

FULL BOARD MEETING

MINUTES – SEPTEMBER 25-27, 2013

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

September 25-27, 2013

The Board of Visitors of The College of William and Mary in Virginia met on the William and Mary campus in Williamsburg on Wednesday, Thursday and Friday, September 25-27, 2013.

On Wednesday, September 25, the Committee on Audit and Compliance met in the Board Conference Room from 3:30 to 4:54 p.m., the Committee on Alumni Relations met in the Board Room from 5:00 to 6:00 p.m. and the Executive Committee met in the Rector's Office from 5:00 to 6:50 p.m. That evening the full Board convened for dinner at Plumeri House at 119 Chandler Court.

Those present on Wednesday were:

Kendrick F. Ashton, Jr.	Leigh A. Pence
Ann Green Baise	L. Clifford Schroeder, Sr.
Charles A. Banks III	DeRonda M. Short
Lynn M. Dillon	Todd A. Stottlemyer, Rector
Thomas R. Frantz	John Charles Thomas
Sue H. Gerdelman	H. Thomas Watkins III

Absent:	Keith S. Fimian	Robert E. Scott
	Edward L. Flippen	Peter A. Snyder
	John E. Littel	

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

At 8:00 p.m. the Rector convened the full Board at Plumeri House, and asked for a motion that the Board of Visitors of the College of William & Mary convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was made by Mr. Frantz, seconded by Mr. Banks and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:00 p.m.

The Board reconvened in open session at 8:45 p.m. Mr. Stottlemyer reviewed the topic discussed during closed session for the benefit of the observers, then asked for a motion to adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Frantz, seconded by Mr. Banks and approved by roll call vote of the Committee members conducted by Secretary of the Board Thomas R. Frantz. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 8:45 p.m.

On Thursday, September 26, the Richard Bland College Committee and the Committee on Administration, Buildings and Grounds met in the Board Conference Room while the Committee on Athletics, the Committee on Academic Affairs, the Committee on Development, the Committee on Student Affairs and the Committee on Strategic Initiatives and New Ventures met in the Board Room.

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Those present on Thursday were:

Kendrick F. Ashton, Jr.	L. Clifford Schroeder, Sr.
Ann Green Baise	DeRonda M. Short
Charles A. Banks III	Peter A. Snyder
Lynn M. Dillon	Todd A. Stottlemeyer, Rector
Keith S. Fimian	John Charles Thomas
Thomas R. Frantz	H. Thomas Watkins III
Sue H. Gerdelman	Faculty representative: William J. Hausman
John E. Littel	Student representative: Chase B. Koontz
Leigh A. Pence	

Absent: Edward L. Flippen
Robert E. Scott

Others present were:

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

Also in attendance were University Counsel Deborah Love, Dean Katharine Conley, Dean Carrie Cooper, Dean Davison Douglas, Dean John Wells, members of the William & Mary Faculty and Student Liaison Committees, and other William & Mary and VIMS staff.

The Richard Bland College Committee met from 7:45 to 9:30 a.m.; the Committee on Athletics met from 9:04 to 9:35 a.m.; the Committee on Administration, Buildings and Grounds met from 9:40 to 10:45 a.m., the Committee on Academic Affairs met from 9:40 to 10:35 a.m., and the Committee on Development met from 10:44 to 11:32 a.m. At 11:50 a.m. the Board departed for the Commons Dining Hall for lunch, followed by a tour of three of the new residences in the fraternity complex.

At 2:00 p.m. the Board reconvened in the Board Room as a committee of the whole for the Provost Report and Faculty Presentation. The Rector introduced Provost Michael Halleran and Faculty Assembly President Professor Suzanne Raitt.

Provost Halleran asked Law School Dean Dave Douglas to briefly review how non-tenure eligible (NTE) faculty are integrated into the Law School. A brief discussion ensued..

The Provost commented on the impact of digital technology, and the efforts to integrate this into the schools and departments. A brief discussion ensued.

