

COLLEGE OF WILLIAM AND MARY  
RESOLUTIONS

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY**

**9(D) POOLED BOND PROGRAM: IMPROVE ATHLETIC FACILITIES, IMPROVE  
AUXILIARY FACILITIES, IMPROVE MARSHALL-WYTHE SCHOOL OF LAW AND  
ACQUIRE PROPERTY & REPAIR REQUIREMENTS**

**WHEREAS**, pursuant to and in furtherance of Chapter 3.2, Title 23 of the Code of Virginia of 1950, as amended (the “Act”), the Virginia College Building Authority (the “Authority”) developed a program (the “Program”) to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia (“Participating Institutions” and each a “Participating Institution”) to finance or refinance projects of capital improvement (“Capital Projects” and each a “Capital Project”) included in a bill passed by a majority of each house of the General Assembly of Virginia (the “General Assembly”);

**WHEREAS**, under the Program the Authority from time to time issues its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) (“Pooled Bonds”) to finance the purchase or refunding of debt instruments issued by Participating Institutions to finance or refinance Capital Projects;

**WHEREAS**, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 3, Title 23 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

**WHEREAS**, the Board of Visitors (the “Board”) of *THE COLLEGE OF WILLIAM AND MARY* (the “Institution”) from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the “Note”) to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the “Loan Agreement”), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the General Assembly: the *Improve Athletic Facilities, 204-17809; Improve Auxiliary Facilities, 204-17934; Improve Marshall-Wythe School of Law, 204-18046; Acquire Property & Repair Requirements, 204-18047*; ([collectively,] the “Project”); and

**WHEREAS** the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement, the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:**

**Section 1.** The Project is hereby designated to be undertaken and financed or refinanced by the Authority and, accordingly, *the President, the Provost, the Vice President for Administration and the Vice President for Finance* (the "Authorized Officers") are each hereby delegated and invested with full power and authority to approve the forms of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), and any pledge to the payment of the Note and any amendment thereto of total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and nongeneral fund appropriations and other revenues not required by law or previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the Loan Agreement, subject to the provisions of Section 3 hereof.

**Section 2.** Subject to the provisions of Section 3 hereof, the Authorized Officers are each hereby delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Institution, (a) the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), with approval of such documents in accordance with Section 1 hereof evidenced conclusively by the execution and delivery of the respective document, and (b) any other documents, instruments or certificates as may be deemed necessary or desirable to finance or refinance costs of the Project through and participate in the Program, and to further carry out the purposes and intent of this resolution. The Authorized Officers are directed to take such steps and deliver such certificates in connection with delivery of the Note, and any amendment thereto, as may be required under any existing obligations, including bond resolutions relating to any outstanding general revenue pledge bonds.

**Section 3.** The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original issue discount, other financing (including without limitation refunding) expenses and any other

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increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed \$ 32,400,000.00 as the same may be so increased; (c) the aggregate interest rate payable under the Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index, as of the date that the interest rates are determined, taking into account any original issue discount or premium; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

**Section 4.** The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23-30.29:3 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

**Section 5.** The Board agrees that if the Authority determines the Institution as a Participating Institution shall be subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission with respect to any Pooled Bonds, (a) an Authorized Officer shall, and is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and (b) the Institution will comply with the provisions and disclosure obligations contained therein.

**Section 6.** The Board designates the *The College of William and Mary Vice President for Finance* to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any loan agreement between the Institution as a Participating Institution and the Authority, including the Loan Agreement and any amendments thereto, related to maintaining tax-exempt status for federal income tax purposes of interest on any Pooled Bonds, including without limitation monitoring the use of any portion of all Institution Capital Projects financed or refinanced with such Pooled Bonds and compliance with any applicable federal income tax remedial action requirements in connection with certain changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

**Section 7.** This resolution shall take effect immediately upon its adoption.

Board of Visitors

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Adopted: \_\_\_\_\_, 2013

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Thomas R. Frantz, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

**RESOLUTION OF THE RECTOR AND THE BOARD OF VISITORS OF THE  
COLLEGE OF WILLIAM AND MARY - 9(C) REVENUE BOND PROGRAM:  
RENOVATE DORMITORIES**

WHEREAS, there have been passed by the General Assembly of Virginia and signed by the Governor acts entitled “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2013” (the “2013 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2012” (the “2012 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2011” (the “2011 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2010” (the “2010 Act”), “Commonwealth of Virginia Parking Facilities Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2008” (the “2008 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2007” (the “2007 Act”), and “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006” (the “2006 Act” and, together with the 2007 Act, 2008 Act, 2009 Acts, 2010 Act, 2011 Act, 2012 Act and the 2013 Act, the “Acts”);

WHEREAS, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the “Treasury Board”) is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the “Commonwealth”) for the purpose of providing funds, together with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses (the “Financing Expenses”), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

WHEREAS, for **The College of William and Mary** (the “Institution”), such revenue-producing capital projects include **Renovate Dormitories, 204-17933**; (each individually, a “Project” and, collectively, the “Projects”); and

WHEREAS, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF **[Institution]**:

Section 1. The Board of Visitors of the Institution (the “Board”) requests the Treasury Board to sell and issue bonds (the “Bonds”) or bond anticipation notes (“BANs”) in an aggregate principal amount not to exceed \$ 9,650,000 to finance all or a portion of the costs of each

Project plus Financing Expenses (for each individual Project, the “Individual Project Bonds” or “Individual Project Notes” and, collectively, the “Individual Project Borrowing” and for all Projects, the “Project Bonds” or “Project Notes” and, collectively, the “Project Borrowings”). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

Section 2. With respect to each Project, the Board (a) covenants to fix, revise, charge and collect in **the fall and spring semesters room rent revenue by individual bed-space** and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the **room rent revenue** fee (“Individual Project Net Revenues”) to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the “Required Payments”). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

Section 3. It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on the Financial Feasibility [Study/Studies] attached hereto as Exhibit[s] A [ ], with respect to each Project, the anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

Section 4. The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

Section 5. The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

Section 6. The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

Section 7. The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be “arbitrage bonds” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the “Code”), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

Section 8. The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

Section 9. The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need



not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

Section 10. The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 11. The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 12. The officers of the Institution are authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

Section 13. The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

Section 14. This resolution shall take effect immediately.

The undersigned Secretary of the Board of Visitors of **the College of William and Mary** does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors of **the College of William and Mary** duly convened and held on September 27, 2013 at which a quorum was present and voting, and that such resolution is now in full force and effect.

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IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of   The College of William and Mary in Virginia   the \_\_\_\_\_ day of \_\_\_\_\_, 2013.

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Thomas R. Frantz, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
DECLARING THE INTENTION TO REIMBURSE  
THE COST OF CERTAIN EXPENDITURES**

**WHEREAS**, The College of William and Mary (the "Institution") has undertaken the construction of its dining hall, "Improve Auxiliary Facilities", 204-17934-01, sub-project Expand Sadler Center (the "Project"); and

**WHEREAS**, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

**WHEREAS**, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:**

1. The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.
2. The maximum principal amount of Indebtedness expected to be issued for the Project is \$1,000,000.00 (one million dollars).
3. This Resolution shall take effect immediately upon its adoption.

Adopted: \_\_\_\_\_

\_\_\_\_\_  
Thomas R. Frantz, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

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

Board of Visitors

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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 FACULTY

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

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.



Board of Visitors

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September 25-27, 2013

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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.

COLLEGE OF WILLIAM AND MARY  
ESTABLISHMENT OF THE  
MARJORIE A. COLMAN QUASI-ENDOWMENT

The estate of Marjorie A. Colman '42 made a generous bequest to the College of William and Mary to establish the Marjorie A. Colman Quasi-Endowment, for such purposes as may be determined by the Board of Directors.

As an undergraduate at William and Mary, Marjorie participated in William and Mary theatre, the Backdrop Club, French Club, Spanish Club, and YWCA. She was a member of the Flat Hat's circulation staff, the Colonial Echo staff, and Phi Mu sorority.

BE IT RESOLVED, That the Board of Visitors of the College of William and Mary expresses its gratitude for this generous bequest and establishes the Marjorie A. Colman Quasi-Endowment, and

BE IT FURTHER RESOLVED, That the Board of Visitors asks the Secretary to the Board to inform the Executor of the Marjorie A. Colman Estate of this action.

COLLEGE OF WILLIAM AND MARY  
ESTABLISHMENT OF THE  
NANCY D. KANE SCHOLARSHIP QUASI-ENDOWMENT

The estate of Nancy D. Kane '34 made a generous bequest to the College of William and Mary to establish the Nancy D. Kane Scholarship Quasi-Endowment, which will provide scholarships to students based on financial need.

As a William and Mary undergraduate, Nancy competed on the basketball and swimming teams. She was also a Class Officer, and a member of the Honor Council, German Club, Euclid, Mortar Board, Knights of Botetourt, Beta Gamma Sigma-Business honor society, and Pi Beta Phi sorority.

BE IT RESOLVED, That the Board of Visitors of the College of William and Mary expresses its gratitude for this generous bequest and establishes the Nancy D. Kane Scholarship Quasi-Endowment, and

BE IT FURTHER RESOLVED, That the Board of Visitors asks the Secretary to the Board to inform the Executor of the Nancy D. Kane Estate of this action.

COLLEGE OF WILLIAM AND MARY  
ESTABLISHMENT OF THE RONALD HOFFMAN FUND  
FOR THE OMOHUNDRO INSTITUTE OF EARLY AMERICAN HISTORY AND CULTURE  
ONE-YEAR POSTDOCTORAL RESEARCH FELLOWSHIP

Paul Sperry and Beatrice H. Mitchell made a generous gift to the College of William and Mary to establish the Ronald Hoffman Fund for the Omohundro Institute of Early American History and Culture One-Year Postdoctoral Research Fellowship in honor of the Institute's longtime director. The endowed fund shall be used to provide funding support for the Institute's one-year research fellowship, and thereafter for unrestricted use.

Generous and steadfast supporters of the Omohundro Institute, Paul and Beatrice previously established the Omohundro Institute Travel Scholarship Fund for Faculty and Graduate Students from Developing Countries. Paul also serves the Institute as a member of its Executive Board. Members of William and Mary's Parent and Family Council, Paul and Beatrice share a connection to the university with their son, William '17, who is currently an undergraduate student.

BE IT RESOLVED, That the Board of Visitors of the College of William and Mary expresses its gratitude for this generous gift and establishes the Ronald Hoffman Fund for the Omohundro Institute of Early American History and Culture One-Year Postdoctoral Research Fellowship, and

BE IT FURTHER RESOLVED, That the Board of Visitors asks the Secretary to the Board to inform Paul Sperry and Beatrice Mitchell of this action.

**COLLEGE OF WILLIAM AND MARY**

**2014-2020 SIX-YEAR PLAN**

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

WHEREAS, the Governor’s Commission on Higher Education has indicated “the Commonwealth’s commitment . . . to having a distinctive ‘public ivy’ at William & Mary;” and the Virginia Higher Education Opportunity Act of 2011 includes in the calculation of the cost of education “adjustments to the funding based on . . . specific institutional missions or conditions;” and

WHEREAS, in April, 2013 the Board of Visitors approved the “William & Mary Promise” to provide the resources necessary to maintain and enhance the quality of the College and its programs while markedly enhancing predictability, affordability, and access for Virginia students; and,

WHEREAS, the College’s Six-Year Plan is rooted in the William & Mary Promise, the goals set out in its own Strategic Plan, and the objectives of the Higher Education Opportunity Act (TJ21); and

WHEREAS, it is important to the vitality of the Commonwealth and the diversity of its higher education system for the College to continue to provide a distinctive kind of public education while ensuring that this education remains accessible and affordable to the citizens of the Commonwealth; and

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

WHEREAS, the College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities, aware that fulfilling the goals in the Plan will require a combination of such efforts, tuition revenue, state support and greater philanthropy;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves expenditures proposed in the College’s Six-Year Plan, and that the Six-Year Plan be prepared and submitted according to the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of higher Education.

**COLLEGE OF WILLIAM & MARY**  
**SIX-YEAR PLAN (2014 through 2020)**

The College's intent is to provide an outstanding education for Virginia students as the Commonwealth's "Distinctive Public Ivy" while expanding our global relevance, increasing our interdisciplinary approach to research and education, and strengthening our research capabilities. Simply put, we plan to maintain and enhance an extraordinary form of education, offered by no other institution in the Commonwealth and few others in the country. In developing our six-year plan, we build on existing strengths, preserving an educational experience rare in public higher education, while contributing to the educational and economic development needs of the Commonwealth.

**INSTITUTIONAL VISION AND MISSION**

**The William & Mary Vision Statement**

Our vision describes our aspiration for William & Mary as *The Liberal Arts University*:

*William & Mary redefines the academic community: building on more than 300 years of innovation and excellence, we break the boundaries between research and teaching, student and teacher, living and learning. People come to William & Mary wanting to change the world – and together we do.*

Our strategy is to provide one of the very best undergraduate educations of any university in the United States by becoming more global, more interdisciplinary and even more focused on engaged learning experiences that bring faculty, staff and students together in exploring new horizons. Distinguished graduate and professional schools in the arts and sciences, law, business, education and marine science add depth to the campus experience and provide rich opportunities for further collaboration. Our plans describe that strategic direction in these terms:

*Across the university's undergraduate, professional and graduate schools, students will develop the critical thinking and understanding of diverse perspectives essential to excel in the 21st century. William & Mary will boldly innovate in interdisciplinary study, internationalization, and faculty-student inquiry.*

**The William & Mary Mission Statement**

The College of William & Mary, a public university in Williamsburg Virginia, is the second-oldest institution of higher learning in the United States. Established in 1693 by British royal charter, William & Mary is proud of its role as the alma mater of generations of American patriots, leaders and public servants. Now, in its fourth century, it continues this tradition of

excellence by combining the best features of an undergraduate college with the opportunities offered by a modern research university. Its moderate size, dedicated faculty, and distinctive history give William & Mary a unique character among public institutions, and create a learning environment that fosters close interaction among students and teachers.

