

## MINUTES

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

September 12-13, 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, September 12-13, 2002.

On Thursday, September 12, the Committees on Buildings and Grounds, Financial Affairs, Academic Affairs and Student Affairs met in the Board Room and the Committee on Audit met in the Board Conference Room.

Those in attendance were:

Belden H. Bell	Donald N. Patten, Rector
Thomas E. Capps	Joseph J. Plumeri II
Paul C. Jost	Robert S. Roberson
Susan A. Magill	L. Clifford Schroeder, Sr.
Suzann W. Matthews	Ronald L. Tillett
Jeffrey L. McWaters	Student representative: Linsay Ann R. Burnett

Absent:	William P. Barr	Mark H. McCormack
	J. Peter Clements	Michael K. Powell
	Lawrence S. Eagleburger	Barbara B. Ukrop

Others present:

President Timothy J. Sullivan	Courtney M. Carpenter
President James B. McNeer	Edward C. Driscoll, Jr.
Provost Gillian T. Cell	Michael J. Fox
Dennis W. Cross	Gary A. Kreps
Stewart H. Gamage	Lorne Kuffel
Samuel E. Jones	Michael L. Stump
Anna B. Martin	William T. Walker, Jr.
Richard M.B. Rennolds	Glenda E. White
W. Samuel Sadler	Richard A. Williamson
Russell E. Whitaker, Jr.	Sandra Wilms

Also present were Dean/Director L. Donelson Wright, members of the William and Mary Faculty Liaison Committee, Counsel to the Attorney General David Johnson and Auditor of Public Accounts Walter Kucharski.

The Rector convened the Board at 1:10 p.m. in the Board Room and welcomed new members Thomas Capps, Suzann Matthews, William and Mary student representative Linsay Burnett and David Johnson, the new Attorney General assigned to represent William and Mary. The Rector reviewed the meeting schedule and called on President Sullivan.

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In his opening remarks, President Sullivan stressed how damaging the impending budget cuts will inevitably be to the College's efforts to provide the best educational program for its students. He outlined recent achievements of students, faculty, alumni and staff. He noted the new record amount of research grant funding awarded last year and reported on the increasing financial support of alumni and friends of the College. The President proposed four strategies to face the budget situation: first, while meeting the responsibility to assume the College's fair portion of the revenue shortfall, tell Virginians the truth about the devastating effect the cuts will have on the quality of services provided; second, do everything possible to protect personnel; third, pursue immediate opportunities to improve the situation, including winning approval of the bond issue, launching the Campaign for William and Mary and increasing efforts to secure other income from research grants, public-private partnerships and the like; and fourth, continue to dream and believe in the importance of the mission of the College.

At 1:22 p.m. the Rector adjourned the Board to committee meetings. The Committee on Financial Affairs and the Committee on Academic Affairs met in the Board Room while the Committee on Audit met in the Board Conference Room. At 4:20 p.m. the Rector reconvened the Board as a committee of the whole in the Board Room.

Those in attendance were:

Belden H. Bell	Donald N. Patten, Rector
Thomas E. Capps	Michael K. Powell
Paul C. Jost	Joseph J. Plumeri II
Susan A. Magill	L. Clifford Schroeder, Sr.
Suzann W. Matthews	Ronald L. Tillett
Jeffrey L. McWaters	Student representative: Linsay Ann R. Burnett

Absent:	William P. Barr	Mark H. McCormack
	J. Peter Clements	Robert S. Roberson
	Lawrence S. Eagleburger	Barbara B. Ukrop

Others present:

President Timothy J. Sullivan	Michael J. Fox
Provost Gillian T. Cell	Gary A. Kreps
Dennis W. Cross	William T. Walker, Jr.
Stewart H. Gamage	Sandra J. Wilms
Samuel E. Jones	
Anna B. Martin	
W. Samuel Sadler	

Also present were Counsel to the Attorney General David E. Johnson and members of the William and Mary Faculty Liaison Committee.

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President of the Faculty Assembly Robert Archibald reported that Professor Susan Grover had been replaced as the Assembly Vice President and Faculty Liaison Committee chair by Professor of Law Ron Rosenberg. Professor Rosenberg introduced the faculty presentation by Professor of History Scott Nelson. Professor Nelson reported on the teaching impact if faculty positions remain unfilled, as well as the impact of budget reductions on faculty recruitment and retention. 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 reported on the opening-of-the-year activities, noting that renovation projects were completed on time and students had moved in without delay. He advised that the old bus system had been replaced by a new College and County agreement to merge area bus systems into one, funded by a federal grant. New bus service began on August 23.