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Faculty Assembly President Suzanne Raitt introduced Susan Grover, who reported on the faculty perspective of the William & Mary Promise as well as current faculty initiatives and the integration of NTE faculty. Professor Grover advised that the Faculty Assembly had recently voted on and approved a resolution to recommend that all Virginia state universities extend benefits to all employees without regard to sexual orientation or gender identity, and provided brief background on the development of the resolution. A brief discussion ensued.

Following a short break, the Board convened at 3:00 p.m. as a committee of the whole for the **Committee on Student Affairs**. Ms. Pence presided as chair, briefly reviewed the agenda, and called on Vice President for Student Affairs Ginger Ambler.

Vice President Ambler reported on the opening of the academic year and the new residences at One Tribe Place and the new fraternity houses. Noting that one of the goals of Student Affairs is to create a community that values life in balance, and the vision for Student Affairs is to create an engaging learning environment where community is strengthened and individuals flourish, Ms. Ambler introduced Associate Vice President for Health and Wellness Dr. Kelly Crace. A brief discussion ensued.

Student liaisons Brian Focarino and Erin Spencer reported on student events since the opening of the academic year and how social media has expanded William and Mary relationships for current students. A brief discussion ensued.

There being no further business, the Committee adjourned at 3:48 p.m.

Mr. Stottlemeyer moved that the Board of Visitors of the College of William & Mary convene in Closed Session for the purpose of discussing specific recommendations related to fundraising initiatives, priorities and strategies as well as gifts and bequests, as provided for in Section 2.2-3711.A.8., of the Code of Virginia. Motion was seconded by Mr. Watkins and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 3:48 p.m.

The Board reconvened in open session at 4:40 p.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Frantz and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Following a short break the Board convened at 4:48 p.m. as a committee of the whole for the meeting of the **Committee on Strategic Initiatives and New Ventures**. Mr. Frantz presided as chair and moved that the Committee convene in Closed Session for the purpose of discussing the award of public contracts involving expenditure of public funds where discussion in open session would adversely affect the bargaining position, as provided for in Section 2.2-3711.A. 29., of the Code of Virginia. Motion was seconded by Mr. Schroeder and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 4:50 p.m.

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The Committee reconvened in open session at 5:52 p.m. Mr. Frantz reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Littel and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.) The Committee recessed until Friday morning and the Board members moved to the Blue Room in the Wren Building for the annual welcoming of new members and signing of the Board Roster for 2013-14.

On Friday, September 27, the Board reconvened in the Board Room as a committee of the whole. Those present were:

Kendrick F. Ashton, Jr.	Leigh A. Pence
Ann Green Baise	L. Clifford Schroeder, Sr.
Charles A. Banks III	DeRonda M. Short
Lynn M. Dillon	Peter A. Snyder
Keith S. Fimian	Todd A. Stottlemeyer, Rector
Edward L. Flippen	John Charles Thomas
Thomas R. Frantz	H. Thomas Watkins III
Sue H. Gerdelman	Faculty representative: William J. Hausman
John E. Littel	Student representative: Chase B. Koontz

Absent: Robert E. Scott

Others present were:

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

Also in attendance were University Counsel Deborah Love, Dean Katharine Conley, Dean Davison Douglas, Dean John Wells, members of the William & Mary Faculty Liaison Committee, and other William & Mary, Richard Bland and VIMS staff.

At 8:00 a.m. Chair Tom Frantz reconvened the **Committee on Strategic Initiatives and New Ventures** and called on Vice President for Strategic Initiatives Jim Golden for the remainder of the agenda items.

Provost Michael Halleran and Mr. Golden presented a PowerPoint presentation and led a general discussion that included an update on the University Dashboard, as detailed in Enclosure F. The dashboard will also track the implementation of the William & Mary Promise. Associate Provost and Chief Information Officer Courtney Carpenter reported on IT issues

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relating to e-Learning, including the infrastructure as well as the capacity to support it. A brief discussion ensued.

