

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

February 7-8, 2002

The Board of Visitors of The College of William and Mary in Virginia met in the Board Room in Blow Memorial Hall on the campus in Williamsburg on Thursday and Friday, February 7-8, 2002. The Richard Bland College Committee and the Committees on Financial Affairs, Academic Affairs, Development and Alumni Affairs, Student Affairs, Honorary Degrees and Audit met on Thursday while the Committees on Public Affairs and Economic Development, Athletics, Buildings and Grounds and the ad hoc Nominating Committee met on Friday, prior to the full Board meeting.

At 12:50 p.m. on Thursday, February 7, the Rector called the group to order in the Board Dining Room. Those in attendance were:

Belden H. Bell
Jeffrey D. Brown
J. Peter Clements
Paul C. Jost
Donald N. Patten, Rector

Robert S. Roberson
Ronald L. Tillett
Francis T. West
Student representatives: Daniel B.R. Maxey
Angela M. Castlebury

Noting that the Virginia Senate would be considering the confirmation of Governor Gilmore's appointments that afternoon, the Rector advised that Mr. Jost had requested the Board of Visitors consider adopting a resolution in support of the five appointees to the William and Mary Board. Mr. Jost read the text of a Resolution in Support of Jeff Brown, Shawn Smith, William Barr, Susan Magill, and Jim McGlothlin (designated **Resolution 8**) and moved its adoption. Motion was duly seconded and approved unanimously by those present. (**Resolution 8** is appended.)

At 12:55 p.m. the Rector adjourned the group to committee meetings. The Richard Bland College Committee and the Committee on Academic Affairs met in the Board Conference Room, while the Committees on Financial Affairs and Development and Alumni Relations met in the Board Room.

At 3:55 p.m. the Rector convened the Board as a committee of the whole in the Board Room.

Those in attendance were:

Belden H. Bell
Jeffrey D. Brown
J. Peter Clements
Paul C. Jost
Gary D. LeClair
Susan A. Magill
Donald N. Patten, Rector
Absent:

Robert S. Roberson
Jeffrey L. Schlagenhauf
L. Clifford Schroeder, Sr.
Ronald L. Tillett
Francis T. West
Student representative: Daniel B.R. Maxey

William P. Barr
James W. McGlothlin
Jeffrey L. McWaters

Joseph J. Plumeri II
Shawn M. Smith

Others present:

President Timothy J. Sullivan
Provost Gillian T. Cell
Dennis W. Cross
Stewart H. Gamage
Samuel E. Jones
Anna B. Martin
W. Samuel Sadler
Michael L. Stump
Carolyn R. Cook
Robert E. Curtis

Walter S. Felton, Jr.
Michael J. Fox
Christiane Groth
James S. Kelly
Gary A. Kreps
Connie K. McCarthy
Virginia L. McLaughlin
William T. Walker, Jr.
Sandra J. Wilms

Also present was the Senior Assistant Attorney General Joan Murphy, and members of the William and Mary Faculty and Student Liaison Committees.

Provost Gillian T. Cell reported on William and Mary as a research university, noting that the College has a healthy balance between teaching and research and a sound understanding of how research informs teaching. She discussed research proposals, awards and dollars awarded from 1992-2001, as well as sponsored programs awards in FY2001 by major areas and by funding source.

Chair of the Faculty Liaison Committee Professor Robert Archibald introduced three faculty members to discuss how new faculty are hired in their respective units, commenting that at William and Mary, faculty hire the faculty. Professor Archibald noted that last year there were 2,606 applications for 37 tenure slots and 830 applications for 20 visiting professor slots.

Professor William E. Cooke, chair of the Physics Department, discussed entry level recruiting in the Physics Department and outlined the process from long range planning through the candidate's visit; Associate Dean for Faculty John F. Boschen discussed how the Business School pursues established scholars, using the information technology area as a specific example, and Professor James F. Harris, Jr., chair of the Philosophy Department, noted that while an enormous amount of time and energy was invested in the process, recruiting and hiring faculty was his most important task as a department chair. He reported that he had seen a significant increase in the quality of applicants over the past ten years. A brief discussion ensued.