The university's predominantly residential undergraduate program provides a broad liberal education in a stimulating academic environment enhanced by a talented and diverse student body. This nationally acclaimed undergraduate program is integrated with selected graduate and professional programs in five faculties -- Arts and Sciences, Business, Education, Law, and Marine Science. Master's and doctoral programs in the humanities, the sciences, the social sciences, business, education, and law provide a wide variety of intellectual opportunities for students at both graduate and undergraduate levels.

At William & Mary, teaching, research, and public service are linked through programs designed to preserve, transmit, and expand knowledge. Effective teaching imparts knowledge and encourages the intellectual development of both student and teacher. Quality research supports the educational program by introducing students to the challenge and excitement of original discovery, and is a source of the knowledge and understanding needed for a better society. The university recognizes its special responsibility to the citizens of Virginia through public and community service to the Commonwealth as well as to national and international communities. Teaching, research, and public service are all integral parts of the mission of William & Mary.

## **Goals**

In fulfilling its mission, William & Mary adopts the following specific goals:

- to attract outstanding students from diverse backgrounds;
- to develop a diverse faculty which is nationally and internationally recognized for excellence in both teaching and research;
- to provide a challenging undergraduate program with a liberal arts and sciences curriculum that encourages creativity, independent thought, and intellectual depth, breadth, and curiosity;
- to offer high quality graduate and professional programs that prepare students for intellectual, professional, and public leadership;
- to instill in its students an appreciation for the human condition, a concern for the public well-being, and a life-long commitment to learning; and
- to use the scholarship and skills of its faculty and students to further human knowledge and understanding, and to address specific problems confronting the Commonwealth of Virginia, the nation, and the world.

**ACADEMIC EXCELLENCE, FINANCIAL SOUNDNESS AND THE SIX-YEAR PLAN**

Each fall, public institutions of higher education in Virginia are required by the Higher Education Opportunity Act of 2011 (TJ21) to submit updated six-year plans to the Commonwealth. The plans identify critical needs and priorities as well as expenditures and planned resources. William & Mary's plan, first adopted by the Board of Visitors in September 2011, was informed by both the goals of the TJ21 legislation and the College's on-going strategic planning effort.

A primary objective of the plan is to continue the excellence of W&M's "public ivy" education. In order to do so, we must narrow the gap between quality and the resources the College has to sustain that quality. According to U.S. News, the gap between William & Mary's academic quality and the university's financial resources is unparalleled: W&M ranks 33rd in the nation in quality and 112th in resources. No other university in the top 50 has a gap anywhere close to the 79-point difference of those two rankings, and this gap has been growing significantly over the last three years.

Retaining and attracting top faculty – the lifeblood of any great university, especially a "public ivy" – is exceptionally difficult when the resource gap becomes so wide. W&M's faculty salaries have declined significantly relative to its peer institutions as identified by the State Council of Higher Education for Virginia (SCHEV). The TJ21 legislation enacted just two years ago reiterated the Commonwealth's longstanding goal of having its colleges and universities provide faculty salaries at the 60th percentile of their SCHEV-identified peers. The College new operating model (William & Mary Promise) will provide resources to help the College reverse the negative current trend and move, based on merit, toward the 60th percentile endorsed by TJ21.

While the Governor and General Assembly in recent years have begun to reverse the decade-long state disinvestment in higher education documented by the Governor's Commission on Higher Education Reform, Innovation and Investment, an uncertain economy and long-term fiscal constraints suggest that reinvestment by the Commonwealth will be limited and targeted. The new operating model thus relies on a combination of sources within the College's control – savings from even greater productivity, efficiency, and innovation, increased private philanthropy and higher net tuition revenues – with the result that instructional quality is preserved and enhanced while extending affordable access to many more deserving Virginia students, especially those caught in the "middle class squeeze."

**PROGRESS MADE THROUGH PRIOR STRATEGIES**

The 2012-14 biennium included implementation of the six-year plan process required by TJ21. This process required the College to develop both academic and financial plans for FY 2013 through 2018 with a primary focus on 2012-2014. While many of the elements of that initial



plan continue to be reflected in the 2014-2020 plan, highlights of progress made on existing strategies include the following:

- **Faculty salaries**—Supplementing bonus and base funding for salaries provided by the Commonwealth, the College’s Board of Visitors authorized base salary increases for faculty of 2% in FY 2013 and 6% in FY 2014. The intent of this action was to improve the College’s competitive position for faculty and, over time, reach the 60<sup>th</sup> percentile among its state-approved peer group.
- **Undergraduate financial aid**—On April 19, 2013, William & Mary’s Board of Visitors approved “The William & Mary Promise,” a new operating model that provides vitally needed resources to secure the future of Virginia’s distinctive “public ivy” while markedly enhancing predictability, affordability and access for Virginia students. A more detailed description of the William & Mary Promise is included in the proposed strategies for the 2014-2016 biennium.
- **Undergraduate enrollment growth**—The College continued to meet its commitment to grow in-state undergraduate enrollment by 150 over four years with the first cohort arriving in Fall, 2011. The College’s enrollment projections reflect this commitment as well as further growth anticipated as part of the William & Mary Promise.
- **Marine Science Minor**—In cooperation with the Virginia Institute of Marine Science, the College fully implemented the marine science minor in support of expanding opportunities for STEM education. The College continues to aggressively recruit high school students interested in the STEM-H disciplines.
- **Graduate financial aid**—The College continued to increase its support for graduate financial aid, particularly in the STEM disciplines. New investment totaled \$850,000 over the 2012-2014 biennium.
- **Commonwealth Center for Energy and the Environment**—Using *reallocated* funds, the CCEE funded three proposals in FY 2013 and is actively soliciting proposals for FY 2014. Each proposal identified areas of significant opportunity, cultivating the formation of interdisciplinary groups around a core innovative concept, and supporting the working groups necessary to execute large scale research efforts.
- **Internationalization**—William & Mary is quickly emerging as a global leader among liberal arts universities. Beyond the fact that the College ranks consistently #1 or #2 among public universities in the percentage of students that study abroad, the College has launched a series of high-profile and successful international initiatives that reach across all our academic and administrative units. These include the William & Mary Confucius Institute; the St. Andrews Joint Degree Program; the SECON (Social Entrepreneurship Conference) Program in the Mason School; the Indian Ocean Initiative supporting new

ties between W&M and India, the Sultanate of Oman, and the larger Indian Ocean basin; and the AidData Center for Development Policy, which recently won a highly competitive \$25 million award from the U.S. Agency for International Development. We currently enroll an international community of students and scholars numbering over 600 people.

- **Collaboration with EVMS**—The College began to investigate potential collaboration with Eastern Virginia Medical School (EVMS). In Fall 2012, health care delivery science (HCDS) was identified as a promising area for cross-institutional research and educational programs and this area has been expanded to include health services research. Health services research includes various social science disciplines as well as the types of research carried out under the HCDS heading. Using funds appropriated by the Commonwealth and a contribution from Sentara, we are now beginning to engage researchers across both institutions through a series of faculty retreats and seminars as well as funding small grants in support of collaborative research.

## 2014-2020 STRATEGIES

The following narratives support the various strategies included in the College's academic and financial plan.

### **Priority 1—Implement the William & Mary Promise (mitigate impact of tuition and fee increases on low- and middle income students and their families, while continuing W&M's "public Ivy" education)**

On April 19, 2013, William & Mary's Board of Visitors approved "The William & Mary Promise," a new operating model that provides vitally needed resources to secure the future of Virginia's distinctive "public ivy" while markedly enhancing predictability, affordability and access for Virginia students. Elements of the Promise include:

#### **Predictability:**

- **Four-year tuition guarantee:** Provides Virginia families with financial predictability through a commitment to incoming in-state students that tuition will remain constant through all four years of their undergraduate study. Beginning Fall 2013, entering Virginia students will know exactly what their tuition costs will be for all four years at William & Mary, and those costs will not rise from year to year. In April, 2013, the Board of Visitors set tuition for classes entering in the fall of 2013, 2014 and 2015. Virginia undergraduate students in each entering class will see a one-time step increase their freshman year: to \$10,428 for the 2013-14 academic year, \$12,428 for 2014-2015, and \$13,978 for 2015-2016. For each entering class, tuition will be frozen at that level for all four years.

- **Tuition capped at CPI for returning Virginia undergraduates:** For in-state undergraduate students enrolled at William & Mary before adoption of the new model, annual tuition increases will be held to no greater than the rate of inflation.

**Affordability:**

- **Relief for middle-income families:** Reduces the “net tuition” paid by middle-income families, as defined by the state’s Higher Education Advisory Committee (HEAC). More than 70% of Virginia households qualify as “middle income” under the HEAC definition. Under the William & Mary Promise, students from middle-income families who qualify for need-based financial aid will pay no more “net tuition” (tuition less financial aid) than under the current model. Under this new model the College will increase the amount of need-based financial aid it provides to in-state students by 50 percent over the four-year period. Most of the increased aid will be used to provide grants in lieu of loans, thereby reducing student debt.
- **Less debt for W&M graduates:** Reduces by up to \$8,000 the loan burden for middle-income in-state undergraduate students who have demonstrated financial need. The William & Mary Promise will lower the average annual borrowing and four-year cumulative debt average for Virginia undergraduates with demonstrated need as determined by the financial aid office. The plan will lower the maximum amount of loans included with an in-state financial aid package by 36% (\$2,000 annually) for families with an income between \$40,000 and \$60,000, and by 18% (\$1,000 annually) for all other families with demonstrated financial need. Students from Virginia families with a household income of less than \$40,000 will continue to receive financial aid that covers 100% of their need with grants.

As noted above, the definition of “middle income” used in the William & Mary Promise encompasses more than 70% of Virginia households and reflects the recommendation of the Higher Education Advisory Committee established under TJ21. As adopted by the General Assembly, TJ21 stressed the need to improve middle-income affordability and directed the Higher Education Advisory Committee to provide a definition of the target group. The Committee has done so, defining “middle income” as extending to 400% of the federal “poverty” definition, or to roughly \$100,000 in annual income for a family of four with two children.

**Accessibility:**

- **Additional Virginia students:** Provides for 150 additional in-state students to be enrolled to William & Mary over the next four years, which combined with the 2010 commitment of 150 in-state students represents an 8% increase since 2010. The William & Mary Promise ensures that all Virginia students, regardless of income or financial aid eligibility, will continue to receive a “public ivy” education at William & Mary for less

than it actually costs the College to provide that education. Even after the step increases in tuition are fully implemented, William & Mary as a public university will still be subsidizing the education of all in-state students, even those whose family incomes and assets make them ineligible for financial aid. Under the William & Mary Promise, however, “middle-income” families will receive a larger share of this subsidy than under the current model. When the effects of increased financial aid are factored in, the “net tuition” paid by the vast majority of students who qualify for financial aid will be significantly lower.

### **Priority 2—Increase Faculty Salaries**

This six-year plan continues the College’s commitment to achieving average faculty salaries of at least the 60<sup>th</sup> percentile among SCHEV-approved peer institutions and maintaining competitive salaries for administrative, professional and support staff. As a result, the plan assumes a 6% annual average increase in faculty salaries and a 4% annual increase for all other full-time staff. To the extent allowed by the Commonwealth, all increases will be merited based.

### **Priority 3—Increase Staff Salaries**

This six-year plan continues the College’s commitment to provide competitive salaries to its administrative, professional and support staff (classified and operational). To the extent allowed by the Commonwealth, all salaries increases will be merit based within market-based pay bands.

### **Priority 4—Undergraduate Enrollment**

FY 2014 is the third year of the College’s commitment to increase its overall in-state undergraduate enrollment by 150 students over four years. The university remains on track to meet this commitment. The William and Mary Promise commits to increasing overall in-state undergraduate enrollment by an *additional* 150 students over the 2015-2018 period. This is in addition to the 150 in-state seats the College has been phasing in since 2010. When completely phased in, W&M will have added an additional 300 spots for Virginia students compared to the 2010 enrollment—an increase of about 8%.

### **Priority 5—Internationalization of Curriculum**

The College’s updated strategic plan includes internationalization as a primary area of opportunity over the planning period. Building on recent successes, the College is in the position to advance our global reputation, launch opportunities for international teaching and research, and attract new funding streams in support of our international work from private donors, corporate/foundation sources, and foreign governments. Effective internationalization demands a comprehensive approach that recognizes the campus-wide impacts of globalization.

William & Mary is rare among universities in our ability to integrate deep cultural understanding, cutting-edge scientific analysis, and an abiding concern for policy relevance into a powerful new synthetic approach to international affairs. While other universities struggle to rethink and reorganize outmoded models for international administration, research, and teaching, W&M already has in place an innovative and streamlined organizational model for the management of globalization through its Reves Center.

The Six-Year Plan includes funding over the 2014-16 biennium to support the phase-in of four internationally-focused teaching fellows and two internationally-focused post-docs, non-tenure track (NTE) term positions strategically placed across campus to meet the instructional needs of our students. NTE faculty provides maximum teaching effort while the term nature of the appointments allow for resources to be shifted among disciplines or to be interdisciplinary as necessary.

#### **Priority 6—eLearning Platform**

Using a combination of incremental and reallocated funds the College is moving forward to establish the necessary eLearning platform to support blended and on-line instruction. After review, the College determined that eLearning opportunities exist to:

1. Expand eLearning options in selected programs in the professional schools and graduate programs;
2. Identify high-quality, extant digital educational resources that can be used in William & Mary courses; and,
3. Expand “extension” activities and programming, providing ongoing learning opportunities for community members.

