personnel Committee. The recommended policy guidelines for determining teaching loads are also adopted by reference.

The purpose of this document is to set forth a process and the criteria by which the Faculty Personnel Committee may fairly and equitably evaluate faculty. It is the stated goal of the school to: "...serve the Commonwealth, the Nation, and the international community by offering high quality educational programs...in an environment that fosters individual student development through close working relationships with *faculty who excel in their fields and who are dedicated to teaching excellence [emphasis added]*." This implies that there are two essential elements of performance that should be examined by the Faculty Personnel Committee. These elements are: teaching and research. It is through teaching in degree courses that a faculty member fulfills one of his or her primary responsibilities to the Commonwealth. The responsibility, however, goes beyond merely offering courses. It is expected that faculty members will actively foster the individual growth and development of the students in their contact and will seek to prepare these students for positions of increasing responsibility and leadership. A faculty member also has an equally compelling responsibility to contribute to and excel in his or her chosen academic field. Faculty members also contribute to the mission of the school by facilitating the exchange of information within their fields of expertise and by sharing their knowledge and skills with the college, professional and business communities through both academic and business service. A faculty member's first service responsibility is to the college and the school. Secondly, a faculty member is expected to serve his or her profession and to be a source of knowledge for the business and civic communities. However, no amount of academic and business service can replace a faculty member's responsibilities in teaching or research.

No formal set of weights is adopted to describe the way in which the Faculty Personnel Committee balances teaching with research or teaching and research with service. Nevertheless there is the strong expectation that during the probationary period of a faculty member's employment, the primary focus of effort should be on honing one's teaching skills and on developing a record of scholarly research. In contrast, tenured faculty are expected also to provide leadership in the affairs of the school and to make a greater contribution through service than was expected during their probationary years. It is assumed that all faculty members will

demonstrate a commitment to the success of the school through active participation in its programs.

II. Evaluation Criteria, Documentation and Process

A. Teaching

1. Criteria.

Tenured, tenure-eligible and clinical faculty members are expected to be conscientious and effective teachers, demonstrating proper command of the material in their fields, and being helpful to students. The following describes the procedures for evaluating a faculty member's effectiveness in handling degree-credit teaching obligations and all directly related activities (such as curriculum development, guidance of independent studies, and counseling students regarding their educational programs and with the problems they encounter in learning).

2. Documentation.

- a. **Evaluation by Peers.** In the twelve months prior to an in-depth evaluation, the Faculty Personnel Committee shall seek a written evaluation of a candidate's teaching from three tenured faculty. Where possible these faculty should be chosen from those in the candidate's teaching area, with one being selected by the candidate. For clinical faculty, whenever it is feasible one of the evaluators should be another clinical faculty member and two should be tenured faculty. This evaluation is to be based on the evaluation team's observations of the candidate's teaching performance in at least two classroom visits by each member of the team. These evaluations should be included in the candidate's evaluation file and should be summarized in the evaluation letter sent to the candidate.
- b. **Evaluation by Students.** Student opinion shall be gathered during the last three weeks of each semester in each course by means of the School's approved questionnaires, which are to be completed during regularly scheduled class periods. All faculty members (regular, visiting, and adjunct) are required to administer these questionnaires in all degree credit classes in accordance with the instructions accompanying the forms.
- c. **Other Evidence.** The candidate may submit further evidence of teaching effectiveness directly to the Personnel Committee. Additionally, the Personnel Committee may consider other solicited and unsolicited written evidence; however, the candidate is to be furnished a copy of such evidence in a timely manner, generally within a few days of its receipt.

3. Evaluation by the Personnel Committee.

The Personnel Committee shall examine the student evaluation statistics and comments, the written evaluation by the tenured faculty in a candidate's area, and other written evidence. The Committee should not emphasize any single item of the student questionnaires. Furthermore, special attention should be given to the written comments of the students. In addition to faculty-wide comparisons, the committee should consider evaluations for other instructors teaching the same course and within the same area and program. The Committee's evaluation of a candidate's teaching should be summarized in the evaluation letter sent to the candidate.

B. Research and Scholarly Activity.

1. Criteria.

The goals of research and scholarly activity are to make significant contributions to one's field through the creation, advancement and dissemination of knowledge in the academic, public

policy and business communities. These activities are characterized by the fact that they are public and that their purpose is to extend the understanding of a candidate's field by scholars and management professionals. **Every tenured and tenure-eligible faculty** member should seek to be a respected and productive scholar.

The primary evidence of significant contributions in research is a continuing record of publication of quality research in monographs, books and/or refereed journals. Additional evidence of contributions may include citations of the candidate's research by other scholars, widespread use of the candidate's research, cases, research awards and grants, publishing in the proceedings of and making presentations at academic conferences, invited participation in academic conferences and seminars, and publication in high-quality non-refereed journals. Working papers and work-in progress are of lesser significance.