At 4:45 p.m., the Rector convened the **Committee on Student Affairs**. Ms. Magill presided as chair.

Vice President for Student Affairs W. Samuel Sadler provided an update on Barrett Hall and the Residence Hall Program for 2001-2002. A brief discussion ensued.

Vice President for Liaison Affairs Hunter Abell reported for the Student Liaison Committee, and introduced the Student Assembly Chief of Staff Theresa Barbadoro, and the Liaison to the

Board of Visitors Marc Johnson.

Ms. Barbadoro reported on the recently completed Student Assembly Security Committee initiative, whose three main goals were physical improvement of campus areas, making students aware of resources and increasing freshman awareness. She reported on their work through the Residence Life and Student Activities offices to increase awareness of resources and services available

Mr. Abell introduced the new Student Assembly initiative: `` Bridging the Gap: Student Body Perceptions of the Board of Visitors '' and Mr. Johnson outlined why the Student Assembly felt the need to educate the student body concerning the role of the Board. He stated that while the members of the Student Assembly feel they have a good rapport with Board members, they do not feel it is the same for the student body as a whole. A brief discussion ensued.

At 5:20 p.m. the Board adjourned to committee meetings. The Committee on Honorary Degrees met in the Rector ' s Office and the Committee on Audit met in the Board Conference Room.

On Friday, February 8, the Rector convened the Board as a committee of the whole at 8:12 a.m. in the Board Room.

Those in attendance were:

Belden H. Bell	Donald N. Patten, Rector
Jeffrey D. Brown	Robert S. Roberson
J. Peter Clements	Jeffrey L. Schlagenhauf
Gary D. LeClair	L. Clifford Schroeder, Sr.
Susan A. Magill	Ronald L. Tillett
Jeffrey L. McWaters	Francis T. West
	Student representative: Daniel B.R. Maxey

Absent:

William P. Barr	Joseph J. Plumeri II
Paul C. Jost	Shawn M. Smith
James W. McGlothlin	

Others present:

President Timothy J. Sullivan	Carolyn R. Cook
Provost Gillian T. Cell	Michael J. Fox
Dennis W. Cross	James R. Golden
Edward C. Driscoll, Jr.	James S. Kelly
Stewart H. Gamage	Gary A. Kreps
Samuel E. Jones	Lawrence B. Pulley
Anna B. Martin	Michael L. Stump
W. Samuel Sadler	William T. Walker, Jr.
Violet R. Chalkley	Sandra J. Wilms

Also present were members of the William and Mary Faculty and Student Liaison Committees.

Mr. Schlagenhauf presided as chair of the **Committee on Public Affairs and Economic Development**.

Vice President for Public Affairs Stewart Gamage provided an overview of the General Assembly. A brief discussion ensued. The Rector suggested that comments and questions regarding specific capital outlay projects be deferred to the Buildings and Grounds committee meeting. Ms. Gamage thanked staff members Michael Fox, Jim Golden, and Bill Walker and noted the campus-wide effort.

Ms. Gamage reported on the development of the public fundraising strategy, noting that areas of opportunity included General Assembly support, Congressional support, economic development, as well as public support. A brief discussion ensued.

At 8:40 a.m., in the absence of Mr. Plumeri, Mr. Patten presided as chair of the **Committee on Athletics**.

Director of Athletics Terry Driscoll reported on fall, winter and spring sports, discussed the academic profile, and provided updates on departmental projects and special events. A brief discussion ensued and the Committee adjourned at 8:53 a.m.

Following a short break the Rector reconvened the full Board at 9:05 a.m.

President Sullivan reported that, in the context of the William and Mary 2010 project, over the past several months McKinsey & Company had provided a pro bono Review of Administrative Policies, Processes and Procedures to Enhance Efficiency and Effectiveness. The President introduced the company representatives, noting that the Director, Eric Friberg, was also the Chair of the Business Sponsors Board, and John Warner was a member of the class of 1985. Marlon Sullivan and Jarret Kennedy served as the on site team.

Mr. Friberg provided an overview of McKinsey & Company and discussed the scope of the effort, the team and William and Mary's performance versus public peer institutions.