#### **Priority 7—Graduate Financial Aid**

This plan continues to expand support for graduate financial aid, particularly in STEM disciplines, in order to maintain the quality, and increase the number, of graduate students supporting research and undergraduate instruction in these areas.

#### **Priority 8—Creative Adaptation Fund**

This plan continues to encourage and support creative adaptation across the academic enterprise using both incremental and reallocated funds. As the scale of projects increases additional investment may be required to fully implement pilot projects. A more detailed discussion of creative adaptation and projects supported to date follows in the section “New Programs and Initiatives including Quality Improvements”.

**Priority 9—Base Operations**

The College will continue to allocate non-personnel support to selected areas as necessary to support academic, academic support, student service, administrative and plant operations. These allocations recognize the impact of prior budget reductions and inflation on units ability to provide quality, efficient and effective service.

**Priority 10—Risk Management/Radiation and Lab Safety**

The College's on-going evaluation of risk across the institutions has determined that it should devote additional resources to monitoring the use of radiation and other dangerous substances in instructional and research setting. This expanded effort would supplement existing faculty, staff, and student training in these areas.

**Priority 11—Library Enhancement**

This item provides additional funds to support the purchase of digital materials with an emphasis on STEM-H journals and other materials.

**Priority 12—William and Mary/EVMS Collaboration**

The College and EVMS will continue to evaluate the benefits of a closer programmatic relationship between the two institutions. At the same time, incremental funding will allow the two institutions to move forward with educational (possible joint graduate degree) and research collaborations that emerge from this on-going evaluation.

**Priority 13—Puller Veterans Benefit Clinic**

The Lewis B. Puller Jr. Veterans Benefit Clinic offers students the opportunity to assist veterans with filing claims for disability compensation with the Department of Veterans Affairs. Under attorney supervision, clinic students have the opportunity to interview clients, analyze medical records, communicate with health care providers, and craft strategies to help clients receive disability compensation. Currently supported through law school funds and private donations, the requested funds will allow the Clinic to increase the number of students under supervision and double the number of veterans that can receive assistance. These funds also support an outreach effort to other law schools to provide similar services to veterans in need.

**Priority 14—Business Innovation and Improvement Project (BIIP)**

Using *reallocated* funds, this item continues the College's Business Innovation and Improvement Project (BIIP) using a combination of software and consulting support. The project records and communicates gains that have already been made, shares ideas across campus, develops and implements plans for more efficient business processes and revenue generating activities, and initiates projects at the university level to complement and enhance unit level plans. During FY

2014 the College will retain an external consultant to review its organizational structure, business processes, and operating efficiency to determine opportunities to reduce administrative costs. Recommendations will move forward for implementation during the 2014-16 biennium.

### **Priority 15—Commonwealth Center for Energy and the Environment**

Using *reallocated* funds the CCEE will continue to fund interdisciplinary research in selected areas of significant opportunity, cultivating the formation of interdisciplinary groups around a core innovative concept, and supporting the working groups necessary to execute large scale research efforts in the energy and environmental areas.

#### **Other strategies with no incremental resource requirements**

- **Retention and Degree Completion**—Maintain the College’s high level of retention and degree completion by sustaining high levels of interaction between students and faculty, continuing to promote engaged learning across the curriculum. Students typically choose not to “graduate early” from the College but take advantage of their time here to strengthen their in-class and research experience as better preparation for their careers. The benefits of this are seen in the high percentage of PhD’s earned by William & Mary students in STEM-H and other disciplines.
- **Co-enrollment and Guaranteed Admission Agreements**—Maintain and look for opportunities to expand co-enrollment agreements to allow students to take William and Mary courses while pursuing associate or four-year undergraduate degrees. Continue the various guaranteed admissions agreements with Virginia community colleges for students who meet designated criteria.
- **Entrepreneurship and Research in the Private Sector**—The College’s Technology and Business Center continues to partner with other universities and research organizations in the region to promote collaboration in sensors and robotics, modeling and simulation, and bioscience. The TBC also continues to manage the James City County business and technology incubator and partner with the Mason School of Business Entrepreneurship Center to connect faculty and students with business. The VIMS-Industry Partnership Committee and the Applied Research Center adjacent to Jefferson Lab insure that the College actively supports areas as diverse as bay technologies (sensors, storm modeling and simulations, etc.), materials science, data integration and imaging.

**PLANS FOR OPTIMAL YEAR-ROUND USE OF INSTITUTIONAL  
FACILITIES AND INSTRUCTIONAL RESOURCES TO IMPROVE STUDENT  
COMPLETIONS AND COST EFFICIENCIES**

- As part of its Creative Adaptation Program the College is investigating the potential for a January course program to complement the current effort to increase the summer school program. The January program will offer students additional opportunities to take 3-credit courses on campus or abroad with an emphasis on high-demand courses, in-depth research experience, service learning, internships, and General Education Requirements while at the same time expanding year-round use of the College's instructional facilities.
- Increased enrollments, more aggressive marketing, and ever-expanding student research opportunities will result in more intensive use of College facilities during the summer term.
- The College also continues to expand course offerings through its DC office.

**PLANS FOR INSTRUCTIONAL RESOURCE SHARING  
AMONG OTHER VIRGINIA INSTITUTIONS OF HIGHER EDUCATION**

- **EVMS**—As noted above, the College continues to investigate potential collaboration with Eastern Virginia Medical School (EVMS). A Fall 2012 report identified health care delivery science (HCDS) as a promising area for cross-institutional research and educational programs. Since January, the College and EVMS have developed a strategic planning process and expanded the scope of potential collaboration to include health services research. Health services research includes various social science disciplines as well as the types of research carried out under the HCDS heading. As investigation continues, the College and EVMS may further adjust our thinking on what content areas provide the best potential research collaborations. The planning document also includes a timeline for future activities, and a proposal for the use of funds from the legislature and Sentara Healthcare. The planning document was approved by the Executive Committee guiding this process.

We continue to engage researchers across both institutions. Our plan includes a series of faculty retreats and seminars to bring faculty together, and two funding mechanisms for collaborative research to incentivize faculty to work on projects together. We have also released details on the first funding mechanism to faculty. This RFP (request for proposals) will fund approximately a half dozen small projects that will enhance and expand cross-institutional research. The awards will be \$10,000 each. Applications are due July 1 and will be reviewed by a Research Working Group committee comprised of W&M and EVMS faculty.



- **Masters of Accountancy**—Our MAcc program is developing an MOU with Hampden-Sydney regarding its graduates entering our program if they complete certain courses and academic requirements as an undergraduate. Some of the course requirements can be met during the summer by taking selected accounting classes from our undergraduate offerings.

#### **NEW PROGRAMS OR INITIATIVES INCLUDING QUALITY IMPROVEMENTS**

- **Creative Adaptation Fund**—The College set aside \$200,000 in both FY 2013 and FY 2014 “to engage and unleash the creative energy in the academic areas to develop creative adaptations that improve the quality of our educational programs either directly or indirectly, by reducing costs or generating new revenues and thereby providing funds that can be reinvested in people and programs”. The new fund, designated for academic units, complements an on-going effort to improve College business practices through innovation and efficiency actions.

This effort recognizes that the economy and higher education are going through a period of unusual change and that our success depends on a common effort towards a common goal – preparing our students through the best education possible to thrive in the 21<sup>st</sup> century. The College will succeed in this goal not by changing the College’s fundamental commitment to a rigorous and vigorous education as a liberal arts university, but by making the needed changes and developing innovations to adapt to a new environment. Projects funded for FY 2013 included:

1. **Instituting a Post-baccalaureate Certificate Program in Classical Studies**—The proposal addresses the problem that a growing number of students, midway through their college careers, are deciding that they want to pursue graduate work in Classical Studies or Archeology. This certificate provides the requisite background courses in languages central to the discipline – Latin, Ancient Greek and Biblical Hebrew – necessary to qualify for the finest graduate programs. *Status: Approved to take effect with the coming year. This program is expected to generate modest new revenues, almost all of it net, and expands opportunities for students.*
2. **Redesign the Principles of Economics course**—In order to economize faculty effort while delivering a high-quality learning experience for the more than 1000 students who take Economics 101, and more than 600 that take Econ 102, this project redesigned the Principles of Economics course to include on-line learning modules. *Status: Group has developed 17 modules that students can access on Blackboard to be used in Economics 101 and 102. The modules eliminate the need for students to purchase external online learning tools, and student reactions have been quite positive. Evaluation of student learning in the hybrid and standard versions suggest that the hybrid version is at least as effective. This opens up the possibility of reducing or redirecting instructional effort currently assigned to these courses.*

3. **Creating January Term Courses**—The January program will offer students additional opportunities to take 3-credit courses on campus or abroad with an emphasis on high-demand courses, in-depth research experience, service learning, internships, and General Education Requirements. *Status: Arts and Sciences requested an additional 6 months for planning. Once started, we expect the new option to generate incremental revenue in support of A&S programs while increasing our use of campus facilities.*
4. **ePD: A Faculty Development Program for Digitally Enhanced Student Learning Offer a six-week eLearning summer course for interested faculty**—The goal is to redesign courses so that they blend face-to-face and online components, offering new levels of individualized student learning, while helping faculty implement activities that have the greatest impact on learning. *Status: The ePD Summer 2012 course had seventeen participants, representing 10 units (departments or schools) from across campus, each agreed to design or redesign a course which he/she would teach in a blended format in either fall 2012 or spring/summer/fall 2013. An evaluation report is due by June 30, 2013.*
5. **Development of a Coastal Resources Certificate Program for Marine Contractors and Consultants** —Create a fee-based outreach education program by which VIMS would educate marine contractors and consultants on environmentally preferred approaches to dealing with issues such as shoreline erosion and water access. *Status: The outreach education certificate program being developed for marine contractors and consultants is closely related to new training tools and a new regulatory program that is coordinated by another state agency (Virginia Marine Resources Commission). Work on this project has been extended until October 2013 in order to track and incorporate these products and issues into the training needs assessment and pilot course.*
6. **Implement Virtual Labs into the General Chemistry Lab Curriculum**—The overall goal is to create a more engaging and technologically appropriate lab experience for both CHEM 101 and CHEM 103 students. *Status: The department piloted the virtual chemistry labs in a new course, CHEM 101L. The course had three sections of 21 students, effectively doubling the number of students served, and will serve as a model for further development of such an approach in other labs.*
7. **MAcc Prerequisite Blended e-Learning Project (MPB-EP)**—The intent is to teach four prerequisite Masters of Accounting classes – Accounting, Financial Management, Statistics, and Technology via e-learning. Many W&M non-business undergraduate students seek employment at government or not-for-profit organizations that require these basic courses for entry-level positions. The non-business students thus will have a greater opportunity to meet the necessary employment requirements through a W&M program. *Status: Group developed two online “blended” courses that will be offered in the summer of 2013 at the undergraduate level. These courses are prerequisite classes for the MAcc program but will also satisfy undergraduate requirements.*

For FY 2014 funded proposals include:

1. **Faculty Development eLearning Modules**--Educational technology provides a set of tools and techniques to help faculty rethink their academic delivery options. Properly designed and delivered, e-learning can help transform academic programs, offer new levels of individualized student learning and help faculty implement new activities that have greater impact on student learning -- sometimes at lower overall cost. This project offers faculty an on-line option to gain knowledge and skills required to design, deliver and assess blended learning. Instructional modules will provide faculty with both a pedagogical understanding of e-learning and the opportunity to develop specific skills.
2. **Development and Integration of Research-Based Data Analysis Exercises into the Large Introductory Biology Lab**—As biology becomes more and more data-driven, researchers increasingly make discoveries through examining biological processes in silico—or through computer simulation. This Creative Adaptation proposal aims to increase teaching efficiency while at the same time preparing William & Mary's biology students for the increased quantitative demands of biology-based careers and allowing them to contribute to current research projects at the university by creating more relevant, engaging and authentic lab experiences.
3. **Blended Learning in the Arts (Music)**—A new introductory music course at William & Mary will provide students the chance to learn in the first Tegrity classroom in the Arts & Sciences. Tegrity technology captures audio, video and computer activity from a course and makes it available online with multiple interactive features. The new course will utilize e-learning techniques and technologies and be offered in a large-lecture format in Ewell Recital Hall. Currently, the largest courses in music can accommodate about 60 students. Ewell Recital Hall seats up to 140.
4. **Geospatial Graduate Certificate Program (Northern Virginia)**-- Students and faculty from many departments have learned how to use GIS—geographic information systems—to advance their research through classes and mentoring offered by William & Mary's Center for Geospatial Analysis. GIS is a collection of techniques that allow data to be mapped and analyzed. It's a powerful and versatile approach used by researchers in the natural sciences, the social sciences and the humanities. This initiative exports the GIS revolution from Williamsburg by setting up a GIS graduate certificate program in the DC area where there is a demand for trained GIS professionals. The program initially will be based out of William & Mary's D.C. Office. The initial year of the program is expected to enroll five or six students and enrollment is expected to grow to about 25 students over time.

- **Strengthen William & Mary’s academic efficiency in the context of being a “public ivy”**—The university will undertake the following three steps:
  - Reflecting the extraordinary faculty/student contact inherent in a W&M education, a professor’s contributions to all dimensions of our students’ education (not simply standard “course load”) will be considered in establishing teaching responsibilities and in evaluating faculty;
  - No later than the end of the upcoming academic year, all schools will have developed, and beginning in 2014-15 will implement, policies that respond to tenured and tenure-eligible professors’ dual responsibilities as scholars and teachers, with different balances between these two roles, as appropriate; and
  - Following the newly adopted changes in the *Faculty Handbook* an even higher percentage of our students will be taught by full-time faculty.
  