Vice President for Liaisons Kirk Anderson, Student Assembly Liaisons Tyler Smith and Jake Hosen, and Student Senate Liaison Marc Johnson reported on the structure and make-up of the Student Assembly and student concerns.

Brian Cannon and Lea Mosley, representing "Put Students First," the student political action committee, discussed efforts to support the bond referendum and their student voter registration drive, noting the goal was to have 60% of the statewide student population registered to vote.

Professor of Sociology and Director of the Mellon Program in Environmental Studies J. Timmons Roberts, along with five of his students, reported on an Environmental Assessment conducted by one of his classes last spring and their recommendation for a green audit of the campus. Kate Wilkin discussed the green audit; Mary Shockley discussed water; Ben Waitman discussed energy and Rachel Lewis presented the group's conclusion, noting that students had worked to raise awareness of environmental issues over last three years. She advised that an initial donation was needed to get the project started and asked the Board for help.

Professor Will Hausman, chair of the Landscape, Environment and Energy Committee, reported that the students had presented their findings to the Committee. After review, the Committee endorsed the concept of a green audit by an outside expert, noting that with an integrated approach an outside audit can help prioritize better. The cost estimate for the project was \$150,000. Professor Hausman reported that over the summer a Request for Proposal had been developed. Vice President for Administration Anna Martin discussed the RFP, and President Sullivan advised that the College was looking for a foundation or donor to fund the cost. A brief discussion ensued.

At 5:40 p.m. the Board recessed to dinner to honor retiring Board members.

On Friday, September 13, the Committee on Honorary Degrees met in the Rector's

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Office, the Richard Bland College Committee met in the Board Conference Room and the Committees on Development and Alumni Affairs, Athletics, and Public Affairs and Economic Development met in the Board Room, prior to the full Board meeting.

At 9:45 a.m. the Rector convened the Board as a committee of the whole in the Board Room.

Those in attendance were:

William P. Barr	Jeffrey L. McWaters
Belden H. Bell	Donald N. Patten, Rector
Thomas E. Capps	Michael K. Powell
J. Peter Clements	Joseph J. Plumeri II
Lawrence S. Eagleburger	Robert S. Roberson
Paul C. Jost	L. Clifford Schroeder, Sr.
Susan A. Magill	Ronald L. Tillett
Suzann W. Matthews	Student representative: Linsay Ann R. Burnett

Absent: Mark H. McCormack  
Barbara B. Ukrop

Others present:

President Timothy J. Sullivan	Robert Curtis
President James B. McNeer	Michael J. Fox
Provost Gillian T. Cell	Gary A. Kreps
Dennis W. Cross	Michael L. Stump
Stewart H. Gamage	William T. Walker, Jr.
Samuel E. Jones	Sandra J. Wilms
Anna B. Martin	
W. Samuel Sadler	
Richard M. B. Rennolds	
Russell E. Whitaker, Jr.	

Also present were Counsel to the Attorney General David E. Johnson and members of the William and Mary Faculty and Student Liaison Committees.

Mr. Plumeri presided as chair of the **Committee on Athletics**.

Director of Athletics Terry Driscoll provided a program overview, with a recap of the 2001-2002 year, and discussed Fall 2002. Mr. Driscoll reported on departmental projects, noting that the construction of the Albert/Daly Field with natural turf will allow the College to host national soccer tournaments. He reported that this project was funded by a challenge grant from Jim and Bobbie Ukrop. Mr. Driscoll reported on upcoming special events. Mr. Plumeri commented on the ProAm, noting that last year \$100,000 was raised to support Olympic sports at the College. Mr. Driscoll noted that in

April of 2003 the Joe Plumeri/William and Mary ProAm will begin an affiliation with the LPGA Michelob Light Open at Kingsmill.

At 10:00 a.m. Mr. Powell presided as chair of the **Committee on Public Affairs and Economic Development**.