2. Documentation.

a. **Evaluation by Peers.** The Personnel Committee may solicit written assessments of a candidate's research from members of the faculty in the candidate's discipline or members with research interests in the candidate's field. These assessments will be included in the candidate's Evaluation File and will be available to the candidate on request.

b. **Evaluation by Outside Reviewers.** For the evaluations associated with tenure decisions, promotion to Professor, and promotion to eminent scholar, the Personnel Committee shall obtain at least four letters from appropriate outside reviewers in the candidate's area of research. The reviewers shall be chosen after consultation with the candidate, with two reviewers being selected from a list provided by the candidate. Outside evaluators should come from programs, institutions, or agencies of a quality commensurate with the reputation and standards of the College of William and Mary. Curriculum Vitae of the reviewers should be requested and included as part of the candidate's file. The outside reviewers may not be the candidate's dissertation director or frequent co-author. The outside reviewers shall be given as much guidance as possible with regard to the specifics of their task to enable them to focus their efforts and to provide the most useful feedback possible. Outside reviews should be solicited prior to the beginning of the semester in which the promotion/tenure decision is to be made. In any case, the responses should normally be received at least one month before the Personnel Committee makes its final vote on the candidate.

c. **Additional Evidence.** The candidate may submit any further evidence of scholarly activity such as awards or other recognition of quality research, grants received, editorships of scholarly journals, citations of her/his research, or any other evidence the candidate may have that establishes her/him as an active scholar.

3. Evaluation by the Personnel Committee.

In addition to the evaluations and evidence from a, b, and c above, the Personnel Committee shall conduct its own review of the publications of a candidate in detail to assess their quality.

C. Service

I. Criteria.

Faculty members of the School of Business Administration, especially senior faculty members **and clinical faculty members**, have a responsibility to provide service to the school, the college,

and outside communities. Such activities contribute to the school's governance and development, promote an intellectual and collegial atmosphere within the school, and enhance the influence and reputation of the school and college. Two broad categories of service are recognized: academic service and business (including public and not-for-profit) service. Examples of academic service include, but are not limited to, participating on school and college-wide committees, holding office in academic organizations, serving as journal editor, advising student organizations, aiding in student recruitment and placement, and contributing to colleagues' teaching and research skills through participation in seminars and formal collaboration. Examples of business service include, but are not limited to, consulting with or serving on the boards of businesses, charities, government agencies, and trade associations. In the evaluation process emphasis is placed on service to the school and the college.

2. Documentation.

The scope and quality of academic and business service is judged by the evidence found in the faculty member's vita, annual statements of activities, and other written information submitted by the candidate. In addition, the Personnel Committee may consider other solicited and unsolicited written evidence; however, the candidate is to be furnished a copy of such evidence in a timely manner, generally within a few days of its receipt.

3. Evaluation by the Personnel Committee

The Personnel Committee shall examine the written evidence to evaluate the totality of a candidate's service contribution.

III. General Policies and Procedures for Evaluations

A. General Announcements of Evaluation Process.

At the first faculty meeting of each academic year, a representative of the Personnel Committee and the Dean will review general performance expectations and describe evolving standards for performance evaluations. All new faculty will be given a copy of the Faculty Handbook and this Statement of Criteria and Review Procedures, and will be invited to meet with the Personnel Committee to review faculty expectations and evaluation procedures.

B. The Evaluation Cycle.

Except for the Dean, all members of the faculty of the School of Business Administration will be evaluated periodically in accordance with College policy. Following a review of the personnel records by the Committee and the Dean to determine which faculty members should be evaluated, the Dean will meet with the Personnel Committee to compile a list of candidates for evaluation. Normally by September 15 for each probationary faculty member and for each tenured candidate for evaluation, the Dean will send written notification of the impending evaluation and its purpose to each candidate. Candidates will be requested to submit to the chair of the Personnel Committee any written information deemed relevant to that evaluation by the date on the letter (normally within two weeks). Candidates being evaluated may request a meeting with the Personnel Committee.

1. Untenured, Tenure-eligible Faculty.

Untenured, tenure-eligible members of the faculty are to be evaluated annually for retention, and in the year specified in the faculty member's contract, for the award of tenure. An in-depth

review normally will be conducted in the third year and in the year prior to renewal of his/her employment in a tenure-eligible position. The date of the interim review for tenure-eligible faculty must be noted in the Dean's letter of intent to the candidate. In the absence of credit for prior service, tenure is normally decided in the Fall of a candidate's sixth year of service at the College of William and Mary. For a faculty member hired as an Assistant Professor, this also will be an evaluation for promotion to Associate Professor, and the recommendation shall be in favor of, or against, both. The tenure evaluation will include reviews of the faculty member's research by at least four faculty members from other institutions. Completion of an appropriate earned doctorate or a J.D. is a prerequisite for the award of tenure and promotion to associate professor.

2. Tenured Faculty Promotion to Professor

Compared with the attainment of tenure, promotion to the rank of Professor requires a new portfolio of achievements in the areas of research, teaching, and service consistent with tenure and promotion standards. Specifically, successful candidates for professorial rank will have developed into respected scholars, evidenced primarily by a sustained record of regular and continuing publications in high quality refereed journals, books, and other appropriate scholarly outlets and also by ongoing participation in national and international colloquia and programs. Candidates will have enhanced the pedagogical life of the school through contributions to curriculum and program development and through sustained effectiveness in the classroom across the Mason School's degree programs. In addition, compared to their probationary years, candidates will have made greater contributions to the profession, to the College, and to the mission and goals of the Mason school of Business through their service, for example, by assuming leadership roles in promoting the culture of teaching and research, participating in governance, and serving business and civic communities.