- **Improve William & Mary’s administrative innovation and efficiency**—The university will continue internal reorganization and technology investment so that it can focus its resources on its core missions of teaching and research. More particularly, the university will continue streamlining business practices through greater reliance on appropriate technology and reduced paperwork, replacing publications with appropriate digital formats, standardizing functions and eliminating duplication across organizations, merging functions where feasible, and increasing energy efficiency. The university will also use external reviewers to conduct a systematic review of key areas of our administrative and business operations to assess and improve our efficiency, with a focus in the coming year on energy efficiency and our use of business management and database software.

*College of William and Mary***FY 2014-15 INCREMENTAL FUNDING**

	<u>State Funds</u>	<u>College Funds</u>	<u>Reallocated</u>	<u>Total</u>
1. William & Mary Promise		\$1,990,000	\$350,000	\$2,340,000
2. Faculty Salaries	\$1,200,000	\$2,704,000		\$3,904,000
3. Staff Salaries		\$1,353,000		\$1,353,000
4. Enrollment Growth		\$400,000		\$400,000
5. International Curriculum		\$229,500		\$229,500
6. eLearning		\$400,000	\$400,000	\$800,000
7. Graduate Aid		\$500,000		\$500,000
8. Creative Adaption		\$200,000	\$200,000	\$400,000
9. Base Operations		\$584,000		\$584,000
10. Risk Manaement		\$85,000		\$85,000
11. Library Support	\$160,000	\$240,000		\$400,000
12. W&M/EVMS Collaborative	\$500,000			\$500,000
13. Puller Clinic	\$333,500			\$333,500
14. Business Innovation			\$450,000	\$450,000
15. Center of Energy/Environment			\$100,000	\$100,000
16. Fringe Benefits	\$115,500	\$214,500		\$330,000
	<u>\$2,309,000</u>	<u>\$8,900,000</u>	<u>\$1,500,000</u>	<u>\$12,709,000</u>

*College of William and Mary*  
**FY 2015-16 INCREMENTAL FUNDING**

	<u>State Funds</u>	<u>College Funds</u>	<u>Reallocated</u>	<u>Total</u>
1. William & Mary Promise		\$3,980,000	\$700,000	\$4,680,000
2. Faculty Salaries	\$1,400,000	\$6,644,000		\$8,044,000
3. Staff Salaries		\$2,760,000		\$2,760,000
4. Enrollment Growth		\$825,000		\$825,000
5. International Curriculum		\$485,500		\$485,500
6. eLearning		\$600,000	\$800,000	\$1,400,000
7. Graduate Aid		\$1,000,000		\$1,000,000
8. Creative Adaption		\$200,000	\$200,000	\$400,000
9. Base Operations		\$1,227,500		\$1,227,500
10. Risk Manaement		\$88,000		\$88,000
11. Library Support	\$320,000	\$480,000		\$800,000
12. W&M/EVMS Collaborative	\$900,000			\$900,000
13. Puller Clinic	\$349,000			\$349,000
14. Business Innovation			\$450,000	\$450,000
15. Center of Energy/Environment			\$100,000	\$100,000
16. Fringe Benefits	\$220,400	\$410,000		\$630,400
	<u>\$3,189,400</u>	<u>\$18,700,000</u>	<u>\$2,250,000</u>	<u>\$24,139,400</u>

**COLLEGE OF WILLIAM AND MARY**

**2014-2016 OPERATING BUDGET REQUESTS**

Using guidance from the Governor's Office, the Secretary of Education, and the State Department of Planning and Budget, the College of William and Mary has developed operating budget requests for consideration by the Governor as part of the Commonwealth's 2014-16 budget development process.

The initial step in the Commonwealth's budget development process was the Spring 2013 submission of a six year capital outlay plan by each agency and institution. This plan continues to be under review as the Governor finalizes his 2014-16 budget recommendations. Funding of new capital outlay projects remains heavily dependent on the state's ability to issue new long-term debt while maintaining its AAA bond rating.

Operating budget requests are limited in number and reflect assumptions underlying the College's Six Year Plan and the William and Mary Promise. Funds are not requested for items typically considered "state-wide" issues by the Commonwealth of Virginia. State-wide issues include faculty and staff salaries, undergraduate student financial assistance, and continuation of the Higher Education Equipment Trust Fund program.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary approves the administration's recommended operating budget requests for the College for submission to the Commonwealth as part of the 2014-16 budget development process.

**COLLEGE OF WILLIAM AND MARY**  
**2014-16 OPERATING BUDGET REQUESTS**

<b>Priority 1—Undergraduate Enrollment</b>	<b><u>FY 2014-15</u></b> <b>\$400,000 GF</b>	<b><u>FY 2015-16</u></b> <b>\$825,000 GF</b>
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This request provides funding to support in-state undergraduate enrollment growth at the College. FY 2015 is the final year of the College’s commitment to increase its overall in-state undergraduate enrollment by 150 students over four years. The university remains on track to meet this commitment. The William and Mary Promise commits to increasing overall in-state undergraduate enrollment by an *additional* 150 students over the 2015-2018 period. This is in addition to the 150 in-state seats the College has been phasing in since 2010. When completely phased in, W&M will have added an additional 300 spots for Virginia students compared to the 2010 enrollment—an 8% increase.

<b>Priority 2—eLearning Platform</b>	<b><u>FY 2014-15</u></b> <b>\$400,000 GF</b>	<b><u>FY 2015-16</u></b> <b>\$600,000 GF</b>
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Using a combination of incremental and reallocated funds the College is moving forward to establish a College-wide eLearning platform to support blended and on-line instruction. After review, the College determined that eLearning opportunities exist to:

1. Expand eLearning options in selected programs in the professional schools and graduate programs;
2. Identify high-quality, extant digital educational resources that can be used in William & Mary courses; and,
3. Expand “extension” activities and programming, providing ongoing learning opportunities for community members.

<b>Priority 3—Graduate Financial Aid</b>	<b><u>FY 2014-15</u></b> <b>\$500,000 GF</b>	<b><u>FY 2015-16</u></b> <b>\$1,000,000 GF</b>
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This plan continues to expand support for graduate financial aid, particularly in STEM disciplines, in order to maintain the quality, and increase the number, of graduate students supporting research and undergraduate instruction in these areas.



**COLLEGE OF WILLIAM AND MARY**  
**2014-16 OPERATING BUDGET REQUESTS**

<b>Priority 4—Base Operations</b>	<b><u>FY 2014-15</u></b>	<b><u>FY 2015-16</u></b>
	<b>\$733,500 GF</b>	<b>\$1,450,500 GF</b>

The College will continue to allocate non-personnel support to selected areas as necessary to support academic, academic support, student service, administrative and plant operations. These allocations recognize the impact of prior budget reductions and inflation on unit's ability to provide quality, efficient and effective service. In addition, the College's on-going evaluation of risk across the institutions has determined that it should devote additional resources to monitoring the use of radiation and other dangerous substances in instructional and research setting. This expanded effort would supplement existing faculty, staff, and student training in these areas. This item also includes additional funds to support the purchase of digital materials with an emphasis on STEM-H journals and other materials.

<b>Priority 5—Puller Veterans Benefit Clinic</b>	<b><u>FY 2014-15</u></b>	<b><u>FY 2015-16</u></b>
	<b>\$333,500 GF</b>	<b>\$349,000 GF</b>

The Lewis B. Puller Jr. Veterans Benefit Clinic offers students the opportunity to assist veterans with filing claims for disability compensation with the Department of Veterans Affairs. Under attorney supervision, clinic students have the opportunity to interview clients, analyze medical records, communicate with health care providers, and craft strategies to help clients receive disability compensation. Currently supported through law school funds and private donations, the requested funds will allow the Clinic to increase the number of students under supervision and double the number of veterans that can receive assistance. These funds also support an outreach effort to other law schools to provide similar services to veterans in need.

VIRGINIA INSTITUTE OF MARINE SCIENCE  
2014-2020 SIX-YEAR PLAN

WHEREAS, in the response to the Commonwealth's direction that the Virginia Institute of Marine Science (VIMS) prepare a separate Six-Year Plan from the College of William and Mary; and

WHEREAS, VIMS has developed said plan consistent with the requirements outlined in the Higher Education Opportunity Act; and

WHEREAS, VIMS has identified those expenditures necessary to support its research, education, advisory service, and administrative operations, has prioritized those expenditures, and has recommended funding through primarily Commonwealth revenue;

THEREFORE, BE IT RESOLVED, That upon recommendation of the Dean and Director of VIMS and the President of the College, the Board of Visitors of the College of William and Mary approves VIMS' Six-Year Plan as outlined in the subsequent pages.

## VIRGINIA INSTITUTE OF MARINE SCIENCE

SIX-YEAR PLAN NARRATIVE

The Virginia Institute of Marine Science has a three-part mission of research, education and advisory service, each encompassed within an overarching goal of achieving and maintaining a national and international position as a premier coastal marine science institution. This mission involves making seminal advances to our understanding of marine systems through research and discovery, translating that knowledge into practical solutions to complex issues of societal importance, and providing new generations of researchers, educators, problem solvers, and managers with a marine science education of relevance and unsurpassed quality.

Meeting this mission requires that VIMS: (1) address cutting edge scientific questions, (2) develop and apply technologically-advanced approaches to these questions, (3) communicate research results and new technologies to both professional and public audiences, (4) provide consultative assistance to facilitate the application of new knowledge to practical problems, and (5) train future generations of young scientists to continue this tradition.

Based on the mission outlined above, VIMS has identified the following strategies to address the Objectives outlined in the Higher Education Opportunity Act.

**Objectives A, E3, E5, E6, E8.** *Support Graduate Financial Aid.* VIMS will continue to aggressively pursue external grants to assist in meeting the financial aid needs of graduate students. As a graduate only program, VIMS has a long history of success in this area, especially in securing competitive federal grant awards; however, fully meeting the anticipated need will require assistance from the Higher Education Student Financial Assistance Fellowships given through the Commonwealth. VIMS' graduate program has awarded nearly 1,000 degrees since it was founded almost 75 years ago. VIMS alumni are leaders in areas such as fisheries, water quality research and environmental management and restoration approaches for coastal and estuarine environments. The graduate program provides essential capacity in support of the Institute's research and advisory missions. Graduate students also advance the education mission by serving as teaching assistants for the undergraduate marine science program, as mentors for the growing number of undergraduates who conduct research at VIMS, and as outreach educators through VIMS' public education programs.

Increased graduate financial aid would allow the School of Marine Science to support up to a 25% enrollment growth for graduate students interested in STEM disciplines, and would enhance competitiveness for the most highly-qualified applicants, improve retention of enrolled students and reduce "time to degree" that can be associated with gaps in financial aid that result from downturns in federal funding cycles.

**2012-14 Progress:** VIMS received \$3,013 for graduate financial aid from the General Assembly in 2012. While this was a very modest level of new support, it was indeed a welcome addition to

a slowly-growing pool of funds that will be used to help meet our target of 25% enrollment growth in STEM fields. During the past year, VIMS has also begun exploring the possibility of implementing a new funding model for graduate students that includes internal reallocation, tuition waivers, and reevaluation of credit hour requirements. At the same time, faculty have continued to aggressively pursue grant support from federal agencies, maintaining a very good level of success in an increasingly uncertain and competitive funding climate.

**Objective B. Continue to operate as a year-round facility.** As an independent state agency that is heavily involved in research and graduate education, VIMS also provides advisory service to the Commonwealth in the form of expert scientific advice on marine-related issues throughout Chesapeake Bay and the coastal ocean. All three of our missions, the graduate program, research and advisory programs, are heavily operational for the entire 12-month calendar year. Field research is most active between April and October, but most other activities occur equally throughout the year. For example, throughout calendar year 2012, VIMS offered a total of 250 outreach programs reaching nearly 18,000 citizens. Approximately 140 of those programs were held on VIMS' main campus. These were in the form of campus tours, after hours lecture series, discovery labs, summer camps for children in grades 1-8, workshops, training programs, and more. VIMS always has been, and will continue to be, a year-round operation.

**Objective C. Expand collaborations with William & Mary in the areas of marine and environmental science research and public policy, and seek grant support for new and continuing programs that offer mutually beneficial opportunities for sharing curricular and other resources.** VIMS faculty now teach courses in support of W&M's newly-established Marine Science Minor and will provide research opportunities for W&M undergraduates on the VIMS campus. VIMS is also part of the Virginia Alliance to Enhance Graduate Education and the Professoriate (VAGEP). The ultimate goal of VAGEP is to create a structured mentoring network within the Commonwealth that will attract talented students from underrepresented groups through undergraduate studies to graduate education and ultimately to the professoriate. Finally, VIMS will partner with W&M Law School's Virginia Coastal Policy Clinic (VCPC), created in 2012. Through this partnership, VCPC will propose solutions to coastal resource management issues and educate the Virginia policymaking, non-profit, legal, business, and military communities about these subjects. VIMS will strengthen the clinic's impact as its work will be informed by scientists who are intimately familiar with the issues facing Virginia coastal resource management and already connected to local government planners and leadership.

**2012-14 Progress:** VIMS and W&M established a minor in Marine Science in the 2009-2010 academic year in response to growing interest in the field of marine science by undergraduates. Permanent funding from internal W&M sources was committed in the 2012-2013 academic year. The minor provides unique opportunities at all levels: undergraduates benefit from field courses and research experiences with VIMS faculty, graduate students benefit from increased teaching opportunities, VIMS faculty benefit from increased interactions (both teaching and research) with the outstanding undergraduate study body, and faculty across W&M benefit from increased interactions, which lead to opportunities for new collaborations.

Progress was also made through establishment in the 2012-2013 academic year of a Virginia Coastal Policy Clinic (VCPC), a partnership between VIMS and the W&M Law School to integrate the latest science with legal and policy analysis. VCPC will provide objective, thoughtful, and scientifically-supported legal analysis of coastal resource management issues affecting Virginia, while providing W&M students an exceptional learning experience grounded in the law school's philosophy of the Citizen Lawyer. VIMS will strengthen the clinic's impact as its work will be informed by scientists who are intimately familiar with the issues facing Virginia coastal resource management and already connected to local government planners and leadership.