Vice President for Public Affairs Stewart Gamage reported on the statewide and regional efforts for the higher education bond campaign, as well as campus outreach efforts and the mobilization of the William and Mary community by the students. She expressed appreciation for the leadership role of the Board of Visitors, especially Rector Patten and Mr. McWaters, who is chair of the Hampton Roads fundraising effort. Ms. Gamage introduced senior Van Smith, student intern in the Public Affairs Office and student coordinator of the bond effort, who presented a bond rally t-shirt to the Rector. Mr. Smith discussed the student voter registration drive effort and noted that William and Mary was serving as a model for other student coordinators in the region. A brief discussion ensued.

Mr. McWaters thanked the administration for their support, commented on the importance of the effort and encouraged Board members to speak out and get very actively involved.

Associate Vice President for Public Affairs Bill Walker provided an update on *US News* rankings of higher education institutions, noting William and Mary's decline in two financial categories. A brief discussion ensued.

Rector Patten noted that the Governor had asked Mr. McWaters to chair the Hampton Roads fundraising committee for the higher education bond campaign and reported that William and Mary had taken a leadership role with business leaders across Tidewater.

The Rector introduced Lieutenant Governor Tim Kaine, co-chair with Attorney General Kilgore of the statewide bond committee, who addressed the Board on the bond campaign and budget cuts, noting that Virginia was not yet an investor state in K-12 or higher education. He noted that he was on campus to meet with students and other groups in the area in support of the bond campaign. A brief discussion ensued.

On behalf of the Student PAC, Brian Cannon presented Lt. Gov. Kaine with a Jefferson Cup, noting that he had agreed to be one of their honorary co-chairs. Ms. Gamage presented a bond campaign football to him on behalf of the College.

At 10:55 a.m. the Rector asked Mr. Roberson to introduce the Alumni Society report. Mr. Roberson, noting that this was a continuation of the Development Committee meeting, introduced Executive Vice President Barry Adams, who noted that on October 25 the Society will change its name to The William and Mary Alumni Association. He provided a brief update of Society activities, bond referendum support and a synopsis of future events. Mr. Adams introduced the President of the Society Board of Directors, Lynn Dillon, who briefly addressed the Board concerning the Society Board's

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commitment to teamwork, bias to action and service as a source of advocacy for the College. A brief discussion ensued.

At 11:12 a.m. the Rector called the full Board meeting to order in the Board Room.

The Rector asked for a motion to approve the minutes of the April 25-26, 2002, meeting as distributed. Motion was made by Mr. McWaters, seconded by Mr. Clements and approved by vote of the Board.

Secretary to the Board Michael Fox reported that as of July 1 state law requires posting Board minutes on the Internet. Mr. Fox advised that the draft minutes of this meeting would be posted as required on the William and Mary website within ten business days, and the official minutes of the April meeting just adopted would be posted within the proscribed three business days.

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; to receive briefings by staff members or legal counsel pertaining to actual or probable litigation; and to discuss honorary degrees. Motion was made by Mr. Roberson, seconded by Mr. Tillett and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 11:14 a.m.

The Board reconvened in open session at 11:38 a.m. The Rector reviewed the topics discussed in closed session for the benefit of the observers and asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Clements, seconded by Mr. Powell and approved by roll call of the Board conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. McWaters reported for the **Committee on Buildings and Grounds**, noting that inasmuch as a quorum had not been present during the committee meeting, the minutes of the April meeting had been approved by consensus and would need to be approved along with Resolution 1 on bond funding for dormitory renovations by the full Board.

Mr. McWaters reported on the architectural standards planning process discussion, noting that at the November meeting the architectural firm would meet with the Committee to secure agreement on standards to recommend for adoption by the Board. These standards would establish principles and guidelines to adhere to as new construction or renovating was done. He noted that the consultants had started the foundation on what the architectural standards would mean.

Vice President for Administration Anna Martin reviewed planning goals and provided an overview of the precinct planning concept. She also informed the Board of the selected site for the new business school in the Common Glory parking lot, distributed an architectural color rendering, and noted that the cost for this building would be paid

entirely with private funds. Ms. Martin provided an update on the capital outlay program and discussed the maintenance reserve. She indicated that maintenance reserve funds had been reduced over the past two years to 25% of their original appropriation, noting that this will have a serious effect on the College's ability to move forward on critical projects. A brief discussion ensued following a question on the future of the Dillard complex. Vice President for Student Affairs Sam Sadler briefly reviewed conceptual plans by the architectural firm for a new dorm. More detail was promised for the November meeting.