Mr. Golden provided an update on communications, noting the creation of a communications hub in Discovery II at New Town that provides another step to integrate alumni and development communications efforts and will be useful in promoting William & Mary faculty endeavors. Following a brief discussion and there being no further business, the Committee adjourned at 8:32 a.m.

The Committee on Financial Affairs met from 8:33 to 10:40 a.m.

Following a short break, Rector convened the meeting of the full Board at 10:55 a.m.

Those present were:

Kendrick F. Ashton, Jr.	Leigh A. Pence
Ann Green Baise	L. Clifford Schroeder, Sr.
Charles A. Banks III	DeRonda M. Short
Lynn M. Dillon	Peter A. Snyder
Keith S. Fimian	Todd A. Stottlemeyer, Rector
Edward L. Flippen	John Charles Thomas
Thomas R. Frantz	H. Thomas Watkins III
Sue H. Gerdelman	Faculty representatives: William J. Hausman
John E. Littel	Barbara M. Morgan
	Student representative: Chase B. Koontz

Absent: Robert E. Scott

Others present were:

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

Also in attendance were University Counsel Deborah Love, Dean Katharine Conley, Dean Davison Douglas, Dean John Wells, members of the William & Mary Faculty Liaison Committee, and other William & Mary, Richard Bland and VIMS staff.

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to approve the minutes of the meeting of April 17-19, 2013, and the Board Retreat on August 16-17, 2013. Motion was made by Ms. Baise; seconded by Mr. Frantz; and approved by voice vote.

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In his opening remarks Mr. Stottlemeyer welcomed members of the Board to the first meeting of the academic year and briefly commented on his recent visits to campus and productive meetings with faculty, students and staff.

President Reveley advised that the year was off to a good start and noted that the William & Mary Promise has in a very fundamental sense reformed the approach to tuition. Improvement on productivity through creative adaptation is being realized. The College will continue to look at strategies to implement merit compensation in a meaningful way.

The Rector asked Dean Davison Douglas to report on the Lewis B. Puller, Jr. Veterans Benefits Clinic at the Law School, which was invited in August by the Department of Veterans Affairs to join the Fully Developed Claims (FDC) Community of Practice to assist veterans with claims for disability benefits. The Puller Clinic is the first law school clinic in the nation to be invited to join the FDC Community of Practice to handle expedited claims. Virginia Senator Mark Warner has been encouraging other law schools to follow the Puller Clinic's example. A brief discussion ensued.

Mr. Stottlemeyer moved that the Board of Visitors of the College of William & Mary convene in Closed Session for the purpose of approving personnel actions pertaining to the appointment, promotion, tenure and leaves of specific executive, instructional and professional faculty; consultation with legal counsel employed by a public body regarding specific legal matters requiring the provision of legal advice by such counsel; discussing specific recommendations related to fundraising initiatives, priorities and strategies as well as current development activities, gifts and bequests; and to discuss the award of public contracts involving expenditure of public funds where discussion in open session would adversely affect the bargain position,; as provided for in Section 2.2-3711.A.1., 7., 8., and 29., of the Code of Virginia. Motion was seconded by Mr. Schroeder and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 11:16 a.m.

The Board reconvened in open session at 11:26 a.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Ashton and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector called for the reports of the standing committees.

Mr. Thomas reported for the **Committee on Audit and Compliance**, and briefly reviewed the agenda. There were no action items.

Ms. Dillon reported for the **Committee on Alumni Relations**, and briefly reviewed the agenda. There were no action items.

Mr. Littel reported for the **Richard Bland College Committee**, and briefly reviewed the agenda.

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Mr. Littel reported on his recent visit to the Richard Bland campus, noting the campus community is very supportive of the strategic plan. With the strategic planning process and the branding study complete, President Sydow advised that the senior management team is now in place and this year will focus on building the base, aligning resources and finding efficiencies to channel support to the students.. She introduced Vice President of Financial Services and Administration Annette Smith Parker, Vice President of Enrollment Services Jenifer Blair, and Chief Information Officer Chandragupta Gudena. The President commented on the introduction of inter-collegiate athletics. She also noted the increase in honors students and advised that the GPA for freshmen is trending upward. A brief discussion ensued.

