

From: "Helen Dragas"  
Sender: "Helen Dragas"  
Subject: Mr. Kiernan  
Date: Thu, 14 Jun 2012 16:05:02 -0400  
To: "Robert Bruner" <BRUNERB@darden.virginia.edu>



Dear Dean Bruner,

I write to clarify the role of Peter Kiernan in recent events at the University.

Peter played absolutely no role in any BOV decisions regarding the President.

My conversations with Peter centered around service to the University through application of his experience and skill in strategic thinking and complex problem-solving. I also believed that Peter could apply his proven fundraising expertise to the Board of Visitors' goal of reversing the decline in relative faculty compensation over the last few years.

Peter's strong dedication to the Darden and College Foundations spoke volumes to me about his love of the University and his willingness to work hard for its betterment. I hope the Darden community will recognize those contributions in this trying time.

With kind regards,  
Helen Dragas



From: "Simon, John \ (jds2ts\)" <jds2ts@eservices.virginia.edu>  
Subject: Re: RE:  
Date: Thu, 14 Jun 2012 13:15:10 -0400  
To: "Helen Dragas"



I think Bob intends faculty and staff, he can comment. Honestly, I think it naïve to think the press will not find out.

**From:** Helen Dragas [mailto:HDragas@dragas.com]  
**Sent:** Thursday, June 14, 2012 01:14 PM  
**To:** Bruner, Robert <BRUNERB@darden.virginia.edu>  
**Cc:** Simon, John (jds2ts)  
**Subject:** Re: RE:

Bob - Mark and I will come if it's Darden faculty only, no press. We are planning on meeting with the Faculty Senate - yet to be scheduled. Please confirm that this setup works for Darden. Thank you, Helen

On Jun 14, 2012, at 12:33 PM, "Bruner, Robert" <BRUNERB@darden.virginia.edu> wrote:

John and Helen:  
The meeting will convene at 4:00 pm in classroom 50.

I have learned that the executive committee of the faculty senate plans to attend--without an invitation. I propose to allow them to attend. Ok with you?

Also, the press may try to attend. Please advise.

News: Peter Kiernan has tendered his resignation from the Darden School Foundation Board. He will not attend the meeting.

Bob

**From:** Simon, John (jds2ts) [mailto:jds2ts@eservices.virginia.edu]  
**Sent:** Wednesday, June 13, 2012 11:34 PM  
**To:** Bruner, Robert  
**Subject:** Re: RE:

Bob

Please be sure to email Helen the time and place when you send to me. I will be gone early to Wise.

John Simon

Executive Vice President and Provost  
Robert C. Taylor Professor of Chemistry  
University of Virginia

On Jun 13, 2012, at 7:16 PM, "Bruner, Robert" <BRUNERB@darden.virginia.edu> wrote:

Yes! It would be helpful for our faculty and staff to hear from Helen. Thanks for this possibility. Please let her know of our interest.

Bob

**From:** Simon, John (jds2ts) [mailto:jds2ts@eservices.virginia.edu]  
**Sent:** Wednesday, June 13, 2012 06:42 PM  
**To:** Bruner, Robert  
**Subject:** Fw: RE:

Thoughts? You can call if you want.

**From:** Helen Dragas [mailto:HDragas@dragas.com]  
**Sent:** Wednesday, June 13, 2012 06:43 PM  
**To:** Simon, John (jds2ts)  
**Cc:** Strine, Michael (ms6vu); Mark Kington <Mark.Kington@x10capital.com>  
**Subject:** RE: RE:

6:00 is fine with me. Still at the farm or do you care to meet elsewhere?

John – If I can be helpful with the Darden faculty, I'm happy to come.

**From:** Simon, John (jds2ts) [mailto:jds2ts@eservices.virginia.edu]  
**Sent:** Wednesday, June 13, 2012 6:12 PM  
**To:** 'Mark.Kington@x10capital.com'  
**Cc:** Strine, Michael (ms6vu); Helen Dragas  
**Subject:** Re: RE:

6 is OK, Bob Bruner just asked me to come address his faculty from 4-5 tomorrow so I can drive over right after I can leave that forum. He is pretty depressed about the morale issues in Darden.

**From:** Mark Kington [mailto:Mark.Kington@x10capital.com]  
**Sent:** Wednesday, June 13, 2012 04:34 PM  
**To:** Simon, John (jds2ts)

**Cc:** Strine, Michael (ms6vu); Helen Dragas <HDragas@dragas.com>

**Subject:** Re: RE:

It has to be Thursday if I am to participate. Any time. 6pm?

Sent from my iPhone

On Jun 13, 2012, at 4:06 PM, "Simon, John (jds2ts)"  
<jds2ts@eservices.virginia.edu> wrote:

If over the weekend, I ask for Saturday morning so I can go see my family.

