

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

September 11-12, 2003

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 11-12, 2003.

The Committees on Buildings and Grounds, Academic Affairs, Development and Alumni Affairs, Student Affairs and the Nominating Committee met in the Board Room and Board Conference Room on Thursday, September 11. On Friday, September 12, the Richard Bland College Committee and the Committees on Audit, Honorary Degrees, Financial Affairs, Athletics, and Public Affairs and Economic Development met in the Rector's Office, the Board Conference Room and the Board Room, prior to the full Board meeting.

Those present on Thursday, September 11, were:

Hunter B. Andrews	Joseph J. Plumeri, II
William P. Barr	Anita O. Poston
Thomas E. Capps	Michael K. Powell
John W. Gerdelman	L. Clifford Schroeder, Sr.
Susan A. Magill	Barbara B. Ukrop
Suzann W. Matthews	Henry C. Wolf
Jeffrey L. McWaters	Student representative Brian R. Cannon

Absent: J. Peter Clements	Sarah I. Gore
Lawrence S. Eagleburger	Paul C. Jost

Others present were:

Timothy J. Sullivan	Karen R. Cottrell
P. Geoffrey Feiss	Edward C. Driscoll, Jr.
Dennis W. Cross	Michael J. Fox
Stewart H. Gamage	Gary A. Kreps
Samuel E. Jones	Michael L. Stump
Anna B. Martin	William T. Walker, Jr.
W. Samuel Sadler	Richard A. Williamson
	Sandra J. Wilms

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

Acting Rector Susan Magill convened the Board in the Board Room as a committee of the whole at 3:40 p.m. and welcomed new Board members Hunter Andrews, John Gerdelman, Anita Poston and Henry Wolf. Remarking on the 9/11 anniversary, Ms. Magill asked for a moment of silence in memory of those who died, their families and

members of the Armed Forces.

In his opening remarks, President Sullivan reported on the entering freshman class, the relationship with Richmond and its impact on tuition and faculty salaries. The President advised that he had recently spoken to Williamsburg City Council and reaffirmed the College's commitment to our partnership, noting that copies of his remarks were available.

Noting that Dennis Cross provided an update on campaign fund-raising efforts, he concluded with comments about building a stronger William and Mary for the future.

Chair of the Committee on Academic Affairs William Barr introduced Provost P. Geoffrey Feiss, who reported on his first two and one half months as Provost. He advised that most of the classes that were cut by the one-time budget cuts have been put back into place but the permanent cuts to the base budget have had an impact in many areas. The Provost thanked Interim Dean of the Faculty of Arts and Sciences Barbara Watkinson for her work over the past four years as Dean of Undergraduate Studies. He reported that faculty morale is fragile. With faculty salaries now at the 23rd percentile, we are seeing the beginning of attrition. The Provost publically acknowledged the continuing support of the Board and the President of the goal of achieving the 60th percentile of our peer group in faculty salary, noting that this advocacy as well as the personal financial support of Mr. Schroeder and Ms. Matthews are greatly appreciated by the deans and faculty. The Provost provided a brief overview of sponsored research programs and external funding agencies and provided highlights of recent faculty research grants. Commenting on the future, Provost Feiss stressed that while assets may be at risk these are the same assets which are the basis of future success. Noting that President Sullivan had clearly articulated two priorities – successfully complete the Campaign for William and Mary and make William and Mary one of the world's great universities – he commented that faculty/staff time is not infinitely expandable and they have about reached their limit. In order to sustain and enhance the learning environment on a human scale, we must protect and nurture faculty and students, protect the liberal arts core and must develop an increased capacity to better manage our resources. The Provost advised that he had begun to look at five areas that may require increased attention in the next few years: implementation of a strategic, non-incremental, holistic, responsibility-based academic budgeting process to allow units to set their own agenda for the future; development of a dynamic enrollment management planning process; implementation of a space management process; centralization of priority-setting, decision-making and resource-management in research, graduate and professional education and economic development; and attendance to faculty governance so that they are involved in planning. He reported that the College will shortly begin work on reaccreditation, noting that the new model from the Southern Association of Colleges and Schools will require an Institutional Effectiveness Plan and a Quality Assurance Plan, which will permit the College to institutionalize a culture of on-going, intentional planning and resource allocation.