Mr. McWaters asked for a motion to adopt the minutes of the April 25, 2002, meeting and **Resolution 1**, Resolution of the Rector and Visitors of The College of William and Mary in Virginia - Improvement: Renovate Dormitories. Motion was made by Mr. Bell, seconded by Mr. Roberson and approved by vote of the Board, with Mr. Tillett abstaining from the vote on Resolution 1.

The Rector thanked Mr. Schroeder for the William and Mary coffee mugs and Mr. McWaters distributed William and Mary lapel pins to all Board members.

Mr. Tillett reported for the **Committee on Financial Affairs**, noting that, while there were no action items, the Committee had heard three reports. Vice President for Finance Sam Jones reported on the operating budget. Auditor of Public Accounts Walter Kucharski reported on the Fiscal Year 2000-01 Audit Report. An investment overview was provided by Wachovia Securities investment consultants. Mr. Tillett reported that the Committee was working to bring changes to the investment policy to the November meeting and noted that the investment consultant would report again to the Committee.

In the momentary absence of Ms. Magill, who chaired the Committee in Mr. Barr's absence, the Rector asked Provost Cell to report for the **Committee on Academic Affairs**. Mr. Patten called for a motion to adopt **Resolution 2**, Confirmation of Academic Tenure; **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 4**, Appointments to Fill Vacancies in the Administrative and Professional Faculty; and **Resolution 5**, Faculty Leaves of Absence. Motion was made by Mr. Barr, seconded by Mr. Roberson and approved by voice vote.

Provost Cell advised that the Verizon Undergraduate Science Research Symposium was being presented in the University Center this afternoon and encouraged Board members to attend. In response to a question from Mr. Roberson regarding homeland security and the College's preparedness, Vice President for Student Affairs Sam Sadler reported on the work of the crisis response team, the Secure Virginia initiative and INS monitoring

Mr. Jost reported for the **Committee on Audit**, noting that the Committee had discussed one closed session item and Director of Internal Audit Michael Stump had reported on projects in process. Mr. Stump provided a brief report on projects, noting

the addition of the audit of the Richard Bland College Student Accounts office. He commented that the office was well managed. There were no action items.

Mr. Clements reported for the **Richard Bland College Committee**, and called on President McNeer. The President reported that the current financial situation is the most critical he has seen. It will be managed but not without a great deal of pain. He noted the tremendous cooperation received from Provost McCartan and Dean Whitaker, as well as input from all areas of campus, and stated his intent to keep the campus community and the Board informed. President McNeer reported that Richard Bland had 42 presidential merit scholars, who each receive \$1,000 scholarships, and that all past Student Government Association officers had made the Deans List last year. The President discussed Richard Bland's participation in the Richmond bond rally.

Mr. Clements reported that the Committee had tabled Resolution 7, Revisions to the *Faculty Handbook - Faculty Family and Medical Leave*, for further work. He moved the adoption of **Resolution 6**, Faculty Appointment to Fill Existing Vacancy; and **Resolution 8**, Highway Right of Way Route 604. Motion was seconded by Mr. Bell and approved by voice vote.

Mr. Roberson reported for the **Committee on Development and Alumni Affairs**, noting that the Committee heard the alumni report, a campaign update and had discussed measuring the effectiveness of the development effort. He commented on the budget cutting, and encouraged and challenged each Board member to become engaged in actively attacking the problem with a pro-active use of their network of contacts to influence major gifts from non-affiliated major donors, noting the many naming opportunities available. There were no action items.

Mr. Patten reported for the **Committee on Honorary Degrees**, noting that the report had been given in closed session.

There was no old business.

There was no new business.

The Rector asked for a motion that the meeting be closed pursuant to Section 2.2-3711.A.1., of the Code of Virginia, in order to discuss matters pertaining to specific personnel and the consideration of contracts. Motion was made by Mr. Tillett, seconded by Mr. Clements and approved by voice vote. The observers were asked to leave the room and the Board went into closed executive session at 12:15 p.m.

The Board reconvened in open session at 12:48 p.m. The Rector reviewed the topic 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. Powell and approved by roll call of the Board conducted by Secretary to the Board Michael Fox. (Certification



**Resolution** is appended.)

There being no further business, the Board adjourned at 12:48 p.m. to the dedication of the Kelly Garden adjacent to Blow Memorial Hall.