An evaluation for promotion to Professor may occur in any year following a faculty member's fourth year etc.

3. Tenured Faculty Post-Tenure Reviews

a. Purpose. The intent of the post-tenure review is to encourage, support, and monitor the continued career development of tenured faculty.

b. Scheduled Reviews. All tenured faculty members will normally be evaluated every six years by the Personnel Committee. The Committee shall forward its evaluation to the Dean. The Committee shall indicate to the Dean whether the faculty member's overall contribution in research, teaching, and service meets expectations for acceptable performance. Expectations for acceptable performance cannot be reduced to a formula and the Committee's assessment should consider the performance of peers in the School of Business and the mission of the School. Expectations, particularly with regard to research, should take into account the individual's rank and time in service. Evaluation of teaching should take into account the same criteria used in the tenure review process.

The review may result in a commendation. The review may result in recommendations for improved performance or suggest areas for faculty development. It may also result in a finding that a faculty member's overall contribution fails to meet expectations. In this case, the faculty member must submit to the Personnel Committee and Dean, prior to the next academic year, a

detailed plan for improving performance. The Personnel Committee and the Dean must approve the plan. An assessment of the progress made in implementing this plan will be conducted by the Personnel Committee two years after the acceptance of the performance plan. If the Personnel Committee determines that the faculty member has failed to show improvement in performance during the course of the two-year period, the Dean may consider sanctions including salary adjustments, reassignment of duties, or a recommendation that dismissal proceedings be instituted in accordance with College procedures as stated in the Faculty Handbook.

c. Unscheduled Reviews. It is the responsibility of the Dean to annually evaluate faculty members for salary purposes. The Dean may find that a faculty member fails to meet overall expectations for that year. Before informing the faculty member of that result, the Dean shall seek input and advice from the Personnel Committee. If a faculty member receives such a negative evaluation twice in a three year period, the Personnel Committee will be asked to perform an unscheduled post-tenure review before the end of the academic year. Should this review find the faculty member failing to meet overall expectations, a plan for improving performance must be developed by the faculty member and approved by the Dean and the Personnel Committee prior to the next academic year. The Personnel Committee will assess progress on this plan after one year. If the Personnel Committee determines that the faculty member has shown no improvement during the year, sanctions, including dismissal, may be imposed.

d. Reporting. When it is determined that a faculty member has failed to meet overall expectations, it is the responsibility of the Dean to report this to the Provost. The Dean will also inform the Provost of the results of the continued monitoring of that faculty member.

4. Eminent Scholars.

Appointment to eminent scholar status requires a detailed review by the Faculty Personnel Committee with a written recommendation to the Dean. The evaluation will include a review of the faculty member's research by five faculty members at other institutions. Eminent scholars are to be evaluated every six years.

5. Tenured Faculty Initial Appointments.

Written recommendations to the Dean with respect to credit for tenure in previous academic positions, initial faculty rank, and eminent scholar status shall be the responsibility of the Faculty Personnel Committee. The Personnel Committee shall review the candidate's complete file from the Appointments Committee, and shall be given sufficient time to conduct a meaningful review. Equivalent professional experience as a criterion for granting credit toward tenure shall be considered by the Committee when the Faculty Appointments Committee recommends a candidate for appointment. In general, such experience shall not automatically constitute a basis for recommending tenure credit, and such credit as is deemed appropriate by the Faculty Personnel Committee shall be an exception to the norm.

6. Review of Clinical Faculty (categories 5 and 6 in the bylaws)

a. Scheduled Reviews. Clinical faculty hold appointments to continuing non-tenure eligible faculty positions. Appointments to this position are renewed at regular intervals not to exceed five years. In the second year and in the year prior to renewal, a detailed review will be conducted by the Personnel Committee. Before each detailed review, the clinical faculty member will be responsible for submitting a portfolio describing his/her teaching and service

contributions to the school. The Personnel Committee will convene a teaching committee, which will, whenever it is feasible, have at least one member who is a current clinical faculty member. A letter summarizing the Personnel Committee's assessment will be forwarded to the Dean and Associate Dean for Faculty, along with a recommendation as to whether this faculty member's contract should be renewed.

b. Unscheduled Reviews. Upon presentation of evidence to the Personnel Committee by the Dean or a majority of the Personnel Committee, that a clinical faculty member is not meeting the expectations set forth in their contract, a full review shall be initiated as set forth in III.B.6.a above. A letter summarizing the Personnel Committee's assessment will be forwarded to the Dean and Associate Dean for Faculty along with a recommendation as to whether this clinical faculty member's contract should be renewed.