**Objective D. Develop and support new management and policy approaches at state and local government levels.** Throughout its history VIMS has provided critical, science-based advice to aid state and local governments in managing vital coastal resources from resource-specific to system-level perspectives with a long-term vision that includes economic considerations. As coastal decision-makers in Virginia have become ever more dependent upon this advice, VIMS finds it support for this activity to be insufficient to meet demands. Enhanced support from the Commonwealth would permit us to meet the increasing demand for this critical assistance, and to do so in the most proactive manner possible.

**Objectives D, E9. Improve longevity of highly-sophisticated research instrumentation.** The Higher Education Equipment Trust Fund (HEETF) allocations to VIMS over the past five years have been approximately \$2.5 million (\$500,000 per year), which has allowed VIMS to procure equipment items such as DNA sequencers, Gas Chromatographs, Mass Spectrometers, and related analytical equipment. These are mission-dependent scientific pieces of equipment, all of which support STEM activities at VIMS. Specific examples include genetic identification of fish species and fish stocks in support of management at both the national and international level, isolation and identification of harmful algal bloom species (including those producing toxins), identification and isolation of microscopic parasites of commercially valuable crustaceans (crabs and lobsters), and identification and environmental tracking of man-made complex organic compounds with known or potential human and/or environmental impacts. Moreover, VIMS has been able to pair HEETF funds with external grant and contract research activities in a way that has allowed VIMS to establish a competitive advantage for conducting cutting edge STEM research, particularly in marine science. Failure to maintain manufacturer dependent service compromises the full appreciation of the investment by the Commonwealth, increases expenses by having ad hoc service calls, and importantly, can extend the research downtime thus delaying grant and contract deliverables and advisory service responses to the Commonwealth and other state agencies. The annual service contracts for each of these pieces of equipment range from \$2,000 to more than \$25,000.

**Objectives D, E10. Enhance HPC technology.** The Governor and General Assembly have invested in VIMS by providing eight new faculty positions to the Institute over the past two years. These new faculty hires, as well as several current junior faculty, have research programs that require the use of High Performance computers. Real-time forecasting requires high speed

data transfer in and out of the VIMS campus, combined with high performance computation using prediction models and software. A poignant example occurred on August 29, 2012 when Hurricane Isaac intensified as it entered the Straits of Florida, taking aim on the City of New Orleans. For two days before making landfall, the important question was "How high will the water rise?" VIMS has been developing the capability to answer this question on the Virginia coast.

In August of 2011, Hurricane Irene, at one time a Category 3 tropical cyclone, threatened millions of Virginians living within a hundred miles of the ocean. Forecasters at the U.S. National Weather Service in Wakefield requested the operation of the VIMS storm surge models to furnish them with real-time information throughout the storm about the degree of impact to flood prone areas. The Wakefield team analyzed the data from nine simulations run at VIMS during the three-day period and passed the information to teams at the Virginia Department of Emergency Management (VDEM) in order to help focus warnings and potential relief. The leading faculty member, Dr. Harry Wang, received a Governor's Technology Award for Innovative Use of Modeling & Simulation Techniques because of the software developed he developed at VIMS.

Situations such as Hurricanes Isaac and Irene illustrate the benefits of a coordinated HPC capability. Modern instrumentation and real-time simulations require increasingly massive data inputs and outputs that must work reliably and in exact time order. Funding HPC upgrades at VIMS will support the application of innovative modeling and simulation technologies that are critical to the economic and natural marine resources of the Commonwealth. As another example, VIMS has embarked on projects to map the genetic makeup of finfish, shellfish and other species in order to understand the interrelationships affecting their survival in the marine environment. The latest generation of genetic sequencers collect data at a rate one-thousand times faster than instruments of just five years ago. For example, VIMS' Illumina GAIIX sequencer produces 30 million data points from just one sample of a Bluefin Tuna. The sequencer has the potential to generate a terabyte of DNA data every few days. Real-time simulations can forecast outcome scenarios ranging from predicting the local crab harvest to protecting life and limb for millions of citizens before an impending hurricane. Centralizing resources will allow students to access the data and models, enhancing model development and providing a training tool for the next generation of marine scientists.

VIMS presently has an HPC capability that has been cobbled together using various grant funding sources, yet it needs more capacity and requires additional staffing resources. Data collection rates have become faster, and scientific instruments in the field and lab are more sensitive, causing the need for more wide-spread application of HPC in marine research and resource management. In order to properly run an HPC program at VIMS, more nodes must be added to the present cluster, annual support and software costs must be covered, and an HPC specialist must be hired to support the scientific research community.

**Objectives D, E8, E11. Support VIMS' Chesapeake Bay Fish Surveys and Continue Economic Opportunities.** Commercial and recreational fisheries in the Commonwealth of Virginia generate a total of \$1.23 billion in sales, \$717.4 million in income, and 13,015 full and part-time jobs for the economy of Virginia (expressed in 2005 constant dollars). Continuation of the economic benefits and employment opportunities for Virginians derived from fishing hinges directly on sustaining funding levels and maintaining our membership in the Atlantic Coastal Fisheries Cooperative. The Cooperative requires Virginia to collect and analyze survey data for managed species; striped bass, summer flounder, menhaden, blue crab, and croaker headline the list of approximately 20 species for which annual data summaries are required. VIMS' Department of Fisheries Science monitors many of the fish listed above and the funding comes from the Commonwealth, federal, and other non-federal agencies. Unfortunately, the stability and future viability of these surveys has reached a crossroads because of recent budget reductions and measurable uncertainty surrounding the federal funding sources currently subsidizing them.

It is important to note that the fish surveys operating in Chesapeake Bay and coastal Virginia waters also serve as outstanding platforms for conduct cutting edge research and education in marine science. Since 2008, VIMS scientists have published over 40 manuscripts in the peer-reviewed literature on topics such as fish biology, ecology, and population dynamics using data derived from these surveys. More than 20 graduate student thesis/dissertation projects have been supported by these data collection programs. In addition, dozens of undergraduate and graduate students have participated in survey activities as part of courses within their degree programs, and hundreds of members of the general public have learned about the basics of fisheries and marine science by spending a day on the water with VIMS survey personnel. It is reasonable to state that these surveys provide an extremely valuable service to Virginians in a wide array of sectors. In the private sector, their value is realized through maintenance of prosperous fishing opportunities for those citizens with personal and/or economic ties to the estuarine and coastal waters of the Commonwealth. To those in the public sector, these surveys provide invaluable opportunities to engage in world class marine science research, train future marine scientists through cutting edge interdisciplinary education, and relate to the general public through outreach.

**2012-14 Progress:** VIMS was successful in obtaining approximately \$150,000 in new funding during the 2013 General Assembly session to support the blue crab monitoring program at VIMS. The blue crab fishery, the most important in Chesapeake Bay, has rebounded from near collapse in 2007 to vastly improved but still uncertain and variable levels of harvest in the ensuing six years. This and other monitoring programs at VIMS provide an extremely valuable service to Virginians in a wide array of sectors. In the private sector, their value is realized through continued and even enhanced fishing opportunities for those with personal and/or economic ties to estuarine and coastal waters. To those in the public sector, these surveys provide opportunities to engage in new and important research, train future marine scientists through interdisciplinary education, and relate to the general public through outreach and institutional extension programs.

**Objectives D, E7, E12. Implement a post-graduate Commonwealth Coastal and Marine Fellowship program in collaboration with the Virginia Sea Grant (VASG) program that has been housed at VIMS since 2008.** Fellows would be placed with host offices in the Virginia Marine Resources Commission (VMRC) and the Department of Environmental Quality (DEQ), providing them with highly trained professionals to help advance the state agency mission, and perhaps most significantly, adding workforce development and retention benefit.

The program would provide Fellows with “on the job” experience in the integration of coastal and marine resource science, policy and management. By building a network of current fellows and alumni (after a couple years), the Commonwealth Fellowship program will cultivate Virginia’s network of scientists and resource managers, expand opportunities for state agencies to collaborate with universities, and improve our ability to address emerging coastal and marine resource issues and needs through innovative cross-institutional, multi-disciplinary responses.

VASG would conduct the recruitment and pre-screening of fellows and host offices, fiscal management, matching procedures to link host offices with pre-qualified fellows, and fellow oversight and technical assistance throughout the year. Qualified candidates would apply through VASG and could come from any of our university partner institutions. The host office would develop and oversee the fellow’s job tasks and activities, contribute modest funding toward the stipend to demonstrate commitment to the fellowship, and participate in the matching process.

**Objectives D, E7, E8, E11, E12. Enhance Chesapeake Bay Water Quality Modeling and Monitoring.** The need to assess and verify the effectiveness of public fund expenditures to restore water quality in Chesapeake Bay is critically important. Currently, the Commonwealth is largely dependent upon the Chesapeake Bay Program model and monitoring data to assess progress towards meeting Bay water quality goals. There is a clear need for enhanced water quality modeling and monitoring in Virginia’s tributaries to support efforts by the state and local governments to meet water quality goals. VIMS is uniquely positioned with its expertise, state-of-the-art modeling capabilities, advanced monitoring technologies and mandated role as the scientific advisor to the Commonwealth on marine and coastal natural resource issues to provide this critical need. The proposed program would build on these strengths to develop and utilize models that more accurately represent conditions in Virginia waters and to couple these models with real-time water quality data to provide a comprehensive, high resolution view of water quality that far exceeds the spatial extent, temporal coverage, and accuracy of the current monitoring program. Such information would furnish decision makers with the information necessary to make more informed decisions related to Bay restoration and TMDL (Total Maximum Daily Load) implementation.

Monitoring can be most effectively established with a Commonwealth Chesapeake Bay Observing System. This system would expand and integrate VIMS’ current technologies to produce a unified, state-of-the-art system. The system would integrate water quality and weather to allow for near real-time responses in support of emergency management, such as storm forecasting and response, public health, such as harmful algal blooms and fishery impacts, and



state wide tidal water quality assessments, all of which support both economic and natural resource needs.

In addition the above outlined strategies and progress, VIMS has removed the strategy “Establish new faculty lines to perform innovative research to advance science and discovery with particular emphasis on economic development and environmental enhancement” from the six-year plan given that the Institute received eight FTE during the 2012-14 biennium.

VIRGINIA INSTITUTE OF MARINE SCIENCE  
SIX-YEAR PLAN TABLE

Priority	Strategy	FY 2014-15	FY 2015-16
1	Support Graduate Financial Aid	\$496,987	\$496,987
2	Increase Faculty Salaries	\$286,330	\$303,509
3	Increase Staff Salaries	\$299,320	\$311,293
4	Enhance HPC Technology	\$425,000	\$425,000
5	Support Chesapeake Bay Fish and Shellfish Surveys	\$476,862	\$476,862
6	Enhance Chesapeake Bay Water Quality Modeling and Monitoring	\$800,000	\$1,300,000
7	Develop and support new management and policy approaches at state and local government levels	\$380,000	\$380,000
8	Improve longevity of highly-sophisticated research instrumentation	\$300,000	\$300,000
9	O&M for New Facilities	\$0	\$415,000
10	Implement a post-graduate fellowship program	\$187,085	\$187,085
11	Expand Institutional Collaborations	No dollar impact	No dollar impact
12	Continue to Operate as a Year Round Facility	No dollar impact	No dollar impact

**VIRGINIA INSTITUTE OF MARINE SCIENCE**

**FY 2014-16 OPERATING BUDGET REQUESTS**

The Virginia Institute of Marine Science has developed operating budget requests as part of the Commonwealth's 2014-16 budget development process consistent with the guidance set forth by the Governor's Office, the Secretary of Education, and the State's Department of Planning and Budget. All of the requests are included in the Institute's Six-Year Plan.

THEREFORE, BE IT RESOLVED, that the Board of Visitors of The College of William and Mary in Virginia approves the following operating budget requests for the Virginia Institute of Marine Science for submission to the Commonwealth as part of the 2014-16 budget development process.

**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**FY 2014-16 OPERATING BUDGET REQUESTS**

	<u>FY 2014-15</u>	<u>FY 2015-16</u>
<b>Graduate Financial Aid</b>	\$496,987 GF 0.0 FTE	\$496,987 GF 0.0 FTE

This initiative requests funds to support the Graduate Program at VIMS. VIMS and its faculty provide tuition, stipend and basic health insurance coverage for all graduate students who are in good academic standing and making satisfactory progress in their research. Without this commitment, VIMS would not be competitive for top-tier students. It is critical to note that virtually all graduate programs in marine science with which VIMS competes for top students provide full tuition and stipend, and many also provide health insurance coverage. This is the norm in graduate level science education in the U.S. and is a model that has been widely emulated worldwide because it is a proven path to innovation and impact. These funds are not only crucial to maintaining VIMS' competitiveness with others, but will in fact assist VIMS with increasing its enrollment growth by 25% in STEM fields, a major objective of the Higher Education Opportunity Act.

<b>Chesapeake Bay Water Quality Modeling &amp; Monitoring</b>	\$800,000 GF 3.0 FTE	\$1,300,000 GF 5.0 FTE
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This initiative requests funds to enhance the water quality modeling and monitoring in Virginia's tributaries to support efforts by the state and local governments to meet state and federally-mandated water quality goals. The need to assess and verify the effectiveness of public fund expenditures to restore water quality in Chesapeake Bay is critically important. Currently, the Commonwealth is largely dependent upon the EPA Chesapeake Bay Program's model and monitoring data to assess progress towards meeting established Bay water quality goals. VIMS is uniquely positioned with its expertise, state-of-the-art modeling capabilities, advanced monitoring technologies and mandated role as the scientific advisor to the Commonwealth on marine and coastal natural resource issues to provide this critical need. The proposed program would build on these strengths to develop and utilize models that more accurately represent conditions in Virginia waters and to couple these models with real-time water quality data to provide a comprehensive, high-resolution view of water quality that far exceeds the spatial extent, temporal coverage, and accuracy of the current monitoring program. This program would establish a Commonwealth Chesapeake Bay Observing System and leverage further support from the Chesapeake Bay National Estuarine Research Reserve Program housed at VIMS. Such information would furnish decision makers with the information necessary to make more informed decisions related to Bay restoration and TMDL (Total Maximum Daily Load) implementation.