Following his report, Provost Feiss introduced Professor of Chemistry Christopher Abelt who provided an overview on the establishment of Phi Beta Kappa at William and Mary in his capacity as Recording Secretary of the Alpha chapter of the honorary society.

Following a short break, the **Committee on Student Affairs** convened at 4:35 p.m. Ms.

Matthews presided as chair.

In her opening remarks, Ms. Matthews extended thanks on behalf of the Board and the President of the Student Assembly for Susan Magill's past service as chair of the committee. Noting that students are at the heart of college, she encouraged the members to keep their focus on how decisions affect them, noting that the primary goal was to provide the best possible education. She encourage Board members to seek out and talk to students and advised that freshman elections were taking place this afternoon.

Ms. Matthews moved that, pursuant to Section 2.2-3711.A.2., of the Code of Virginia, the meeting be closed in order to discuss disciplinary matters concerning a specific student. 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 4:40 p.m.

The Committee reconvened in open session at 5:35 p.m. Ms. Matthews moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Schroeder and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

President Sullivan made a brief statement regarding an alleged assault by a William and Mary student on a non-student on Sunday, September 7, noting that upon the advice of the Commonwealth's Attorney and in order to protect the legal process and the victim, implementation of the College's own legal procedures had been deferred. He advised that at the first legal opportunity the administration would pursue the matter rigorously and with dispatch. The President advised that he had asked Vice President for Student Affairs Sam Sadler to lead a task force that will examine the policies and procedures governing student social activities, with special attention to the use of alcohol at those events. He noted that the report is due by October 1.

Ms. Matthews introduced the members of the Student Liaison Committee: Kirk Anderson, Lena Munasifi and Jake Rooksby, who provided an update on the Student Assembly and Campus for the 2003-2004 academic year.

Following adjournment of the Committee on Student Affairs, Ms. Magill moved that, pursuant to Section 2.2-3711.A.8., of the Code of Virginia, the meeting be closed in order to discuss matters pertaining to contracts for services. Motion was seconded by Mr. McWaters and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 5:50 p.m.

The Board reconvened in open session at 6:15 p.m. Ms. Magill moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Ukrop and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Board recessed at 6:17 p.m.

On Friday, September 12, 2003, the Board committees reconvened at 7:54 a.m. The Richard Bland College Committee met in the Board Conference Room, the Committee on Audit met in the Board Room and the Committee on Honorary Degrees met in the Rector's Office.

At 11:17 a.m. the Acting Rector convened the Board as a committee of the whole in the Board Room.

Those present were:

Hunter B. Andrews	Joseph J. Plumeri, II
William P. Barr	Anita O. Poston
Thomas E. Capps	Michael K. Powell
J. Peter Clements	L. Clifford Schroeder, Sr.
John W. Gerdelman	Barbara B. Ukrop
Susan A. Magill	Henry C. Wolf
Suzann W. Matthews	Student Representative Brian R. Cannon
Jeffrey L. McWaters	

Absent: Lawrence S. Eagleburger
Sarah I. Gore
Paul C. Jost

Others present:

Timothy J. Sullivan	Karen R. Cottrell
P. Geoffrey Feiss	Edward C. Driscoll, Jr.
Dennis W. Cross	James Golden
Stewart H. Gamage	Michael Fox
Samuel E. Jones	David Frankel
Anna B. Martin	Sandra J. Wilms

Also present were Counsel to the Attorney General David E. Johnson and Richard Bland College President James B. McNeer.

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

Director of Athletics Terry Driscoll explain student athlete concept for the benefit of the new members, recapped the 2003-2003 season, outlined the Fall 2003-2004 season, provided a report on facilities and briefly reviewed upcoming special events.

At 11:37 a.m. the **Committee on Public Affairs and Economic Development** convened. Mr. Powell presided as chair.