7. Promotion and Rank of Clinical Faculty

a. Initial Appointment. Clinical professors will normally start with the rank of Assistant Clinical Professor. Written recommendations to the Dean with respect to appointment at the rank of Associate Clinical Professor or Clinical Professor shall be the responsibility of the Faculty Personnel Committee. The Personnel Committee shall review the candidate's complete file from the Appointments Committee, and shall be given sufficient time to conduct a meaningful review.

b. Promotion. Promotion to the rank of Associate Clinical Professor or Clinical Professor requires a new portfolio of achievements in the areas of teaching and service. Specifically, successful candidates for professorial rank will have enhanced the pedagogical life of the school through contributions to curriculum and program development and through sustained effectiveness in the classroom across the Mason School's degree programs. In addition, candidates will have made greater contributions to the profession, to the College, and to the mission and goals of the Mason School of Business through their service, for example, by assuming leadership roles in promoting the culture of teaching and research, participating in governance, and serving business and civic communities. An evaluation for promotion may occur in any year following a clinical faculty member's fourth year in rank.

8. Review of Part-time, Visiting and Adjunct Faculty (categories 7, 8 and 9 in the bylaws)

The Personnel Committee shall review the student teaching evaluations of all part-time, visiting and adjunct professors annually. If a non-tenure track faculty member appears, from these evaluations, to have a substantial deficiency on the teaching dimension, the Personnel Committee will do a thorough review of that non-tenure track faculty member during the next semester that he/she is teaching a course(s) for the School of Business. The guidelines concerning teaching used in evaluating teaching during a post tenure review shall be used in this evaluation, and a letter summarizing the Committee's assessment will be forwarded to the Dean and Associate Dean along with a recommendation as to whether this faculty member should be retained. For the purpose of these teaching reviews, the Teaching Evaluation Committee will be composed of members of the Personnel Committee.

C. Reporting Dates.

In order to allow sufficient time for appropriate responses by the candidate and subsequent consideration, written recommendations for the following evaluations will be forwarded normally by the dates given below. The Personnel Committee should check the College calendar and the Faculty Handbook to verify that these dates are still operative.

<u>Type of Decisions</u>	<u>Personnel Committee</u>	<u>Dean</u>
Retention in 1st year	Dec. 15	Feb. 1
Retention in 2nd year	Nov. 15	Dec. 1
Retention in 3rd year or later	Dec. 15	Feb. 1
Promotion to Associate Professor and/or tenure	Dec. 1	Dec. 15
Promotion to Professor	Feb. 15	Mar. 1
Promotion to Eminent Scholar	Feb. 15	Mar. 1
Periodic evaluation of tenured faculty	Apr. 1	Apr. 15
Detailed evaluation three years prior to the academic year in which a faculty member is considered for tenure	Dec. 1	Dec. 15
Periodic evaluation of clinical faculty	Dec. 15	Feb. 1

D. The Evaluation File.

All information and documentation relevant to a candidate's evaluation shall be accumulated in a temporary Evaluation File maintained by the Personnel Committee, as distinguished from the personnel files kept for each faculty member by the Dean. Upon request, the Evaluation File shall be made available to the candidate.

This file shall be regarded as privileged information accessible only by the candidate, current members of the Personnel Committee, the President, the Provost, the Dean, the Associate Dean, and a legally authorized investigative person or body. Access to the file or to selected information in the file may also be given to others, as appropriate, only with the written approval of the candidate. Disclosure to other individuals or to the public of privileged information from this file without the written permission of the candidate shall be considered misconduct subject to sanction as stipulated in the Faculty Handbook. Work involving documents from the evaluation files should not be delegated to student assistants or to anyone else except as herein provided. Typing of preliminary and final reports may be delegated only to the full-time secretary of the Faculty or of the Dean. The Evaluation File will be kept for five years.

E. Evaluation by the Personnel Committee.

Each member of the Personnel Committee shall carefully review all of the evidence gathered. The Committee discusses at length what the faculty member has accomplished in each of the three categories. If outside faculty evaluators appear personally before the Committee, the candidate may sit in. When every Committee member is satisfied that all factors have been adequately reviewed, the Committee then develops a performance assessment. The Committee may discuss this assessment with the Dean.

When in any given year there are multiple candidates for a particular type of decision (retention, tenure and/or promotion to Associate Professor, or promotion to Professor), the final vote for all candidates for the same type of decision will be cast at a single meeting, to foster consistency. The Committee shall act by majority vote.

The Committee shall prepare a written report summarizing its findings with respect to each of the three categories for assessment, and making appropriate recommendations. If there are significant differences of opinion within the Committee, views of Committee members may be appended to the report. These reports are placed in the candidate's School mailbox three days before they are to be sent to the Dean so that if there is any error in fact, it may be corrected before the formal process has begun. The reports are sent to the Dean, with a copy for the evaluation file, in time to allow one week for the candidate's response, and one additional week for the Dean's consideration, before recommendations are due at the Provost's office.

The candidate is encouraged to respond to this report in writing to the Personnel Committee, with a copy to the Dean, documenting any objections to the facts as presented or to the conclusions drawn and discussing the actions that will be taken to correct the deficiencies. In the event of clear evidence of factual errors in the report, the Personnel Committee shall revise its report to correct the errors. The report of the committee and any written response from the candidate will become part of the file for future evaluations.