Mr. Littel moved adoption as a block **Resolution 1**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 2**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 3**, Repurpose of a College Facility; **HANDOUT Resolution 22**, 2014-2020 Six-Year Plan, and **HANDOUT Resolution 23**, 2014-2016 Operating Budget Requests, noting that in accordance with the *Bylaws*, Resolution 22 and Resolution 23 were presented at the request of the President. Motion was seconded by Ms. Baise and approved by voice vote. (**Resolution 22** and **Resolution 23** are appended.)

Mr. Snyder reported for the **Committee on Athletics**, and briefly reviewed the agenda. There were no action items.

Ms. Baise reported for the **Committee on Administration, Buildings and Grounds**, and briefly reviewed the agenda.

Ms. Baise moved adoption as a block of **Resolution 4**, 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; **Resolution 5**, Resolution of the Rector and the Board of Visitors of the College of William and Mary - 9(C) Revenue Bond Program: Renovate Dormitories; and **Resolution 6**, Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures. Motion was seconded by Mr. Thomas and approved by voice vote.

Mr. Snyder left the meeting at 11:40 a.m. and asked that his departure be noted in the minutes.

Ms. Gerdelman reported for the **Committee on Development**, and briefly reviewed the agenda.

Ms. Gerdelman moved adoption as a block of **Resolution 13**, Establishment of the Marjorie A. Colman Quasi-Endowment; **Resolution 14**, Establishment of the Nancy D. Kane Scholarship Quasi-Endowment; and **Resolution 15**, Establishment of the Ronald Hoffman Fund for the Omohundro Institute of Early American History and Culture One-Year Postdoctoral Research Fellowship. Motion was seconded by Mr. Ashton and approved by voice vote.

Mr. Ashton reported for the **Committee on Financial Affairs** and briefly reviewed the agenda.

Mr. Ashton moved adoption as a block of **Resolution 16**, College of William and Mary 2014-

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2020 Six-Year Plan; **Resolution 17**, College of William and Mary 2014-2016 Operating Budget Requests, **Resolution 18**, Virginia Institute of Marine Science 2014-2020 Six-Year Plan; **Resolution 19(R)**, Virginia Institute of Marine Science 2014-2016 Operating Budget Requests; and **Resolution 20**, Establishment of the Virginia Institute of Marine Science Equipment Quasi-Endowment. Motion was seconded by Ms. Baise and approved by voice vote. (**Resolution 19(R)** is appended.)

In the absence of Mr. Scott, Mr. Ashton reported for the **Committee on Academic Affairs**, and briefly reviewed the agenda.

Mr. Ashton moved adoption as a block of **Resolution 7**: Appointment to Fill Vacancies in the Executive Faculty; **Resolution 8**: Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 9**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 10**, Award of Academic Tenure; **Resolution 11**, Designated Professorships; and **Resolution 12**, Faculty Leaves of Absence. Motion was seconded by Mr. Littel and approved by voice vote.

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

There was no Old Business.

Under New Business, Mr. Stottlemeyer asked University Counsel Deb Love to discuss **Resolution 21**, Revisions to the Bylaws of the Board of Visitors of the College of William and Mary. Ms. Love reported that, in order to conform to new provisions in the Code of Virginia adopted during the 2013 General Assembly session, changes were needed in several sections of the Bylaws, which she briefly reviewed.

Mr. Stottlemeyer advised that because the matter was within a 30 day window of notice in order to amend the Bylaws, they must first be suspended by a three-fourths affirmative vote.

Mr. Stottlemeyer moved to suspend the Bylaws in order to discuss several amendments. Motion was seconded by Mr. Ashton and approved by unanimous voice vote. Mr. Stottlemeyer then moved to amend the Bylaws as outlined in **Resolution 21**, effective immediately. Motion was seconded by Mr. Ashton and approved by unanimous voice vote.

Mr. Stottlemeyer moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Banks, and approved by voice vote. The observers were asked to leave the room and the Board went into Executive Session at 11:50 p.m.