Mr. Warner discussed the findings and conclusions and the implementation plan for the areas studied: contract development, information technology, human resources, and financial budgeting. He noted that the study found William and Mary to be a well run institution with opportunities for improvement. Following a brief discussion, Mr. Friberg thanked Ms. Martin and Mr. Jones and their staff for their involvement and commitment. A brief discussion ensued. On behalf of the Board, the Rector thanked the group for their work.

At 9:58 a.m. the Rector adjourned the group to committees. The ad hoc Nominating Committee met in the Board Conference Room and the Committee on Buildings and Grounds met in the Board Room.

At 11:30 a.m. the Rector called the full Board meeting to order in the Board Room.

Those in attendance were:

Belden H. Bell
Jeffrey D. Brown
J. Peter Clements
Paul C. Jost
Gary D. LeClair
Susan A. Magill
Jeffrey L. McWaters

Donald N. Patten, Rector
Robert S. Roberson
Jeffrey L. Schlagenhauf
L. Clifford Schroeder, Sr.
Ronald L. Tillett
Francis T. West
Student representative: Daniel B.R. Maxey

Absent:

William P. Barr
James W. McGlothlin

Joseph J. Plumeri II
Shawn M. Smith

Others:

President Timothy J. Sullivan
President James B. McNeer
Provost Gillian T. Cell
Provost Anne-Marie McCartan
Stewart H. Gamage
Samuel E. Jones
Anna B. Martin
W. Samuel Sadler
Russell E. Whitaker, Jr.

Violet R. Chalkley
Michael J. Fox
James S. Kelly
Michael L. Stump
William T. Walker, Jr.
Sandra J. Wilms

Also present was the Senior Assistant Attorney General Joan Murphy, and members of the William and Mary Faculty and Student Liaison Committees.

The Rector asked for a motion to approve the minutes of the November 16, 2001 meeting. Motion was made by Mr. Tillett, seconded by Mr. LeClair and approved by voice vote.

In his opening remarks, President Sullivan briefly emphasized the points he made during the Financial Affairs Committee meeting on Thursday regarding the financial crunch, noting that while these are challenging circumstances that will in the short run hurt educational programs, we must all believe, as the College's history justifies, that we are going to get past this in the best and most humane way we can. He advised that as soon as circumstances allow, we are going to start building the William and Mary that we all want.

The Rector asked for a motion that the meeting be closed pursuant to Section 2.2-3711.A.1., 7., and 10., of the Code of Virginia, in order to discuss matters pertaining to specific personnel, consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation; and the discussion of honorary degrees. Motion was made by Mr. Bell, seconded by Ms. Magill and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 11:35 a.m.

The Board reconvened in open session at 11:47 a.m. The Rector reviewed the topics discussed in closed session for the benefit of the observers and moved the adoption of the

Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. West and approved by roll call of the Board conducted by the Secretary to the Board James S. Kelly. (Certification **Resolution** is appended.)

Mr. Clements reported for the **Richard Bland College Committee** and called on President McNeer. President McNeer provided an update on budget discussions, noting that while the spring semester enrollment increase would help to absorb some of the 3% cuts this year, over the next two years the College was looking at cuts of \$1.1 million out of a \$7 million budget that has very little leeway since 80% of the budget is allocated to personnel, benefits and utilities. He noted this was a substantial cut.

The President reviewed tentative plans for the mini-retreat for Richard Bland College scheduled for April 24, noting that all Board members would be invited. The Retreat would focus on setting priorities and reviewing the strategic plan for the next five years. The Rector encouraged all Board members to attend.

President McNeer reported that the 40th anniversary celebration was planned for April 12, and indicated that invitations would be coming to all Board members.

The President reported that he had been asked by Congressman Randy Forbes from the Fourth Congressional District to serve as a subcommittee chair for the upcoming 2005 BRAC Commission as part of his continued involvement in the process as it related to Fort Lee.

President McNeer reported that Richard Bland's two renovation projects for the library and the art building were included in the bond bill and the College continues to press the legislature for ERP system funding.