F. The Dean's Evaluation.

The Dean's evaluation is governed by College procedures and procedures established by the Provost, both of which require the Dean to make an independent recommendation to the Provost. In general, the Dean shall carefully consider the report and recommendations of the Personnel Committee, the candidate's response, and all of the material in the evaluation file. The Dean shall meet with the Personnel Committee so that the Committee can ask and answer questions and the Dean can comment on their written report. The Dean may also gather and consider additional information from his own classroom visitations or any other source of information. However, the substance of such information must be written and must then become part of the Evaluation File, and the candidate must be informed of any such additions to the file and be given a chance to respond in writing to this material. Prior to making a final recommendation, the Dean shall provide the candidate an opportunity to present his or her case personally.

The Dean will prepare a written recommendation detailing the reasons for the decision and forward it, along with that of the Personnel Committee, to the Provost, with a copy to the candidate. Appropriate documentation in support of the recommendations will accompany this report. If the candidate so requests, the complete evaluation file shall be sent by the Dean to the Provost.

G. Subsequent Action.

When a final decision has been reached by the Provost, the faculty member will be informed of that decision by the Dean. If the faculty member alleges that a negative recommendation was based on inadequate consideration, he or she may appeal to the Procedural Review Committee of the Faculties.

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

Vacancies in the Executive Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional 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 individuals to fill these positions:

CAROL LYNNE TIESO, Interim Associate Dean of Academic Programs,
School of Education, effective August 1, 2013

B.A., University of California, Berkeley, 1979
M.A., California State University, Stanislaus, 1994
Ph.D., University of Connecticut, 2000

College of William & Mary
Associate Professor, 2008-2013
Assistant Professor, 2005-2008

The University of Alabama
Assistant Professor, 2000-2005

VIRGINIA TORCZON, Dean of Graduate Studies and Research, Faculty
of Arts and Sciences, effective August 1, 2013

B.A., Wesleyan University, 1978
M.S. (1988); Ph.D. (1989), Rice University

College of William & Mary
Professor, 2008-2013
Associate Professor, 2000-2008
Assistant Professor, 1995-2000

NASA Langley Research Center
Consultant in Residence, Institute for Computer Applications in
Science and Engineering, 1995-2000

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COLLEGE OF WILLIAM AND MARY
APPOINTMENT TO FILL VACANCY IN THE
EXECUTIVE FACULTY

VIRGINIA TORCZON, **cont'd.**

Rice University

Research Scientist, Department of Computational and Applied

Mathematics, 1993-1995

Research Associate, Department of Mathematical Sciences, 1989-1993

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 2013-2014 academic year:

ANNA PEREZ CHASON, Legal Writing Instructor, William & Mary Law School

B.A., Duke University, 1990

J.D., University of North Carolina School of Law, 1993

National Association of Real Estate Investment Trusts
Public Affairs Counsel, 1998-2000

Perrin Quarles Associates
Associate, 1997-1998

CFA Institute
Manager, Professional Conduct, 1995-1997

The Investment Fund for Foundations
Associate, 1993-1995

MARGARET E. CONSTANTINO, Executive Associate Professor of
Education/Executive Ed.D. Program Director

B.L.S., Mary Washington College, 1995

M.Ed., Virginia Polytechnic Institute and State University, 2004

Ph.D., University of Southern Mississippi, 2011

York High School, York County, Virginia School Division
Principal, 2012-2013

Coventry Elementary School, York County, Virginia School Division
Principal, 2011-2012

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

MARGARET E. CONSTANTINO, **cont'd.**

Cobb County, Georgia, School District
Director, Special Education Services, 2009-2011

ERIN JOY HENDRICKSON, Legal Writing Instructor, William & Mary
Law School

B.A., St. Olaf College, 2004
J.D., University of California, Berkeley, Boalt Hall School of Law, 2007

Internal Revenue Service, Office of Chief Counsel
Attorney, 2007-2013

CALVIN HUI, Assistant Professor of Modern Languages and
Literature

B.A., The University of Hong Kong, China, 2003
M.A., King's College London, United Kingdom, 2004
Ph.D., Duke University, 2013

CHELSEY JOHNSON, Assistant Professor of English

B.A., Oberlin College, 1997
M.F.A., University of Iowa, 2002

College of William & Mary
Visiting Assistant Professor, 2011-2013

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

DAVID M. KAPLAN, Assistant Professor of Marine Science

B.S., Brown University, 1993
M.A. (1996); Ph.D. (1997), University of California at Santa Barbara

University of Cape Town, South Africa
Lecturer, 2012

Université de Tiers Temps, Montpellier, France
Lecturer, 2012

Université Montpellier II, Sète, France
Lecturer, 2008-2011

Université Européenne d'été, Sète, France
Lecturer, 2008

IRD, Sète, France
Chargé de Recherche, 1 Classe, 2007

University of California, Santa Cruz
Assistant Researcher, 2006-2007

University of California, Davis
Postdoctoral Researcher, 2001-2006

STACY KERN-SCHEERER, Legal Writing Instructor, William & Mary
Law School

B.A., Beloit College, 2000
M.P.H., Boston University School of Public Health, 2003
J.D., Boston University School of Law, 2003

United States Senate Office of the Legislative Counsel
Assistant Counsel, 2004-2013