The Board reconvened in open session at 1:10 p.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Frantz and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 1:10 p.m.

Board of Visitors

September 25, 2013

CERTIFICATION OF CLOSED SESSION

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

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

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

VOTE

AYES:

12

NAYS:

0

ABSENT DURING CLOSED SESSION:


Todd A. Stottlemeyer
Rector of the College

Board of Visitors

September 26, 2013

CERTIFICATION OF CLOSED SESSION

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

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

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

VOTE

AYES:

15

NAYS:

0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer
Rector of the College

September 26, 2013

CERTIFICATION OF CLOSED SESSION

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

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

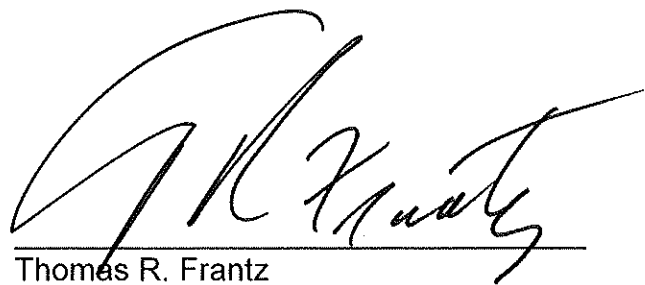
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Strategic Initiatives and New Ventures, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in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

VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Thomas R. Frantz
Chair
Committee on Strategic Initiatives and
New Ventures

Board of Visitors

September 27, 2013

CERTIFICATION OF CLOSED SESSION

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

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

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

VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:


Todd A. Stottlemeyer
Rector of the College

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM AND MARY**

2014-2020 SIX-YEAR PLAN

WHEREAS, it is the mission of Richard Bland College to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of The College of William and Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation; and

WHEREAS, Richard Bland College has a longstanding tradition of providing the citizens of Central Virginia and the Commonwealth a high-value liberal arts education designed for transfer; and

WHEREAS, 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 aforesaid revised mission was approved by The College of William and Mary Board of Visitors; and

WHEREAS, in April 2013, the Board also approved the 2014-2019 Richard Bland College Strategic Plan (RBC-19); and

WHEREAS, the College’s Six-Year Plan is rooted in RBC-19 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, 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 of RBC-19 will require a combination of such efforts, tuition revenue, state support and greater philanthropy;

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia 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.

**RICHARD BLAND COLLEGE
OF THE COLLEGE OF WILLIAM & MARY**

SIX-YEAR PLAN (2014 through 2020)

A. Institutional Mission

To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation. This revised mission was approved by The College of William and Mary Board of Visitors in April 2013.

B. Strategies

Strategic Enrollment Management (SEM) Plan

- On July 1, 2013, the College hired a Vice President for Enrollment Services who will develop and implement a market-driven Strategic Enrollment Management (SEM) plan designed to achieve and maintain optimal enrollment at Richard Bland College through effective recruitment and retention.
- The College invested in a comprehensive branding study in 2013 to establish clarity about its mission and its promise to citizens of the Commonwealth. All college employees will be responsible for fulfilling the brand promise, and an investment will be made to market the College appropriately throughout the Commonwealth to ensure that prospective students and parents are aware of Richard Bland College's unique role as Virginia's only residential two-year college focused on affordable and high quality first- and second-year college coursework for those planning to transfer to selective universities.
- The College has redesigned the College website in support of SEM goals and objectives and continues to develop a robust web presence.
- The College will increase dual enrollment course offerings at 6 new high schools.
- The College will offer on-campus summer camps for dual enrollment.
- The College will offer all programming through non-traditional delivery modes (night, weekend, online, or offsite).
- The College will increase the number of Guaranteed Transfer and Articulation agreements to 40 with a focus of direct transfer to high-demand 4-year programs, e.g., STEM-h programs.
- The College will provide a robust student activities program based on student demand and participation, including intercollegiate athletics—NJCAA.