**From:** Strine, Michael (ms6vu)

**Sent:** Wednesday, June 13, 2012 4:05 PM

**To:** 'Mark Kington'; 'Helen Dragas'

**Cc:** Simon, John (jds2ts)

**Subject:**

Helen and Mark,

Our weekly call/meeting is currently scheduled for Thursday at 5pm. John will be headed to Wise tomorrow to join the search committee process in person. John and I are scheduled to meet with the VPs and Deans Friday from 1:30-3pm. It might be useful to consider whether we should delay our meeting or conference call until after that meeting so that we can provide you some feedback and updates on path forward. We welcome your guidance on whether you agree or would rather continue with the plan to meet tomorrow. We could schedule a meeting or conference call Friday after 6pm (I have something from 4-5:30pm) or over the weekend or during the day Monday before the Board meets.



Best regards,  
Michael and John

From: "Simon, John \ (jds2ts\)" <jds2ts@eservices.virginia.edu>  
Subject: Fwd: update from today regarding media  
Date: Mon, 11 Jun 2012 23:45:38 -0400  
To: "Helen Dragas", "Mark Kington" <Mark.Kington@x10capital.com>



I will do no more interviews. My intent is not to make it harder than it already is.

John

Begin forwarded message:

**From:** "Simon, John (jds2ts)" <jds2ts@eservices.virginia.edu>  
**Date:** June 11, 2012 11:11:00 PM EDT  
**To:** Helen Dragas <HDragas@dragas.com>  
**Subject:** Re: update from today regarding media

I now see. Phone tomorrow.

On Jun 11, 2012, at 10:12 PM, "Helen Dragas" <HDragas@dragas.com> wrote:

Yes, quite an unhelpful comment.

**From:** Simon, John (jds2ts) [mailto:jds2ts@eservices.virginia.edu]  
**Sent:** Monday, June 11, 2012 9:54 PM  
**To:** Wood, Carolyn (csw8a); Helen Dragas;  
'Mark.Kington@x10capital.com'; Strine, Michael (ms6vu); Sweeney,  
Robert (rds2j)  
**Cc:** Harris, Susan (sgh4c); Rivers, Nancy (nan9k); Forch, Paul (pjf8t);  
Anderfuren, Marian (mla7f); McCance, Charles (cmm9vg);  
'dbuckley29@verizon.net'; 'speterson@thecommunicationcenter.com'  
**Subject:** Re: update from today regarding media

I was also interviewed by the Post.

**From:** Wood, Carolyn (csw8a)  
**Sent:** Monday, June 11, 2012 08:18 PM

**To:** Helen Dragas <HDragas@dragas.com>; Mark Kington <Mark.Kington@x10capital.com>; Simon, John (jds2ts); Strine, Michael (ms6vu); Sweeney, Robert (rds2j)  
**Cc:** Harris, Susan (sgh4c); Rivers, Nancy (nan9k); Forch, Paul (pjf8t); Anderfuren, Marian (mla7f); McCance, Charles (cmm9vg); donna buckley <dbuckley29@verizon.net>; Susan Peterson <speterson@thecommunicationcenter.com>  
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All — it has been a day. Calls from at least a dozen reporters for information for tomorrow's stories, but also a handful of FOIA requests. We have had numerous requests for interviews with Helen and after talking with Helen this morning, I am collecting questions from reporters so that Helen can review and make a decision as to whether to go forward with interviews.

As you'll see from the FOIA requests, I will need to alert Terry to these requests for her email. We'll also need the amended contract.

Please let me know if you have any questions. -- all best, c

In short, I have learned from reporters in conversations today is that:

- Local TV stations are doing reactions stories for this evening, but not aware of anyone from University going on camera.
- We were asked for copy of President Sullivan's contract and gave out her current contract to those who did not already have it.
- The Faculty Senate wrote a statement, which they have sent to the Board and also members of the press.
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that the rector talked to the governor's office late Wednesday regarding this matter. (not aware if other reports have this.)

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- The Twitter traffic has slowed down considerably today.
- This morning we sent a second email from Helen to students, staff and faculty. Helen thought it might be helpful to get out her remarks as a followup. Unfortunately, the early responses we received were not positive and we decided not to send same message to alumni group.
- Reporters were tracking down anyone with any opinion or information...and unearthed a good number of tidbits, some with the ring of truth, others seemingly absurd.