Boston University School of Public Health
Department of Health Law, Bioethics, & Human Rights
Health Law and Bioethics Fellow, 2003

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

JOHN WILLIAM LOPRESTI, Assistant Professor of Economics

B.A., Hanover College, 2007

M.S. (2009); Ph.D. (Candidate), Purdue University

TYLER MELDRUM, Assistant Professor of Chemistry

B.S., Brigham Young University, 2006

Ph.D., University of California, Berkeley, 2011

RWTH Aachen University, Germany

Instructor, 2011-2012

CHRISTINE N. MEYNARD, Research Assistant Professor of
Marine Science

B.S., Pontificia Universidad Católica de Chile, 1998

Ph.D., University of California, Davis, 2006

CBGP

Researcher INRA, 2010-2013

Université de Montpellier II

Postdoctoral Researcher, 2007-2010

Universidad Austral de Chile

Postdoctoral Researcher, 2006-2007

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

EUGENIY E. MIKHAILOV, Assistant Professor of Physics

Diploma, Moscow State Engineering Physics Institute, 1998
Ph.D., Texas A&M University, 2003

College of William & Mary
Research Assistant Professor, 2010-2013
Visiting Assistant Professor, 2006-2010

Massachusetts Institute of Technology, Kavli Institute for Astrophysics and
Space Research LIGO Laboratory
Postdoctoral Associate, 2003-2006

MICHAEL J. SEILER, Professor of Business

B.S., University of South Florida, 1991
M.B.A., University of North Florida, 1992
D.B.A., Cleveland State University, 1997

Old Dominion University, College of Business
Professor, Director, and Endowed Chair, 2008-2013

Johns Hopkins University
Visiting Professor, 2011

The Australian National University
Visiting Fellow, 2000-2007

Hawaii Pacific University
Professor, 2006-2008
Associate Professor, 2001-2006
Assistant Professor, 1997-2001

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

PHILIP B. SHANE, Professor of Business

B.S., University of Illinois, 1971
Ph.D., University of Oregon, 1982

University of Virginia
Professor, 2011-2013

University of Colorado
Professor, 2007-2011
Associate Professor, 1997-2007

The Pennsylvania State University
Assistant Professor, 1990-1997

University of Auckland
Professor, 2007-2008
Visiting Associate Professor, 1995-1996

JULIETTE L. SMITH, Assistant Professor of Marine Science

B.S., University at Buffalo, SUNY, 1999
M.S., University of New Hampshire, 2002
Ph.D., College of Environmental Science and Forestry, SUNY, 2008

Woods Hole Oceanographic Institution
Postdoctoral Scholar/Investigator, 2008-2013

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

JAMES YARBROUGH STERN, Assistant Professor of Law

A.B., Harvard College, 2001

J.D., University of Virginia School of Law, 2009

University of Virginia School of Law

Research Assistant Professor, 2011-2013

Justice Anthony M. Kennedy, United States Supreme Court
Law Clerk, 2010-2011

Judge J. Harvie Wilkinson, III, United States Court of Appeals,
Fourth Circuit
Law Clerk, 2009-2010

ANDRE WALKER-LOUD, Assistant Professor of Physics

B.S. (2001); M.S. (2002); Ph.D. (2006), University of Washington, Seattle

Lawrence Berkeley National Laboratory

Project Scientist, 2012-2013

Postdoctoral Fellow, 2010-2012

College of William & Mary

Guest Lecturer, 2008 and 2009

Postdoctoral Research Associate, 2008-2010

University of Maryland

Instructor, 2007

Postdoctoral Research Associate, 2006-2008

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

Vacancies in the Professional Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional 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:

REBECCA E. AVISON, Assistant Dean of Admission, effective August 26, 2013

B.S., College of William & Mary, 2013

KELLY M. BUCKLEY, Assistant Director, Freshman & Sophomore Career Experience, Cohen Career Center, effective September 6, 2013

B.A., College of William & Mary, 2005

M.S., Old Dominion University, 2007

M.A., Boston College, 2010

Lasell College

Career Counselor, 2010-2013

Massachusetts Educational Recruiting Consortium

Co-Chair, 2010-2013

Boston College

Pre-Practicum Supervisor, 2008-2010

Oscar F. Smith High School

English Teacher, 2005-2008

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

ROBERT KELLY CRACE, Associate Vice President for Health and Wellness, Office of Student Affairs, effective August 1, 2013

B.A., Vanderbilt University, 1982
M.A. (1987); Ph.D. (1992), University of North Carolina at Chapel Hill

Duke University, Counseling and Psychological Services
Director, 2011-2013
Staff Psychologist, 2009-2011

College of William & Mary, Counseling Center
Director, 2001-2009
Assistant Dean of Students, 1997-1999
Staff Psychologist, 1992-1997

Applied Psychology Resources, Inc.
President, 1994-2013

MICHAEL J. ENDE, Associate Dean, Career Center, William & Mary Law School, effective August 10, 2013

B.A., State University of New York at Albany, 1986
J.D., Fordham University School of Law, 1989

Hofstra University, Maurice A. Deane School of Law
Assistant Dean for Career Services, 2007-2013