- The College will create an Academic Support and Student Counseling department that will develop an early academic warning system and intervention program to improve retention and graduation.
- The College created an Honors Program in fall 2013 that includes study abroad and a robust first-year experience.

Centralized One-Stop

- The College will re-engineer enrollment and support functions and co-locate all enrollment and support services to ensure optimal efficiency, convenience and ease for students at Richard Bland College with the big goal of creating a campus culture and environment that is singularly focused on student success.
- The College will realign all policies and procedures in support of a cross-functional, student-centered environment.
- 85% of student FAQ's will be answered by one-stop staff in person, by telephone or online.
- The One-Stop Center will house an advising center that will make accurate, consistent and high quality advising available to all students during College business hours, and all first-year students will receive advising at the One-Stop Center.
- Faculty advising will focus on assisting second year students in planning for degree completion and transfer.

Learning Outcomes Culture

- The College will assess all courses and programs on the basis of student learning outcomes, and modify offerings accordingly and with an emphasis on continuous improvement.
- The College will establish a culture of critical inquiry and innovation among students, faculty and staff.
- The College will reduce the full-time, tenure-track faculty teaching requirements to 12 credit hours to improve the quality of teaching and learning.
- The College will invest in faculty training and development to encourage continuous improvement and the utilization of best practices for inspiring and facilitating learning outcomes and student success.
- The College will establish a uniform standard for incoming students to be "remediation free" with a goal of reducing the need for developmental courses by 25% and increasing on-time degree completion.

Expanded Footprint

- The College will make all program offerings available via alternative delivery modes.
- The College will recruit students from densely populated areas, e.g., Northern Virginia, Tidewater region, making this unique residential, two-year, affordable college option available to more citizens of the Commonwealth.
- The College will establish strategic partnerships with public and private industry to facilitate programming designed to help students get jobs.
- The College will train faculty and staff on roles and responsibilities relative to the brand as identified in the branding study.
- The College will be recognized in the Commonwealth as a leader in the innovative utilization of instructional technologies and program delivery, e.g., MOOC-enhanced instruction. Faculty will utilize open source instructional materials to facilitate and inspire learning.

Academic Portfolio

- Through market/gap analysis and strategic partnerships, the College will expand its academic portfolio. One planned area of growth is in applied degree clusters (stackable credentials). Each strategic partner will lend resources and expertise to the development of a new set of academic program offerings centered on entrepreneurship. The vast majority of jobs are in small businesses, so the College seeks to drive entrepreneurship and economic development through the creation of a robust cluster of curricula in the following areas.
 1. Information Technology (Cyber Security, Computer Modeling, Simulation, & Gaming, and Logistics) – Building on a special appropriation from the Commonwealth in 2014, and in partnership with the Army’s Training Brain Operations Center (TBOC), these programs will focus on the technical side of design, allowing students to halt or prevent cyber-attacks (identified as a developing issue from TBOC and Army Logistic University). Students will use computer modeling, simulation and gaming to build training simulations that will enhance their academic experience in Logistics and Cyber Security. The Science & Technology Center that opened in 2008 provides ideal space for this type of programming.
 2. Technical and Creative Arts (Film production, Videography, Art Design) – These programs will merge elements of RBC’s existing art and business programs, as well as add new course offerings, to help students develop and practice entrepreneurial skills, utilizing the Center for Strategic Initiatives in conjunction with Virginia’s only full production film studio located in Petersburg, Virginia, through a strategic partnership with New Millennium Studios.
 3. Agribusiness – In a partnership with Virginia State University (VSU), Richard Bland College will develop an Agribusiness program that utilizes the abundant natural resources already present on campus, e.g., wetlands, pecan grove, Loblolly forests, for program development and living laboratories. Students will benefit from seamless and direct transfer into the School of

Agriculture at VSU. Leaving the agriculture course offerings to VSU, RBC will focus on the entrepreneurial aspects of Agri-business, thereby providing new, real-world program options to a broader array of students.