Mr. Clements moved the adoption of **Resolution 1**, Appointment in the Administrative and Professional Faculty. Motion was seconded by Mr. Bell and approved by voice vote.

Mr. Tillett reported for the **Committee on Financial Affairs**, noting while there were no action items, the Committee did review the budget development process and discuss the operating budget summaries for William and Mary and VIMS. He noted that the Committee had reviewed the Composite Investment Results and Asset Profile for the General Endowment Pool as detailed in Enclosures H and I.

In the absence of Mr. Barr, Ms. Magill reported for the **Committee on Academic Affairs** and called on Provost Cell who discussed the resolutions. Ms. Magill moved adoption as a block of **Resolution 2**, Confirmation of Academic Tenure; **Resolution 3**, Faculty Promotions; **Resolution 4**, Designated Professorships; **Resolution 5**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 6**, Appointments to Fill Vacancies in the Professional Faculty; and **Resolution 7**, Faculty Leaves of Absence. Motion was seconded by Mr. Schlagenhauf and approved by voice vote.

Mr. Roberson reported for the **Committee on Development and Alumni Affairs**, noting there were no action items. The Committee heard a presentation by Vice President for Development Dennis Cross with an update on the capital campaign and annual giving indicating strong and

positive response. Mr. Roberson encouraged 100% participation in the campaign by the Board members.

Alumni Society President Lynn Dillon and Executive Vice President Barry Adams discussed budget reductions for the Alumni Society, noting they had lost revenue sponsorship. Mr. Roberson reported this was a concern of the Committee since the Society can play a significant role in resolving the budget gap. The Committee recommends continuing support to the Alumni Society to assist in this effort. Mr. Schroeder commented on the critical nature of Board giving in this campaign; noting that it will set the tone.

Mr. Patten reported for the **Committee on Honorary Degrees** and moved the adoption of the report as given in closed session; namely to award the following degrees at Charter Day: Donald Kennedy, Doctor of Science; Michael Powell, Doctor of Public Service, and Mark Warner, Doctor of Laws. Motion was seconded by Ms. Magill and approved by voice vote.

Mr. Jost reported for the **Committee on Audit**, noting that the Committee had heard an update on the Cashier's Office from Mr. Jones and that Mr. Stump had found no other problems. He noted that Mr. Whitaker reported on a problem at Richard Bland with a vendor gaining access to the College checking account.

Mr. McWaters reported for the **Committee on Buildings and Grounds**, noting that the Committee had discussed architectural standards as part of the master planning discussion and advised that some additional meetings of the Committee might be needed.

Mr. Clements reported for the ad hoc **Nominating Committee**, composed of Clifford Schroeder, Jeff Schlagenhauf and himself. Mr. Clements placed the name of Susan Magill in nomination as Vice Rector to complete the present term. Motion was seconded by Mr. Bell. No further nominations were received from the floor and the motion was adopted by unanimous vote.

Mr. Schlagenhauf offered the following motion to suspend the Bylaws:

In accordance with Article VII Second 4 of the Bylaws of the Board of Visitors of the College of William and Mary, I move to suspend temporarily the provisions of Article I Section 2 of said Bylaws for the purpose of proceeding directly to the election of a Secretary.

Motion was seconded by Mr. Clements. A roll call vote was conducted by Secretary to the Board James Kelly. The result was 12 ayes and no nays. The Bylaws were thereby suspended.

Mr. Clements then placed in nomination for Secretary the name of Jeffrey McWaters. Motion was seconded by Mr. Schlagenhauf. No nominations were received from the floor and the motion was approved by unanimous vote. Congratulations were extended to the newly elected officers by the entire Board.

There was no old business.

Under new business, Ms. Magill moved to adopt a resolution to officially thank McKinsey & Company and express the Board's gratitude for their pro bono work. Motion was seconded by Mr. Tillett and approved by voice vote.

The Rector provided background on the development of the official William and Mary flag, noting the unveiling would be deferred until the President of the Cypher Society, Harriet Storm, was present. He advised that the official flag had been raised on all College flagpoles at noon.

There being no further business, the Board adjourned at 12:15 p.m. to lunch with members of the Cypher Society.