Winston Legal Staffing
Managing Director, 2005-2007

Kelly Law Registry
Managing Director, 2001-2005

Cullen and Dykman, LLP
Supervising Partner, Residential Mortgage Foreclosure Department, 1997-2001
Partner, Banking and Real Estate Department, 1997-2001
Associate, Banking and Real Estate Department, 1989-1997

National Hockey League
Assistant to the General Counsel, 1987-1989

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

CHRISTINE FERGUSON, Mental Health Services Coordinator,
Counseling Center, effective August 1, 2013

B.S. (2004); M.Ed. (2006), Springfield College

TASK Cares Foundation
Clinical Supervisor Outpatient Therapy Services, 2012-2013
Acting Clinical Lead, Outpatient Therapy, 2012
Outpatient and Intensive In-Home Therapist, 2010-2012

Chicago Lakeshore Hospital
Mental Health Counselor, 2008-2010

Community Mental Health Affiliates
Intensive Outpatient Clinician, 2006-2008

DANIEL H. FREZZA, Assistant Vice President of Lifetime Philanthropic
Engagement and Annual Giving, University Development, effective
September 10, 2013

B.S., Western Carolina University, 2004
M.Ed., North Carolina State University, 2006

College of William & Mary
Interim Executive Director of Annual Giving, University
Development, 2012-2013
Senior Associate Director of Annual Giving, University
Development, 2011-2013

Appalachian State University
Director of Annual Giving, University Advancement, 2009-2011

East Carolina University
Assistant Director for Alumni Programs, 2007-2009
Membership Coordinator, 2006-2007

The Treasure Depot, Online Community
Publisher, 2007-2009

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

GERALD PAUL GAIDMORE, II, Marian & Alan McLeod Director of the
Special Collections Research Center, Earl Gregg Swern Library,
effective July 1, 2013

B.A., Plymouth State College, 1993
M.A., Old Dominion University, 1999
M.L.I.S., University of South Carolina, 2005

University of North Carolina, Chapel Hill
University Archivist and Head, University Archives and
Records Management Services, 2010-2013

University of Rhode Island
Adjunct Professor, 2010

Brown University
University Archivist, 2006-2010

Roger Williams University
Reference Librarian, 2008-2010

The Library of Virginia
Private Papers Program Manager, 2001-2006
Senior Finding Aids Description Archivist, 2000-2001
Private Papers Archivist, 1999

LAUREN M. GARRETT, Director of First Year Experience, Office of
Residence Life, effective September 30, 2013

B.A., College of William & Mary, 2002
M.A., The Ohio State University, 2005

University of New Hampshire at Manchester
First Year Experience Doctoral Graduate Assistant, 2012-2013

Maine Maritime Academy
Director of Residential Life and Student Services, 2006-2011
Residential Coordinator, 2005-2006

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

WHITNEY L. GERSHOWITZ, Senior Assistant Dean of Admission,
effective August 26, 2013

A.A., Richard Bland College, 2005
B.A. (2007); M.Ed. (2012), College of William & Mary

Richard Bland College
Acting/Associate Director for Enrollment Services, 2007-2013
Admissions Counselor, 2007

YING LIU, Assistant Director, William & Mary Confucius Institute, effective
September 9, 2013

B.Ec., University of International Business and Economics,
Beijing, China, 2001
M.Ed., University of South Florida, 2003
Ph.D., Vanderbilt University, 2007

Virginia Polytechnic Institute and State University
Research Analyst, 2007-2013

Vanderbilt University
Graduate Assistant, Office of Institutional Research, 2006-2007
Graduate Assistant, Higher Education Leadership and Policy, 2003-2006

JOSEPH MARTINEZ, Chief Operations Officer, Virginia Institute of Marine
Science, effective July 25, 2013

B.S., State University of New York, College of Technology, 1983
M.S., State University of New York at Stony Brook, 1988

College of William & Mary
Deputy Director, Facilities Planning, Design, and Construction
Division, 2004-2013
Director of Facilities Management, Virginia Institute of Marine
Science/School of Marine Science, 2002-2004
Project Manager, 1999-2002

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

JOSEPH MARTINEZ, **cont'd.**

State University of New York at Stony Brook
Construction Project Manager, 1999

Northrop Grumman Corporation
Facilities Manager, 1991-1999

PAMELA H. MASON, Deputy Compliance Officer, effective
September 9, 2013

B.B.A., Southern Methodist University, 1994
J.D.; M.B.A., College of William & Mary, 2000

College of William & Mary
Assistant Athletic Director for Compliance and Educational
Services, 2008-2013
Director of Compliance and Educational Services, 2006-2008
Associate Director of Development for Athletics, 2004-2006

James Madison University
Assistant Director of Compliance, 2003-2004

University of North Carolina-Pembroke
Compliance Officer/Sports Information Director, 2001-2002

NATASHA W. MCFARLAND, Reference and Instructor Librarian, Earl
Gregg Swem Library, effective May 26, 2013

B.S., Virginia Union University, 1983
M.L.S., University of North Texas, 2010

College of William & Mary, Earl Gregg Swem Library
Reference Librarian, 2012-2013
Electronic Resources Assistant, 2009-2013
Authority Control Manager, 1989-2009
Database Records Maintenance Supervisor, 1985-1989