4. Equine Therapy – Partnering with VSU to pool resources, beginning Spring 2014, Richard Bland College will offer an Equine Growth and Learning Association psychology certificate program. This program will utilize appropriate tracts on the 770-acre campus to provide therapy to children, veterans and others through a proven method of study. Renovations to buildings on the East side of campus, particularly the Barn, will ultimately be necessary to support this program as it builds over time.

All of these unique, applied entrepreneurial programs will provide students with marketable skills that are directly aligned with local, regional and statewide industry needs. The core competencies of entrepreneurship will allow for a common curriculum and programs of study that will provide students with the hands-on experience and stackable credentials necessary to secure gainful employment. The Center for Strategic Innovation will provide the workspace needed for meaningful and productive collaboration between curriculum designers and strategic partners, and it will serve as an innovation center to drive continuous improvement in learning outcomes.

Planning Culture

- All academic and administrative units will develop strategic plans that advance the College's mission, vision and strategic goals.
- The College will build systems (IT, staffing, budgeting, policy, etc.) to ensure that timely and accurate data is available to inform decisions and monitor progress towards goals.

Resource Alignment and Reallocation

- The College will administratively reorganize to ensure that (1) overhead expenses are minimized while elevating the professionalism of administrative staff, (2) optimal resources are invested in the core mission, and (3) timely and accurate data are available for decision making. Examples of these changes include reducing multiple administrative lines and reallocating part of the salary savings to hire a Vice President for Enrollment Services, Vice President for Administration and Finance, Chief Information Officer (CIO), and Comptroller.
- During FY13, the College began a Phase I reorganization to align with the goals of Top Jobs 21 and to redeploy resources into recruiting and retaining the right students and offering the right programming and delivery. Total Phase I reorganization: \$1,865,891. In FY14, the College will undertake a Phase II reorganization with the goal of reallocating an additional \$700,000 to support the goals outlined in RBC-19.

- The College intends to identify additional savings for reallocation of \$290,000 in the subsequent four years of the Six-Year Plan.

Sustainability

- The College will become more financially sustainable by increasing auxiliary revenue and reducing its reliance on the general fund appropriation.
- The College will move 95% of academic and student services to the West Side of Johnson Road to ensure student safety, optimal efficiency and the development of a more vibrant learning community.
- The College will increase safety and support features necessary to serve additional students at minimal additional cost by tapping existing capacity.

C. Financial Aid

The College currently allocates \$60,000 per year from tuition and fee revenue to offset the impact of tuition and fee increases on low- and middle-income students. This amount will continue in future years; however, instead of further investment, the college will utilize unfunded scholarships to advance SEM goals and to assist this student demographic. The utilization of unfunded scholarships will allow the college to assist more students by awarding additional institutional scholarships.

D. Evaluation of Prior Six-Year Plan

With funding for additional advisors and the additional appropriation for a highly robust distance learning platform (Main Street Virtual Learning or MSVL), the College is well on its way to offering the first completely online certificate program (stackable credential) in the Spring 2014 semester. Selected faculty members have been trained and are now certified to teach on the MSVL synchronous learning platform. With MSVL as its strategic partner, the College launched a “Language Institute” in the spring of 2013 and now offers over 70 different conversational languages in a completely place-neutral manner. Dual Enrollment and online offerings are both trending upward for the 2014 academic year. With additional advisors, the College was able to realign the advising program to better accommodate students’ needs. Well trained advisors are now available during business hours, and faculty will begin to advise students on the basis of their major and completion/transfer goals. The College continues to make progress to improve advising services and has made significant strides to increase “program to program” articulation agreements with 4-year partners.

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM & 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, Richard Bland College of 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 fulfillment of the RBC Strategic Plan 2014-2019.(RBC-19). Funds are not requested for items typically considered "state-wide" issues by the Commonwealth of Virginia. State-wide issues include faculty and staff salaries, student financial assistance, and continuation of the Higher Education Equipment Trust Fund program.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the administration's recommended operating budget requests for Richard Bland College for submission to the Commonwealth as part of the 2014-16 budget development process.