**VIRGINIA INSTITUTE OF MARINE SCIENCE****FY 2014-16 OPERATING BUDGET REQUESTS**

	<u>FY 2014-15</u>	<u>FY 2015-16</u>
<b>Chesapeake Bay Fish and Shellfish Surveys</b>	\$476,862 GF 3.30 FTE	\$476,862 GF 3.30 FTE

This proposal requests supplemental state support to continue long-term monitoring of fish and oyster populations in the lower Chesapeake Bay and its tributaries. Currently, VIMS has several living resource monitoring programs: trawl surveys targeting blue crabs, juvenile and adult fishes, such as flounder, croaker, and sea trout; gillnet and pound net surveys for striped bass, American shad, and sturgeon; oyster dredge and patent tong surveys; a shark longline monitoring program; and a striped bass seine survey. The data and analyses generated by each of these programs are routinely incorporated into fisheries management by the Virginia Marine Resources Commission (VMRC), Atlantic States Marine Fisheries Commission (ASMFC) and the National Marine Fisheries Service (NMFS). Providing data to these regulatory agencies, particularly federal agencies, is critical to maintain compliance with fisheries management plans. Most importantly, failure to meet compliance criteria can result in significant lost revenue for Virginia's economy due to fisheries closures.

<b>Base Operating Support</b>	\$648,638 GF 4.0 FTE	\$648,638 GF 4.0 FTE
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This proposal requests funds for research and academic support operational items such as service contracts for sophisticated scientific equipment purchased by the Equipment Trust Fund, increased library journal subscriptions, and staffing needs in selected academic and research program support areas. VIMS does not receive "Base Adequacy" funds due to the framework of the current model for allocations. Therefore, it is essential for the Commonwealth to maintain basic operational funding for VIMS to ensure high quality and uninterrupted services as outlined in more than 30 sections of the *Code of Virginia*.

<b>Commonwealth Coastal &amp; Marine Fellowship Program</b>	\$187,075 GF 1.0 FTE	\$187,075 GF 1.0 FTE
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This initiative requests funds to support three 12-month post-graduate fellowships in coastal and marine science policy and management. The proposed program would be modeled after the highly successful national Sea Grant Knauss Marine Policy Fellowship and similar state fellowship programs operated by state Sea Grant programs in Washington and California. Commonwealth Fellows would be placed with host offices in relevant state coastal and marine resource agencies in Virginia, such as the Virginia Marine Resources Commission and Department of Environmental Quality. The program would provide "on the job" experience in the integration of coastal and marine resource science, policy and management.

COLLEGE OF WILLIAM AND MARY  
ESTABLISHMENT OF THE  
VIRGINIA INSTITUTE OF MARINE SCIENCE EQUIPMENT  
QUASI-ENDOWMENT

WHEREAS, in 2006 and 2009, Prizm Ace, Inc. and Fetch, LLC, respectively, through Mr. David Clifford, a principal of both companies, made generous in-kind donations of scientific equipment to the College of William and Mary/Virginia Institute of Marine Science to support the research efforts of VIMS Professor Mark Patterson; and

WHEREAS, the equipment, consisting of Autonomous Underwater Vehicles (AUVs), is unique only to Professor Patterson's research; and

WHEREAS, Professor Patterson has accepted a position with Northeastern University and will continue his AUV research at NEU beginning October 2013; and

WHEREAS, the College/VIMS has agreed to sell the said equipment to Northeastern University in the amount of \$150,000;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary expresses its gratitude to Mr. David Clifford for facilitating the AUV donations and establishes the Virginia Institute of Marine Science Equipment Quasi-Endowment as the purpose of the original in-kind gifts to the College were to support scientific instrumentation. The income from the quasi-endowment shall be used to support future purchases of scientific equipment for VIMS.

BE IT FURTHER RESOLVED, That the Board of Visitors asks the Secretary to the Board to inform Mr. David Clifford that the role he played in this in-kind donation to William and Mary/VIMS ultimately made possible the ability to establish this much-needed endowment.

**REVISIONS TO THE BYLAWS OF  
THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY**

Revisions to the *Bylaws of the Board of Visitors* have been proposed in order to reflect those changes that are necessitated by the 2013 legislation contained in House Bill 1952 (Acts of Assembly 2013, Chapter 577), which deals with a variety of requirements involving the governance of boards of visitors. These requirements are effective July 1, 2013. The changes made in response to the legislation, shown in redline format on the following pages, are:

1. Added reference to the Code of Ethics for the College of William and Mary, the Virginia Institute of Marine Science and Richard Bland College and the requirement for submission of an annual executive summary (pages 1 and 2).
2. Added language specifying that meetings are conducted in accordance with the Freedom of Information Act (page 3).
3. Added specific language regarding the duties of the Executive Committee (page 4).
4. Added language regarding annual evaluations of the President of William and Mary and the President of Richard Bland to the relevant sections (page 7 and page 13).

BE IT RESOLVED, That on the recommendation of the Rector of the College and officials at both William and Mary and Richard Bland College, the *Bylaws* of the Board of Visitors are hereby amended, effective immediately, as shown on the following pages.



WILLIAM  
& MARY

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**2013**

**BYLAWS**

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*Board of Visitors  
Code of Virginia*

Williamsburg, Virginia



## PREAMBLE

The Board of Visitors is the governing authority of the College of William and Mary, including the Virginia Institute of Marine Science and Richard Bland College. In executing its duties, the Board will be guided by the laws and policies of the Commonwealth of Virginia. It will strive to preserve the ideals and traditions of the institutions under its jurisdiction, including the student-administered Honor System that originated in the earliest years of the College of William and Mary.

As a public entity, the Board is transparent in its actions to the extent required by law. In addition, in 2009 the Board adopted codes of ethics for the College of William and Mary, the Virginia Institute of Marine Science, and for Richard Bland College. Through these codes, the Board affirms its expectations of: (1) compliance with applicable laws, regulations, and policies; (2) avoidance of both conflicts of interests and the appearance of such conflicts; (3) the protection and proper use of institution resources; (4) the safeguarding of confidential information; and (5) the treatment of all people with dignity and respect, free from unlawful discrimination or harassment.

From its membership the Board elects a Rector of the College, a Vice Rector of the College, and a Secretary of the Board. The Board appoints Presidents for both the College of William and Mary and Richard Bland College; and it appoints academic officers, faculties, and other employees essential to the effective operation of all the institutions under its control.

Appointed by and accountable to the Governor, the seventeen members of the Board of Visitors serve for terms of four years each. If any member of the Board fails to perform the duties of the office for one year without justification to the Board, the Rector may, after notifying that member, report such failure to the Governor.

Annually the Rector shall appoint the President of the Student Assembly of the College of William and Mary to the position of a non-voting, advisory representative on the Board of Visitors. Annually the Rector, in consultation with the Committee on Academic Affairs, shall appoint a full-time faculty member from among the former presidents of the William and Mary Faculty Assembly to the position of a non-voting, advisory representative on the Board of Visitors. Annually the Rector shall appoint a student and full-time faculty member from Richard Bland College nominated by the College President to the position of non-voting, advisory representatives. Faculty members from the College of William and Mary and Richard Bland College shall be eligible to serve two consecutive one-year terms.

The terms of office of each non-voting, advisory representative shall begin on the day following Commencement at each institution and will extend through the following year's Commencement. Each non-voting, advisory representative will sit with the Board of Visitors during the open sessions of those committee meetings and full meetings of the Board which deal with matters pertaining to the College of William and Mary or Richard Bland College, respectively. In the event a student or faculty representative is not able to complete the term, the Rector, acting in concert with the appropriate institution's President, will appoint a replacement.

Annually the Rector shall appoint a College of William and Mary Staff Liaison to serve as a non-voting liaison to bring a staff perspective to the Board. In selecting the Staff Liaison, the

Rector shall alternate each year between the professional and operational staff. The term of office of the Staff Liaison shall begin on the day following Commencement and will extend through the following year's Commencement. In the event the Staff Liaison is unable to complete the term, the Rector will appoint a replacement.

The Board shall submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly, in accordance with procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports for publication on the General Assembly's website.

## BYLAWS

### *Article I*

#### Section 1. MEETINGS

The Board of Visitors shall meet regularly four times each year on dates selected by the Rector of the College, the last session in the academic year being designated the regular annual meeting. Special meetings may be called by the Rector, and in the Rector's absence or disability, by the Vice Rector, or must be convened on request of any five members of the Board. Notice of meetings shall be provided in accordance with the relevant provisions of the Virginia Freedom of Information Act, Chapter 37 of Title 2.2 of the Code of Virginia, including § 2.2-3703.C.

The Board shall notify and invite the Attorney General's appointee or representative to all meetings of the Board, the Executive Committee, and other Board committees.

A simple majority of the membership of the Board shall constitute a quorum for the transaction of business.

In order to permit thorough consideration and to facilitate preparation of agendas and dissemination to all members of the Board, all proposed resolutions of the Board of Visitors shall be presented to the Secretary to the Board at least ten (10) days prior to the meeting at which they are proposed to be considered, with mailing to the members and constituent representatives to occur at least six (6) days prior to the meeting, except that the introduction of a motion and/or resolution for Board action may be offered at any time at the request of the Rector or the Presidents, or on those occasions when a two-thirds (2/3) majority of the members present at the meeting vote in the affirmative to suspend this rule.

The discussions of the Board and any actions taken by the Board shall be conducted in open meeting, unless the topic is specifically exempted under § 2.2-3711 of the Code of Virginia, or other provision of applicable law. Any official action taken in a closed meeting of the Board shall be approved in an open meeting before it can have any force or effect.

The Secretary to the Board shall maintain minutes of all open meetings of the Board and shall make them available at all reasonable times to any member of the Board, the President of the College, the President of Richard Bland College, and such others as required by law. In addition, such minutes shall be posted on the Board's website, in accordance with the § 2.2-3707(1) and § 2.2-3707.1 of the Code of Virginia.

#### Section 2. OFFICERS

Prior to the annual meeting of every odd year, the Rector shall appoint a committee of at least three members of the Board to nominate candidates for the offices of Rector, Vice Rector, and Secretary. Nominations will also be accepted from the floor. The Board will proceed to elect officers from any members nominated at the annual meeting.

Each officer shall serve a two-year term commencing July 1 following the annual meeting, and each shall be eligible for re-election for one additional term.

The Rector shall preside over all meetings of the Board and, unless otherwise directed by the Board, determine the order of its business. The Rector shall perform other duties that may be prescribed by law or by the Board. When the Rector is absent or unable to discharge the duties of the office, the Vice Rector shall act as Rector. The Secretary shall act as Rector if neither the Rector nor the Vice Rector is available or able to perform the duties of that office.

Should a vacancy in an office occur prior to the conclusion of an elected term, the Rector shall appoint a committee of at least three members of the Board to nominate a candidate to stand for election at the next meeting of the Board to complete the unexpired portion of such term.

### Section 3. EXECUTIVE COMMITTEE

The Executive Committee shall consist of the Rector, who shall serve as Chairperson, the Vice Rector, the Secretary of the Board, the Chairperson of the Committee on Financial Affairs, and three members of the Board at large to be appointed by the Rector for two-year terms. The Executive Committee shall exercise the powers and transact the business of the Board of Visitors between meetings of the full Board as needed. All members of the Board shall be informed promptly of any action taken.

The Executive Committee shall organize the working processes of the Board, and recommend best practices for Board governance. In addition, the Executive Committee is authorized and required to:

1. Develop and recommend to the Board a statement of governance setting out the Board's role;
2. Periodically review the Board's Bylaws and recommend amendments;
3. Provide advice to the Board on committee structure, appointments, and meetings;
4. Develop an orientation and continuing education process for visitors that includes training on the Virginia Freedom of Information Act (§ 2.2-3700 et seq.);
5. Monitor, oversee and review compliance by members of the Board with the College's Code of Ethics; and
6. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.

The Executive Committee shall also recommend candidates for honorary degrees for selection by the Board of Visitors. All names submitted by the President of the College, by the President of Richard Bland College, by any member of the Board or by other individuals as candidates for honorary degrees shall be referred to the Executive Committee. It may also review and make recommendations on criteria and standards for the awarding of honorary degrees.

A simple majority of the members shall constitute a quorum.

In the event that a quorum is not present at a meeting of the Executive Committee, the Chairperson may appoint other Board members to the Executive Committee on an ad hoc basis to create a quorum for that meeting.

#### Section 4. STANDING COMMITTEES

Immediately following the election of officers, the Rector shall appoint one member of the Board to chair each of the following standing committees and such other special committees as the Board may deem necessary or advisable: Richard Bland College Committee; Committee on Financial Affairs; Committee on Administration, Buildings and Grounds; Committee on Academic Affairs; Committee on Development; Committee on Alumni Relations; Committee on Strategic Initiatives and New Ventures; Committee on Student Affairs; Committee on Athletics; and Committee on Audit and Compliance. The Rector shall also serve as an ex officio member of all committees. All committees may also function as committees of the whole.

If the Board elects to conduct its business as a committee of the whole, all members of the Board will be deemed to be members of the committee and a quorum shall consist of a majority of the members of the Board. If the Board chooses to use individual standing committees, the Rector shall appoint at least three members of the Board to each committee. The Rector may appoint vice chairs for all committees, including committees of the whole. A majority of the committee members shall constitute a quorum. As an ex officio member, the Rector may be counted towards a quorum. The Rector may replace chairs as necessary and remove members from committees or fill committee vacancies as necessary.