Vice President for Public Affairs Gamage introduced the Public Affairs staff members present, including Director of Government Relations Fran Bradford, Director of Public Outreach Van Smith, and student intern Steven Popp. Noting that the report originally scheduled by the Associate Vice President for Public Affairs on the media would be

deferred to a future meeting, Ms. Gamage discussed their work on recruiting federal and state funding, strengthening support for higher education and William and Mary, the Governor's education initiatives, the Alliance for Virginia's Students, Virginia 21 and other activities focusing on higher education issues. She discussed ways to increase William and Mary visibility and promote faculty and students to better position William and Mary in the marketplace. A brief discussion ensued regarding economic development.

President Sullivan reported that the higher education advocacy group, the Virginia Business Higher Education Council, had not been as successful with its recent efforts as in the past and advised that at its November meeting the group would discuss how to revamp the organization to become more effective.

Ms. Gamage discussed the upcoming legislative session and Ms. Bradford commented briefly on the legislative visits she and Mr. Smith were currently undertaking.

Following adjournment of the Committee at 12:00 noon, the Acting Rector immediately called the meeting of the full Board to order in the Board Room.

Those present were:

Hunter B. Andrews	Joseph J. Plumeri, II
William P. Barr	Anita O. Poston
Thomas E. Capps	Michael K. Powell
J. Peter Clements	L. Clifford Schroeder, Sr.
John W. Gerdelman	Barbara B. Ukrop
Susan A. Magill	Henry C. Wolf
Suzann W. Matthews	Student Representative Brian R. Cannon
Jeffrey L. McWaters	

Absent: Lawrence S. Eagleburger
Sarah I. Gore
Paul C. Jost

Others present:

Timothy J. Sullivan	Karen R. Cottrell
P. Geoffrey Feiss	Edward C. Driscoll, Jr.
Dennis W. Cross	James Golden
Stewart H. Gamage	Michael Fox
Samuel E. Jones	David Frankel
Anna B. Martin	Michael Stump
Carolyn R. Cook	Sandra J. Wilms

Also present were Counsel to the Attorney General David E. Johnson, Richard Bland College President James B. McNeer and Dean of Administration and Finance Russell E. Whitaker.

The Acting Rector asked for any corrections to the minutes of the annual meeting on April

24-25, 2003, and the called meeting on May 11, 2003. Mr. Plumeri and Ms. Ukrop asked to be sure that their attendance was included. Hearing no other corrections, the Acting Rector asked for a motion to approve the minutes. Motion was made by Mr. Schroeder, seconded by Mr. McWaters and approved by voice vote.

Mr. Clements reported for the **Nominating Committee**, noting that the Committee had agreed to nominate the following individuals to complete the current two-year term of office, inasmuch as Rector Donald Patten had not been reappointed to the Board:

Susan A. Magill - Rector
Jeffrey L. McWaters - Vice Rector
Michael K. Powell - Secretary

Mr. Clements moved to accept the slate as presented. Motion was seconded by Mr. Schroeder. The Acting Rector asked for any nominations from the floor. Hearing none, Mr. Clements moved to close the nominations. Motion was seconded by Ms. Ukrop and approved by voice vote. The Acting Rector called for a vote to accept the slate as reported by the Nominating Committee. Motion was adopted by unanimous vote, followed by a round of applause for the newly elected officers.

In brief opening remarks, Rector Magill outlined several areas on which she asked the Board to focus in the years ahead, including plans for future construction which must not only be well planned, well managed and well constructed but also mindful of the impact on off-campus neighbors, and the continuing financial challenges facing the College. She asked the Board to keep in mind that the heart of what we are about here is teaching excellence at the undergraduate level and the first goal should be to get faculty salaries up to the 60th percentile of the peer group. To meet the ongoing financial challenges, she encouraged the Board to continue to look for innovative thinking in shaping the College's relationship with the Commonwealth.

The Rector asked Secretary Powell to read **Resolution 1**, A Resolution in Honor of Mark H. McCormack >51, L.H.D. >97, into the official record. Mr Powell read the resolution and moved its adoption. Motion was seconded by Mr. Clements and approved by voice vote.