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM AND MARY**

2014-16 OPERATING BUDGET REQUESTS

Priority 1—Investment in Increased Enrollment	<u>FY 2014-15</u> \$125,000 GF	<u>FY 2015-16</u> \$150,000 GF
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This request provides funding to support in-state undergraduate enrollment growth to 2,000 students/1,500 FTEs at the College by 2019. The College plans to create and implement a data-driven Strategic Enrollment Management Plan (SEM) designed to support the recruitment and retention of an academically prepared, diverse student body and to prepare these students for graduation and transfer. Additionally, this request will support the creation of a Centralized One-Stop student services center to better serve new and enrolled students and to improve retention and graduation.

Priority 2—Investment in Academic and Co-Curricular Programming	<u>FY 2014-15</u> \$425,620 GF	<u>FY 2015-16</u> \$635,954 GF
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Using a combination of incremental and reallocated funds, the College is moving forward to establish a Learning Outcomes culture. The RBC Faculty will develop and deliver a core curriculum that reflects best practices in teaching, and will facilitate and inspire learning through proven and innovative methodologies designed to improve student learning, retention and completion rates. Additionally, the College will develop a robust portfolio of applied academic programs that are responsive to student demand, with an emphasis on convenience through new modalities and delivery times, and which are designed to improve student retention and completion rates.

Priority 3—Support Investment in Campus Safety	<u>FY 2014-15</u> \$35,000 GF	<u>FY 2015-16</u> \$35,000 GF
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The College will provide operational support and training in the proper use of high-tech systems to improve campus safety. This General Fund request for training supplements a request for the change of purpose of capital funding under an “Umbrella Project” (approved for RBC in 2012, but not yet expended) to support the creation of a comprehensive approach to campus safety. The capital plan calls for investment in surveillance cameras/monitors, communications equipment, proximity locks, lighting upgrades, etc.

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM AND MARY**

2014-16 OPERATING BUDGET REQUESTS

	<u>FY 2014-15</u>	<u>FY 2015-16</u>
Priority 4—Improve Operational Efficiency	\$ 50,000 GF	\$ 85,000 GF
Support Costs of Renovated Space		\$100,000 GF

The College’s human and capital resources will be aligned in direct support of the student-centered mission and vision, and an environment that attracts and develops the right and best faculty and staff will be established and maintained. Further, the College will redesign processes and train employees to gain efficiencies by more effectively utilizing administrative systems for transaction recording and management reporting.

Further, the College will need \$100,000 to bring Ernst Hall back on line, following the completion of renovations, including cost of utilities, maintenance, cleaning, etc. Expected timeframe for occupancy is FY16.

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>
Graduate Financial Aid	\$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.

Chesapeake Bay Water Quality Modeling & Monitoring	\$873,797 GF 3.0 FTE	\$1,525,896 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.

Chesapeake Bay Fish and Shellfish Surveys	\$470,579 GF	\$476,862 GF
	3.30 FTE	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.

Base Operating Support	\$619,094 GF	\$645,375 GF
	4.0 FTE	4.0 FTE

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*.

Commonwealth Coastal & Marine Fellowship Program	\$203,792 GF	\$207,495 GF
	1.0 FTE	1.0 FTE

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.

Board of Visitors

September 27, 2013

CERTIFICATION OF CLOSED SESSION

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

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

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

VOTE

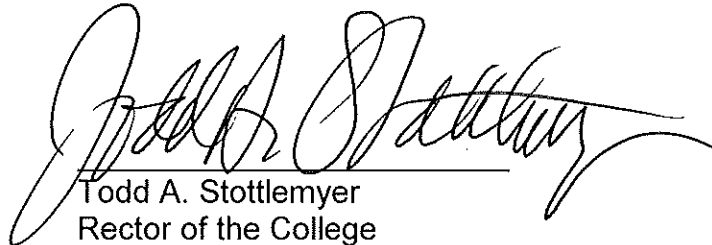
AYES:

15

NAYS:

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ABSENT DURING CLOSED SESSION:



Todd A. Stottlemyer
Rector of the College