#### Section 5. RICHARD BLAND COLLEGE COMMITTEE

The Richard Bland College Committee shall be composed of no fewer than five Board members. It shall consider and make recommendations concerning the financial and academic affairs of Richard Bland College, review the submission and approval of any and all budgets and the administration of the academic and financial policies and procedures of Richard Bland College. The Committee shall serve as the Board contact with faculty and student liaison committees and make recommendations on resolutions submitted by Richard Bland College for consideration by the Board of Visitors. The non-voting, advisory student and faculty representatives from Richard Bland College shall also serve as members of this Committee.

#### Section 6. COMMITTEE ON FINANCIAL AFFAIRS

The Committee on Financial Affairs shall consider and make recommendations concerning the general direction and control of the financial affairs of the College, and the Virginia Institute of Marine Science, concerning the submission and approval of any and all budgets; and concerning the administration of the financial policies and procedures established by the Board. It shall have power and authority, subject to the guidelines set by the Board of Visitors, to invest and reinvest all funds held by the Board as an endowment or in trust for the uses and purposes of the College, of Richard Bland College and of the Virginia Institute of Marine Science, and with the assistance of the President of the College and the President of Richard Bland College shall direct and control the handling of investments by an investment counsel or depository agent at any time employed by the Board of Visitors.

## Section 7. COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

The Committee on Administration, Buildings and Grounds shall consider and make recommendations on all matters relating to: the buildings and grounds of the College, including the naming of College buildings; the administrative operations of the College, including human resources policy in regard to classified employees, university employees and other non-instructional faculty members employed by the College; information technology; procurement; and any other matters referred to it by the Rector or the President of the College, particularly in relationship to the Authorities granted under The Restructured Higher Education Financial and Administrative Operations Act.

## Section 8. COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs shall consider and make recommendations on matters affecting educational policies, faculty affairs and appointments, and academic organization of the College, and shall advise the President of the College on matters of personnel policy in regard to members of the faculty, classified personnel and others employed by the College. The Committee shall meet on a regular basis with representatives of the faculties of the College.

## Section 9. COMMITTEE ON DEVELOPMENT

The Committee on Development shall consult with the President of the College concerning the ways and means of promoting the general advancement of the College and fostering the relationship between the College and its communities and friends. It shall consider and make recommendations on such matters as appropriate.

## Section 10. COMMITTEE ON ALUMNI RELATIONS

The Committee on Alumni Relations shall consider and make recommendations on policies fostering lifelong relationships and connections between the College and its alumni, as well as the College's career assistance for alumni, and on such matters as appropriate. The Committee shall meet on a regular basis with a representative of the Alumni Board of Directors.

## Section 11. COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

The Committee on Strategic Initiatives and New Ventures shall consider and make recommendations on matters concerning strategic planning, new ventures, the ways and means of promoting economic development, public service and outreach, and fostering the relationship between the College, its constituencies and all responsible governing bodies.

## Section 12. COMMITTEE ON STUDENT AFFAIRS

The Committee on Student Affairs shall consider and make recommendations on policies concerning student life, discipline and the organization and administration of student

affairs at the College. The Committee shall meet on a regular basis with representatives of the student bodies of the College.

### Section 13. COMMITTEE ON ATHLETICS

The Committee on Athletics shall consider and make recommendations on matters affecting intercollegiate athletic policies, plans and personnel of the College.

### Section 14. COMMITTEE ON AUDIT AND COMPLIANCE

The Committee on Audit and Compliance shall oversee the Office of Internal Audit, which is charged with the responsibility of auditing the College of William and Mary and Richard Bland College, and shall consider and make recommendations on policy matters pertaining to campus safety and security and risk management. The Director of Internal Audit shall be directly responsible to the Committee on Audit in the formation of an annual Audit Plan. The President of the College and the President of Richard Bland College may advise and consult with the Committee on any matter pertaining to internal auditing. The Committee shall perform an annual evaluation of the Director of Internal Audit during the Board's annual meeting for recommendation to the full Board.

## *Article II*

### *Administration*

### Section 1. THE PRESIDENT OF THE COLLEGE

Under the authority and direction of the Board of Visitors, the President of the College is responsible for the administration and courses of instruction of The College of William and Mary in Virginia. The President shall be the authorized means of communications between the Board of Visitors and faculties, the Board and the students, and the Board and the various officers of instruction and administration employed in the College. The President is accountable to the Board for the administrative, fiscal and program performance of the College. At least annually, at a date set by the Rector of the College, the Board shall conduct an evaluation of the performance of the President for the preceding year. Such evaluation may be held in a closed meeting pursuant to § 2.2-3711.A.1 of the Code of Virginia. Any change to the President's employment contract during any such meeting or any other meeting of the Board shall be made only by a vote of a majority of the Board.

The President shall be assisted by a Provost, a Vice President for Development, a Vice President for Student Affairs, a Vice President for Finance, a Vice President for Administration and a Vice President for Strategic Initiatives. The President shall establish, with the approval of the Board of Visitors, such faculty positions and other administrative offices that may be needed to carry out the work of the College. The President shall recommend to the Board appointments to all administrative and faculty positions. The President may appoint committees from members of the administrative staff and, upon recommendation of the Faculty Assembly, from members of the faculties of the College as in the President's judgment may be needed.

The President shall represent the College on public occasions and shall confer all properly authorized degrees, with the exception of honorary degrees, which shall be conferred by the Rector of the College or the Rector's duly authorized agent.

The President shall direct the operation of the College, supervise the work of the faculties and staff, and maintain the internal order and discipline of the College, and to this end shall hold all deans and members of the faculties to the faithful and efficient discharge of their duties. The President may exercise the right to preside over any meetings of the faculties.

As the chief administrative officer of the College, the President may attend all meetings of the Board of Visitors or any committee meetings of the Board, except as otherwise designated by the Board, and participate in the discussions of such committees, and submit recommendations on matters falling within the purview of such committees as may be appropriate.

The President, with the appropriate advice of administrative officers and the Faculty Assembly will formulate plans and operating policies and objectives for all phases of operation of the College and will develop and maintain an organizational plan through which these policies and objectives may be implemented, directed and controlled.

The President shall cause reports of the fiscal and other affairs of the College to be prepared and submitted to the Board of Visitors and to its committees and shall be responsible for planning, implementing, coordinating and evaluating the College's communications, information, community relations and public service programs.

The President shall have the authority to transact business in the name of the College of William and Mary in Virginia, and shall have concurrent authority with the Provost, the Vice President for Finance, and the Vice President for Administration in the exercise of their delegated authority to transact business in the name of the College. The President shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

It is the duty of the President to bring to the attention of the Rector and the Board of Visitors all matters within the President's knowledge that in the President's opinion are in the interest of the College and require consideration by the Board.

In case of the death or resignation of the President, the Board of Visitors shall designate as promptly as possible an Interim President to serve until a President shall have been elected by the Board and shall have assumed office.

## Section 2. PROVOST

The Board of Visitors will, on recommendation of the President of the College, appoint a Provost who shall serve as the senior administrative and chief academic officer of the College under the President. The Provost shall administer the affairs of the College during the temporary absence or disability of the President, except as otherwise directed by the Board.

The Provost, under the direction of the President and in accordance with policies established by the Board of Visitors, has general purview over all educational programs, activities, personnel and policies of the College.



With the advice of the Faculty Assembly, the Provost is responsible jointly with the Vice President for Finance for budgetary planning, and for submitting recommendations to the President regarding allocation of the College's resources and expenditure of its funds. In the discharge of their joint budgetary responsibility, the Provost, the Vice President for Finance and the Vice President for Administration constitute the Administrative Budget Group, chaired by the Provost.

The Provost is responsible for working directly with the Deans, and the Faculty Assembly when appropriate, on academic planning, and on curricular, budgetary, personnel, and educational policy matters, for recommendation as appropriate to the President. In accordance with the provisions of the Faculty Handbook and the Code of Virginia and upon recommendation of the appropriate dean or administrative officer, the Provost shall submit to the President recommendations regarding salaries, appointments, promotions and dismissals of members of the staff and faculties of the College, and the establishment of new positions. Whenever feasible, the administration will provide the Board with relevant information about prospective appointees at least 30 days before the Board is scheduled to act on their appointments.

The Provost shall serve as the accreditation officer of the College. The Provost shall establish, under the direction of the President, and in consultation with the appropriate deans, Vice Presidents, and the Faculty Assembly, priorities regarding the College's needs for new financial resources for educational purposes.

The Provost shall recommend to the President of the College the calendar of the College, the curriculum of the faculties of the College, and the inauguration of new programs, the latter being subject to approval by the Board of Visitors. Such recommendation shall be formulated with due regard to the roles of the respective faculties, the Faculty Assembly, the educational mission of the College in the Virginia system of higher education, and budgetary and administrative feasibility.

Concurrently with the President, the Provost shall have the authority to transact business in the name of The College of William and Mary in Virginia, including any and all contracts for employment, sponsored projects, intellectual property rights, student or faculty exchange agreements, financial aid agreements, articulation agreements, and any other contracts or agreements necessary to carry out and support the operations of the College, with the exception of indebtedness and those particular assignments made to the Vice President for Finance and the Vice President for Administration. The Provost shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

### Section 3. VICE PRESIDENT FOR FINANCE

The Board of Visitors will, on recommendation of the President of the College, appoint a Vice President for Finance of the College. Under the direction of the President and in accordance with policies established by the Board of Visitors, the Vice President for Finance shall administer the business affairs of the College of William and Mary, and shall coordinate College activities with governmental entities. Under the direction of the President, the Vice President is responsible jointly with the Provost for budget planning, and for recommendations to the President regarding university resource allocation and expenditure budgets.

The Vice President for Finance is responsible for providing analysis and recommendations to the President and Provost regarding budget development and execution.

The Vice President for Finance is responsible for all budget development activities including the development of operating and capital budget initiatives to be submitted to the Commonwealth of Virginia and the integration of all budget development activities into the overall planning activities of the College.

The Vice President coordinates and/or conducts studies of College programs to enable evaluation of the effective and efficient use of resources to meet the highest priorities of the university. Evaluation may include consideration of alternative organization structures, delivery systems, or funding sources. The Vice President is responsible for budget execution activities including the allocation of resources available to the College, regardless of source; oversight of expenditures within College programs; and the availability of incremental revenue to meet College needs.

The Vice President for Finance shall be responsible for payrolls, financial contracts, and for annual fiscal reports. It shall be the Vice President's responsibility to assure that private funds under the custody of the Board of Visitors of the College of William and Mary are properly invested with the approval of the President and the Committee on Financial Affairs of the Board of Visitors.

All reports prepared by the Vice President for Finance will be submitted to the President and, where appropriate, transmitted by the President to the Board of Visitors.

Concurrently with the President, the Vice President for Finance shall have the authority to transact business in the name of The College of William and Mary in Virginia, including: (1) the transfer, conversion, endorsement, sale, purchase, assignment, conveyance and delivery of any and all shares of stocks, bonds, debentures, notes, and subscriptions warrants, cash or equivalent assets, and evidence of indebtedness; (2) any and all contracts for the purchase of real estate and other property, or other securities or assets now or hereafter owned by the Board of Visitors of the College of William and Mary in Virginia, or bearing any similar designation indicating ownership by the College; (3) agreements setting forth the terms for the acceptance of gifts to the College; and (4) any other agreements necessary to carry out and support the operations of the College, with the exception of those particular assignments made to the Provost or the Vice President for Administration. The sale of real property requires the approval of the Board of Visitors and the Commonwealth of Virginia. The Vice President for Finance shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

#### Section 4. VICE PRESIDENT FOR ADMINISTRATION

The Board of Visitors will, on recommendation of the President of the College, appoint a Vice President for Administration of the College. Under the direction of the President and in accordance with policies established by the Board of Visitors, the Vice President for Administration shall provide administrative and support services to the College.

The Vice President shall have custody of the College's valuable papers, such as evidence of title and contracts to which the College is a party. The Vice President shall be responsible for the deposit of copies of all deeds and deeds of trust in appropriate files of the College and for the proper recording of all such deeds. The Vice President shall determine that land surveys have been made on all properties of the College to indicate the precise lines of demarcation between the properties of the College of William and Mary and other properties.

The Vice President for Administration shall be responsible for the effective operation of the plant, the auxiliary enterprises, the general purchasing and supply system, human resources, campus security, and the buildings and grounds of the College. The Vice President shall take appropriate action to ensure that the property and all materials in the College under the Vice President's cognizance are properly safeguarded and in good condition and that appropriate maintenance, safety and security procedures are established and sustained by those who are authorized to utilize the materials and property of the College.

All reports prepared by the Vice President for Administration will be submitted to the President and, where appropriate, transmitted by the President to the Board of Visitors.

The Vice President for Administration shall work with the Provost and the Vice President for Finance in preparing for submission to the President and the Board of Visitors recommendations on budgetary matters and on the filling of vacancies and the creation of new positions in the administrative area.

The Vice President for Administration shall have the authority to transact business in the name of The College of William and Mary in Virginia, including any and all contracts for the purchase or rental of professional services, supplies and equipment, including software and hardware; the design and construction of facilities; non-disclosure and confidentiality agreements; real estate and property leases or rental agreements; capital leases; acquisition or conveyance of any other type of property interest, including easements; equipment leases or fixed asset rental agreements; use of College facilities; and any other agreements necessary to carry out and support the operations of the College, with the exception of indebtedness and those particular assignments made to the Provost or Vice President for Finance. The Vice President for Administration shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

## Section 5. VICE PRESIDENT FOR STRATEGIC INITIATIVES

On the recommendation of the President of the College, the Board of Visitors will appoint a Vice President for Strategic Initiatives. Under the direction of the President and in accordance with Board Policies, the Vice President for Strategic Initiatives shall develop and manage programs for economic development, for public service and outreach, and for community, government, and general public relations.