The Rector moved that, pursuant to Section 2.2-3711.A.1., 7., 8. and 10., of the Code of Virginia, the meeting be closed in order to discuss matters pertaining to specific personnel, the consideration of contracts, promotions, tenure, and leaves; to receive briefings by staff members pertaining to actual or probable litigation; to discuss matters pertaining to gifts, bequests and fund raising; and to discuss matters pertaining to the consideration of honorary degrees. Motion was seconded by Mr. McWaters and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 12:13 p.m.

The Board reconvened in open session at 12:30 p.m. The Rector moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Powell and approved by roll call vote of the Board members by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector recognized and welcomed former Rector Ed Grimsley, who offered congratulations to Ms. Magill on her election.

Mr. McWaters reported for the Committee on Buildings and Grounds. Following brief comments by Vice President Martin, Mr. McWaters asked for a motion to adopt **Resolution 2**, Pooled 9(d) Bond Resolution of the Board of Visitors of The College of William and Mary in Virginia. Motion was made by Ms. Ukrop, seconded by Mr. McWaters and approved by voice vote.

Mr. Barr reported for the Committee on Academic Affairs and called for a motion to adopt **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 4**, Appointments to Fill Vacancies in the Administrative and Professional Faculty; **Resolution 5**, Designated Professorships; and **Resolution 6**, Faculty Leaves of Absence, as discussed in closed session. Motion was made by Mr. Clements, seconded by Ms. Ukrop and approved by voice vote.

Provost Feiss commented on **Resolution 7**, Faculty Compensation Plan for the Fiscal Year 2003-2004. Following a brief discussion, Mr. Barr asked for motion to adopt the resolution. Motion was made by Mr. Wolf, seconded by Mr. Capps and approved by voice vote.

Mr. Schroeder reported for the Committee on Development and Alumni Affairs. He reported that he was initiating an effort by the members of the Board to fund projects for the faculty and provide seed money for grant applications, noting that five members had already provided donations and one member had indicated that they would match up to a \$50,000 individual gift. Vice President for Development Dennis Cross reported that by the end of the year the Campaign will be at the half-way point. Mr. Cross reminded the Board that checks for the newly established Board of Visitors fund should be sent to him.

Mr. Clements reported for the Richard Bland College Committee, and called on President McNeer.

President McNeer reported that this fall enrollment was the highest in the history of college with a headcount of 1300; the number of presidential scholars had increased from 18 four years ago to 55 this year; the College had already committed more in financial aid money than for the entire last year and may not be able to meet any need in January.

Mr. Clements reviewed **Resolution 8**, Appointment to Fill Existing Vacancy in the Administrative Faculty; **Resolution 9**, Faculty Appointment to Fill Existing Vacancy Temporary-Restricted; **Resolution 10**, Faculty Compensation Plan and Plans for Compensation and Personnel Administration for Administrative and Professional Faculty. He noted that two Faculty Promotion resolutions had been distributed and discussed, **Resolution 14** and **Resolution 15**, and that **Resolution 11**, 2004-2006 Operating Budget Proposal, had been revised on page 2 to include a language amendment on the budget submission to authorize the College to establish a real estate foundation for the purpose of building student housing. Mr. Clements reported that this matter would be discussed in more detail at a future Board of Visitors meeting.

Mr. Clements moved adoption of these resolutions as a block. Motion was seconded by Ms. Ukrop and approved by voice vote. (**Resolution 14, Resolution 15 and Resolution 11 (R)** are appended.)

Mr. Capps reported for the Committee on Audit that Director of Internal Audit Michael Stump reported on projects in process.

Ms. Magill moved the adoption of the report of the Committee on Honorary Degrees as given in closed session. Motion was seconded by Mr. Clements and approved by voice vote.

Mr. Andrews reported for the Committee on Financial Affairs, and moved the adoption of **Resolution 12**, College of William and Mary FY2004-06 Operating Budget Amendments; and **Resolution 13**, Virginia Institute of Marine Science FY2004-06 Operating Budget Amendments. Motion was seconded by Mr. Capps and approved by voice vote.

There was no old business.

Under new business, the Rector asked that any Board members requesting expense reimbursements try to file in a timely fashion, usually within 6 months of each meeting, advised that Mr. Eagleburger was ill but sends best wishes to everyone and commented on the upcoming football game.