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

KAITLYN C. MORAN, Coordinator, Programming in Student Leadership
Development, Office of Student Affairs, effective September 3, 2013

B.S., University of Notre Dame, 2009
M.A., Boston College, 2011

North Carolina State University
Program Coordinator, Student Involvement, 2011-2013

LISA T. NICKEL, Associate Dean of Research and Public Services,
Earl Gregg Swem Library, effective July 1, 2013

B.A., Rutgers University, 1995
M.A., University of South Florida, 1997

University of Maryland University College
Adjunct Associate Professor, 2009-2013

University of North Carolina at Charlotte
Head of Access Services, Associate Professor, 2010-2013
Distance Education Librarian, Associate Professor, 2004-2010

University of South Florida
Adjunct Associate Professor, 2009-2013
Instruction Librarian, 1999-2003
Adjunct Instructor, 2001

Orange County, Florida Library System
Reference Librarian, 1998-1999

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

JAKE PEREZ, Associate Vice President of Marketing, Communications and Stewardship, Office of University Development, effective August 10, 2013

B.S., James Madison University, 1998

The Martin Agency
Vice President, Account Director, 2011-2013

Fleishman-Hillard, Inc.
Vice President, 2010-2011

Matthews Media Group, Inc.
Director, Digital Media, 2001-2010

National Geographic Society
Associate Producer, 2000-2001
Editorial/Database Specialist, 2000

National Association of Social Workers
Marketing Associate, 1999

JASON PULLY, Information Technology Project Manager, Institute for the Theory and Practice of International Relations, effective May 25, 2013

B.S.; M.A., Virginia Commonwealth University, 2010

Virginia Commonwealth University
Senior Information Technology Auditor, 2012-2013

CarMax
Financial Systems Programmer, 2010-2012

3A Media, LLC
Senior Developer, 2007-2010

Craft Machine Works, Inc.
Project Planner/CNC Programmer, 2004-2007

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

SARAH E. RAINWATER, Academic Advisor, Faculty of Arts and Sciences, effective September 16, 2013

B.A., Kent State University, 2009
M.Ed., University of South Carolina, 2013

University of South Carolina
Academic Success Coach, 2011-2013

GENE ALLEN ROCHE, Director of e-Learning Initiatives, effective September 11, 2013

B.A., Hamilton College, 1972
M.S. (1984); Ed.D. (1990), Syracuse University

College of William & Mary
Interim Director of University e-learning Initiatives, 2012-2013
Director of Academic Information Services, 2001-2013
Director of Communications and Organizational Development, 1998-2001
Executive Professor, School of Education, 2001-2013

Hamilton College
Director of the Career Center, 1984-1998

LAWRENCE TOLJ, Dance Accompanist, Theatre, Speech and Dance Department, effective August 10, 2013

B.A., University of Maryland Baltimore County, 1979

Governor's School
Dance Accompanist, 1988-2013

College of William & Mary
Dance Accompanist, 1998-2013

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

L. DURAND WARD, Marine Superintendent, Virginia Institute of Marine Science, effective June 25, 2013

B.S., Old Dominion University, 1971

Virginia Institute of Marine Science
Interim Marine Superintendent, 2012-2013
Captain, Research Vessel Bay Eagle, 1986-2012
Relief Captain and Deck Hand, 1977-1986

JOSEPH W. WHEELESS, IV, Coordinator, Fraternity/Sorority Life, Office of Student Affairs, effective August 19, 2013

B.S. (2008); M.Ed. (2010), Western Carolina University

High Point University
Assistant Director of Student Life, 2012-2013
Assistant Greek Life Coordinator and Resident Director, 2010-2012

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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 2013-2014 academic year:

MICHAEL J. SEILER, Mason School of Business

PHILIP B. SHANE, Mason School of Business

COLLEGE OF WILLIAM AND MARY
DESIGNATED PROFESSORSHIPS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for designated professorships.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2013-2014 academic year:

PHILIP H. DAILEADER, James Pinckney Harrison Professor of History, for a three-year term.

MICHAEL J. SEILER, K. Dane Brooksher Professor of Business, for a six-year term.

PHILIP B. SHANE, KPMG Professor in Professional Accounting, for a six-year term.

TIMOTHY ZICK, Mills E. Godwin, Jr. Professor of Law, for a five-year term.

COLLEGE OF WILLIAM AND MARY
FACULTY LEAVES OF ABSENCE

The following faculty members have requested leaves of absence without pay or partial pay during the 2013-2014 academic year for the reasons given.

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

CAREY K. BAGDASSARIAN, Associate Professor of Chemistry, to work on a book project for the Spring 2014 semester.

CAROLINE E. HANLEY, Assistant Professor of Sociology, to accept a residence at the University of Massachusetts for the Spring 2014 semester.

JOHN T. LOMBARDINI, III, Assistant Professor of Government, to accept an invitation to participate in the activities of the Political Science and Classics departments at Washington University for the Spring 2014 semester.

ILYA M. SPITKOVSKY, Professor of Mathematics, to accept a visiting Position at NYU Abu Dhabi for the 2013-14 academic year.