The Vice President for Strategic Initiatives shall assist the President and Provost with strategic planning; identify and evaluate alternatives for financial sustainability and continued preeminence in American higher education; assist the William and Mary Real Estate Foundation, especially in its efforts to expand student access to housing as well as retail and entertainment opportunities near campus; link College programs with the private sector for

their mutual benefit; develop and coordinate economic development projects to leverage William and Mary's capabilities to support the region; communicate College benefits to the region to the State Council for Higher Education in Virginia and to the public; lead and coordinate William and Mary's support of state, regional and local economic development organizations; and provide leadership and oversight of the Offices of Economic Development, Government Relations, University Relations, and Creative Services.

The Vice President for Strategic Initiatives shall work with the Provost and Vice President for Finance in preparing for submission to the President and the Board of Visitors recommendations on budgetary matters and on the filling of vacancies and the creation of new positions in the Offices of Economic Development, Government Relations, University Relations, and Creative Services.

## Section 6. VICE PRESIDENT FOR DEVELOPMENT

The Board of Visitors will, on recommendation of the President of the College, appoint a Vice President for Development. A primary responsibility of the Vice President for Development is to plan, implement, coordinate, and evaluate all programs and special events by which the university's voluntary private financial support--both for current operations and capital purposes, including endowment--will be sustained and increased. In accordance with policies and procedures established by the Board of Visitors, the Vice President shall organize and manage a comprehensive development program to seek and/or coordinate gifts and grants from alumni, parents, other individuals, corporations, foundations and other organizations.

Under the direction of the President and in accordance with the policies of the Board of Visitors, the Vice President shall coordinate the efforts of the several volunteer groups which seek contributions in the name of or in support of the university, resolving any differences which may arise regarding the scheduling of fundraising initiatives and the potential sources of funds upon which each will concentrate.

The Vice President for Development shall maintain and/or coordinate information on gifts and grants to the College and its affiliates and supporting organizations for both current operations and capital purposes of the College, from all sources including endowments, in conjunction with other appropriate offices. The Vice President shall prepare and submit reports on the status of all the fundraising activities of the university and its affiliated and supporting organizations when such information is requested by the Board of Visitors or the President or when it might otherwise be timely.

The Vice President for Development shall, while reporting directly to the President, work with the Provost and the Vice President for Finance on all budgetary matters and the filling of vacancies and establishing of new positions in the Office of Development, for recommendation to the President and to the Board of Visitors.

## Section 7. VICE PRESIDENT FOR STUDENT AFFAIRS

The Board of Visitors, on recommendation of the President of the College, will appoint a Vice President for Student Affairs, who shall, under the direction of the President, and in accordance with policies of the Board of Visitors, administer and coordinate the student life

policies of the College and programs and activities bearing on student affairs, student development, student health services, counseling, and social and recreational programs and functions. The Vice President shall provide a program of academic support services; serve as liaison for student organizations; encourage meaningful extracurricular activities; maintain good order and discipline among students; and promote student well-being.

The Vice President for Student Affairs shall report to the President, but shall be responsible for coordinating responsibilities with the Provost to ensure a close working relationship between academic and student affairs. The Vice President for Student Affairs shall work with the Provost and the Vice President for Finance in preparing recommendations for the Board and the President on all budgetary matters and on the filling of vacancies and establishment of new positions in student affairs.

The Vice President for Student Affairs shall work cooperatively with the Vice Presidents for Finance and Administration to ensure the quality of all physical facilities utilized in support of student life programs, including the student residences, the Campus and University Centers, the Student Health Center, the Counseling Center and intramural and recreational sports facilities. The Vice President shall be responsible for the administration of the scheduling policies of the College, with the exception of the scheduling of academic facilities for instructional and research programs, and shall supervise the maintenance of the College calendar of events. The Vice President for Student Affairs shall be responsible for the proper administration of funds allocated in support of student activities.

#### Section 8. DIRECTOR OF THE VIRGINIA INSTITUTE OF MARINE SCIENCE

The Board of Visitors will, on recommendation of the President of the College, appoint a Director of the Virginia Institute of Marine Science.

The Director, under the direction of the President, has general purview of and administrative responsibility for the affairs of the Institute, except that the Director shall work directly with the Provost and the Vice President for Finance on all financial and budgetary matters for recommendation as appropriate to the President.

#### Section 9. PRESIDENT OF RICHARD BLAND COLLEGE

The President of Richard Bland College of the College of William and Mary shall have the same authority and responsibility for Richard Bland College as the President of the College does in Article II, Section 1, with the exception of the designation of assisting offices, and shall be directly responsible to the Board of Visitors. At least annually, at a date set by the Rector of the College, the Board shall conduct an evaluation of the performance of the President for the preceding year. Such evaluation may be held in a closed meeting pursuant to § 2.2-3711.A.1 of the Code of Virginia. Any change to the President's employment contract during any such meeting or any other meeting of the Board shall be made only by a vote of a majority of the Board.

The President of Richard Bland College, while remaining responsible for the overall administration of the College, shall be assisted in the performance of duties by a chief academic officer, a chief financial officer, or such other senior administrators as the President deems necessary or appropriate. The President shall set forth the authority and

responsibilities of such offices, subject to the approval of the Board of Visitors.

The President shall have the authority to further delegate such authority as delegated to the President; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

#### Section 10. INTERNAL AUDITOR

The Board of Visitors shall, on recommendation of the President of the College and the President of Richard Bland College, appoint a Director of Internal Audit.

The Director of Internal Audit shall report directly to the **Committee on Audit and Compliance** and shall be responsible to the Committee for the administration and operation in the Office of Internal Audit and for the formation of an annual Audit Plan. The budget for and authorization of positions in the Office of Internal Audit shall be reviewed and approved by the **Committee on Audit and Compliance**.

The Director of Internal Audit shall consult with the President of the College and the President of Richard Bland College in the administration and operation of the Office of Internal Audit.

The Director of Internal Audit shall be evaluated annually by the **Committee on Audit and Compliance** during the Board's annual meeting for recommendation to the full Board.

#### Section 11. BUILDING OFFICIAL

The Board of Visitors shall, on recommendation of the President of the College, appoint a Building Official.

The Building Official is authorized to determine the suitability for occupancy of, and to issue certifications for building occupancy for, all capital projects undertaken at the institution and who, prior to issuing any such certification, shall ensure that the Virginia Uniform Statewide Building Code requirements are met for that capital project and that such project has been inspected by the Fire Marshal or authorized designee.

The Building Official shall report directly and exclusively to the Board of Visitors through the **Committee on Administration, Buildings and Grounds** and shall be certified by the Virginia Department of Housing and Community Development to perform this function.

#### Section 12. POLICIES AND REGULATIONS

Policies for the governance of the College of William and Mary and Richard Bland College as made from time to time by the Board of Visitors shall be binding on the appropriate college communities and shall be published and distributed within the College and Richard Bland College by appropriate means. In addition, the President of the College or the President of Richard Bland College may adopt such rules and regulations as they may deem appropriate to the proper administration of their Colleges, provided they are not inconsistent with the policies of the Board of Visitors or the requirements of law. To this end the President of the

College or Richard Bland College may define offenses against the discipline or good order of the College or Richard Bland College, prescribe penalties for the commission of the same, and establish procedures for determining guilt and penalty. They may similarly, with due regard to the Board of Visitors' policy on tenure rights and responsibilities and requirements of law, prescribe the conditions and procedures for dismissing, suspending, demoting, or reprimanding members of the faculty and staff.

It is intended that the President of the College and the President of Richard Bland College, in the exercise of the aforementioned rule-making authority, shall hold students, faculty and staff to those standards of personal conduct, competency and attendance to duty as are appropriate, in their judgment, to the welfare of the College and Richard Bland College and the attainment of their educational objectives, limited only by the requirements of law and directives of the Board of Visitors. No rule or regulation adopted by the President of the College or of Richard Bland College shall be deemed contrary to the policies of the Board of Visitors unless so determined by the Board itself after the promulgation of such rule or regulation.

### *Article III*

#### *Instruction*

#### Section 1. INTRODUCTION

Subject to the legal obligations of The College of William and Mary in Virginia and to the approval of its Board of Visitors, and except as these Bylaws otherwise provide, actual instruction, including such matters as curriculum and degree requirements, is discharged by the respective faculties of The College of William and Mary in Virginia and of Richard Bland College.

#### Section 2. FACULTIES

Responsibility for instruction within the College of William and Mary and Richard Bland College shall be vested in the faculties of the college under the direction of the President except as otherwise provided herein. The faculties of the College of William and Mary shall include the President, Provost, academic deans, professors, associate professors, assistant professors, instructors, lecturers and persons of such other rank or title as the President may recommend.

The faculty of Richard Bland College shall include its President, deans, professors, associate professors, assistant professors, instructors, and persons of such other rank or title as the President may designate.

The Bylaws of the respective faculties of the College and of the faculties of Richard Bland College, subject to being consistent with the Bylaws of the Board of Visitors, govern the organization, jurisdiction, and manner of operation thereof, and are approved and granted by the Board of Visitors. Such 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.

### Section 3. INSTRUCTIONAL OFFICERS

The Dean of the Faculty of Arts and Sciences and the Deans of the Schools of Business Administration, Education, Law and Marine Science shall have general responsibility for the Faculty under their jurisdiction and for the direction of the work of the Faculty or School. The Deans shall report to the Provost, and shall be responsible for working directly with the Provost on academic planning, on personnel matters and actions relating to faculty and on curricular, budgetary, and educational policy matters for recommendations as appropriate to the President, as provided in Article III, Section 2. They shall exercise leadership in the development of educational programs within their jurisdictions, and shall preside at meetings of the Faculty over which they have jurisdiction except when the President or the Provost chooses to preside.

The Dean of the Faculty of Arts and Sciences and the Dean of a School, except as otherwise provided, shall advise with the Provost in the formation of the Faculty, the determination of curriculum, and matters concerning all the interests under their jurisdiction.

All members of the faculties of The College of William and Mary in Virginia and of Richard Bland College shall be appointed and their salaries fixed annually by the Board of Visitors under recommendation of the President of the College or the President of Richard Bland College, who shall have conferred regarding such recommendations with the Provost, except as otherwise provided.

### Section 4. DEAN OF UNIVERSITY LIBRARIES

The Board of Visitors on the recommendation of the President shall appoint a Dean of University Libraries. The Dean of University Libraries, under the direction of the Provost, has general purview over and administrative responsibility for the Earl Gregg Swem Library and those professional and departmental libraries of the university responsible to the Earl Gregg Swem Library.

### Section 5. DEAN OF INTERNATIONAL AFFAIRS

The Board of Visitors on the recommendation of the President shall appoint a Dean of International Affairs. The Dean of International Affairs, under the direction of the Provost, has general purview over and administrative responsibility for the Emery and Wendy Reves Center for International Studies and works in collaboration with the other academic deans to develop and enhance the College's international programs.



*Article IV*

*Curricula and Degrees*

Section 1. CURRICULA

Courses of study in The College of William and Mary in Virginia and in Richard Bland College shall be developed by the respective faculties, with due regard to intra-institutional relationships, the mission of the colleges, the role of the colleges in the Virginia System of Higher Education, and the fiscal capabilities of the colleges, and when approved by the President on advice of the Provost except as otherwise provided, they shall be published as the academic curricula of the colleges.

Section 2. ADMISSION TO THE COLLEGE

The Board of Visitors shall determine the general policies for admission to The College of William and Mary in Virginia and to Richard Bland College.

Section 3. DEGREES IN COURSE

Degrees in course as authorized shall be conferred upon students who have completed satisfactorily the course of study prescribed for such degrees, who are recommended by the appropriate faculty, and who are approved for such degrees by the Board of Visitors or the appropriate President as its agent.

*Article V*

*Faculty and Student Committees*

Committees of the individual faculties of the College of William and Mary and of Richard Bland College, as well as student committees, may be invited by the Rector from time to time to attend a meeting of the Board or of an appropriate committee for the purpose of presenting matters in the interest and welfare of the faculty or students concerned.

Such committees shall be invited through the President of the College of William and Mary or the President of Richard Bland College.

*Article VI*

*Chancellor*

The Board of Visitors may elect a Chancellor for The College of William and Mary in Virginia. The Chancellor's position is honorary, without responsibility, authority or

compensation except for those duties and responsibilities specifically assigned to that position by the Board of Visitors. The Chancellor will serve for a period of seven years.

## *Article VII*

### *Amendments and Repeal*

#### Section 1. CONSTRUCTION

These Bylaws shall be construed consistently with the provisions of the ancient Royal Charter of The College of William and Mary in Virginia, and the laws of the Commonwealth of Virginia, and nothing contained herein shall affect or diminish the rights and powers thereby invested in the Board.

#### Section 2. INCONSISTENCIES

All Bylaws of the Board previously adopted are hereby superseded. All Bylaws of the faculties and other organizations of the College and Richard Bland College must be consistent with the Bylaws of the Board.

#### Section 3. NECESSARY VOTES

These Bylaws may be amended or superseded at any regular meeting of the Board with 30 days prior written notice, or at a special meeting duly called for the purpose, provided that every such amendment or repeal must receive not less than nine (9) affirmative votes.

#### Section 4. SUSPENSION OF BYLAWS

These Bylaws or any one of them may be temporarily suspended at any meeting of the Board by a three-fourths affirmative vote of all members present provided that no rule shall be suspended until at least nine (9) members vote affirmatively therefor.

#### Section 5. PARLIAMENTARY AUTHORITY

Meetings shall be conducted and minutes shall be taken in accordance with the current edition of Robert's "Rules of Order Newly Revised."