In closing remarks, President Sullivan advised that he looked forward to working with the new officers, the new members as well as the old members. Mr. Capps moved that the football team beat VMI badly. Motion was seconded by Mr. Plumeri and unanimously approved. Mr. McWaters thanked the members of the Board for his election and expressed his appreciation for their comments. Ms. Gamage noted that legislators were being invited to the football game on November 15 and suggested that Board members note that on their calendars.

There being no further business, motion to adjourn was made by Mr. Clements, seconded by Mr. McWaters and unanimously approved. The Board adjourned at 12:46 p.m.

Committee on Student Affairs

September 11, 2003

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Committee on Student Affairs of 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 Committee that such closed session was conducted in conformity with Virginia law;

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

VOTE

AYES: 13

NAYS: 0

ABSENT DURING CLOSED SESSION:

/s/ SUZANN W. MATTHEWS

Suzann W. Matthews

Chair

Committee on Student Affairs

Board of Visitors

September 11, 2003

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:

/s/ SUSAN A. MAGILL
Susan A. Magill
Acting Rector of the College

Board of Visitors

September 12, 2003

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: 14

NAYS: 0

ABSENT DURING CLOSED SESSION:

/s/ SUSAN A. MAGILL
Susan A. Magill
Rector of the College

**RICHARD BLAND COLLEGE
FACULTY PROMOTION**

The following member of the instructional faculty of Richard Bland College has been recommended for promotion in rank by the Peer Review Committee and the Provost.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary approves the promotion of the following faculty member.

Assistant Professor of Mathematics to Associate Professor of Mathematics

MARGARET J. SOMMER, effective August 10, 2003

**RICHARD BLAND COLLEGE
FACULTY PROMOTION**

The following member of the instructional faculty of Richard Bland College has been recommended for promotion in rank by the Peer Review Committee and the Provost.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary approves the promotion of the following faculty member.

Assistant Professor of Biology to Associate Professor of Biology

ALENKA HLOUSEK-RADOJCIC, Ph.D., effective August 10, 2003

**RICHARD BLAND COLLEGE
2004-2006 OPERATING BUDGET PROPOSAL**

Instructions from the Department of Planning and Budget require a three-part budget submission from institutions of higher education. This three-part submission includes the following:

BASE BUDGET – A dollar and position target for each fiscal year based on current 2003 – 04 appropriations. Due September 15, 2003.

TECHNICAL ADJUSTMENTS – Housekeeping changes to the base budget such as shifts in funding or positions between programs, allocation of central appropriations or changes in fringe benefit rates. Due September 15, 2003.

DECISION PACKAGES – Individual budget actions which change the budget or which relate to critical issues identified in the College's Strategic Plan. Due October, 2003.

The 2004-06 budget request for Richard Bland College is as follows:

BASE BUDGET

<u>Program</u>	<u>2004-05</u>	<u>2005-06</u>
Educational and General	6,678,391	6,678,391
Financial Aid	216,946	216,946
Financial Assistance for E & G Services	35,110	35,110
Auxiliary Enterprises	335,000	335,000

TECHNICAL ADJUSTMENT

<u>Program</u>	<u>2004-05</u>	<u>2005-06</u>
Financial Aid (Pell Grants) and SEOG	500,000	500,000

DECISION PACKAGES

1) Senior Transition Program

<u>Program</u>	<u>2004-05</u>	<u>2005-06</u>
Educational and General	185,000	185,000

In conjunction with Chesterfield Public Schools, Richard Bland College expects to operate a comprehensive dual-enrollment program at an area school beginning Fall 2004. Advanced high-school seniors will be offered an array of transfer and technical college-level courses. Funds are sought to match start-up administrative and program costs from the school system and the College.

2) Language Amendment – This request would authorize the College, with the approval of the Board of Visitors and the appropriate central state agencies, to establish a real estate foundation and to lease College land to that foundation for the purpose of building student housing.

RESOLVED, upon recommendation of the President, that the Board of Visitors of the College of William and Mary in Virginia approves the 2004 – 06 Operating Budget Proposal for Richard Bland College.