Carol Wood

Associate Vice President and University Spokesperson

Office of the President / University of Virginia

cwood@virginia.edu

office: 434.924.6189 / home: 434.979.4194 / cell: 434-981-9623



From: "Simon, John \(\jds2ts\)" <jds2ts@eservices.virginia.edu>  
Subject: Re: update from today regarding media  
Date: Mon, 11 Jun 2012 23:11:00 -0400  
To: "Helen Dragas"



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**Cc:** Harris, Susan (sgh4c); Rivers, Nancy (nan9k); Forch, Paul (pjf8t); Anderfuren, Marian (mla7f); McCance, Charles (cmm9vg); 'dbuckley29@verizon.net'; 'speterson@thecommunicationcenter.com'  
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From: "Simon, John \ (jds2ts\)" <jds2ts@eservices.virginia.edu>  
Subject: Re: update from today regarding media  
Date: Mon, 11 Jun 2012 22:38:41 -0400  
To: "Helen Dragas"



Helen  
What are you referring to?  
John

**From:** Helen Dragas [mailto:HDragas@dragas.com]  
**Sent:** Monday, June 11, 2012 10:16 PM  
**To:** Simon, John (jds2ts)  
**Subject:** RE: update from today regarding media

Yes, quite an unhelpful comment.

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**To:** Wood, Carolyn (csw8a); Helen Dragas; 'Mark.Kington@x10capital.com'; Strine, Michael (ms6vu); Sweeney, Robert (rds2j)  
**Cc:** Harris, Susan (sgh4c); Rivers, Nancy (nan9k); Forch, Paul (pjf8t); Anderfuren, Marian (mla7f); McCance, Charles (cmm9vg); 'dbuckley29@verizon.net'; 'speterson@thecommunicationcenter.com'  
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From: "Helen Dragas"  
Sender: "Helen Dragas"  
Subject: RE: update from today regarding media  
Date: Mon, 11 Jun 2012 22:16:50 -0400  
To: "Simon, John \ (jds2ts\)" <jds2ts@eservices.virginia.edu>



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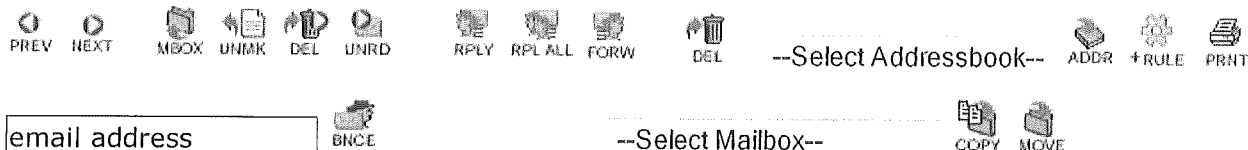
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- Reporters were tracking down anyone with any opinion or



Seen Message in "INBOX/Spencer-06142012"



From: "Wood, Carolyn \(\csw8a\)" <csw8a@eservices.virginia.edu>

Subject: FW: Terry Sullivan's Departure

Date: Mon, 11 Jun 2012 17:20:48 -0400

To: "Helen Dragas", "Kington, Mark" <Mark.Kington@x10capital.com>

Cc: "Simon, John \(\jds2ts\)" <jds2ts@eservices.virginia.edu>, "Strine, Michael \(\ms6vu\)" <ms6vu@eservices.virginia.edu>, "Carol Wood" <cwood@virginia.edu>



Helen and Mark — I thought you should see this email. It was just forwarded to me and I get the sense that it has been forwarded elsewhere. — c

**From:** peterdkiernan@aol.com [mailto:peterdkiernan@aol.com]

**Sent:** Sunday, June 10, 2012 7:56 PM

**To:** RogolB@darden.virginia.edu; bryan.simms@lazard.com;  
 cmiles@savechildren.org; DavisT@darden.virginia.edu;  
 Donald.X.Goodman.-ND@disney.com; follin@gerdyfarm.com;  
 EadesK@Darden.virginia.edu; elizabeth@riverstonellc.com;  
 fmsands@sandscap.com; davidcheek@meridiangroupinc.com;  
 GSTahija@ANJ-Group.com; hrein@foundmed.com; hskelsey@prcvp.com;  
 jcooper@tscp.com; jscheng88@gmail.com; jen\_mcenery@yahoo.com;  
 jmacfarlane3@gmail.com; jfarrell@na.ko.com;  
 john.strangfeld@prudential.com; karen.edwards@kosibaedwards.com;  
 lfpayne@mwcllc.com; elson@palamon.com; LynchL@Darden.virginia.edu;  
 mmorton@mediageneral.com; martina\_hund-mejean@mastercard.com;  
 madecola@mississippilime.com; ms6vu@virginia.edu;  
 nedhooper@sbcglobal.net; pknisely@cdr-inc.com;  
 BRUNERB@darden.virginia.edu; rhugin@celgene.com; rlw@telesport.org;  
 scott.price@wal-mart.com; tsullivan@virginia.edu;  
 tbaltimore@RLJLodgingTrust.com; vanessa.wittman@mac.com;  
 vndalmia@dalmiaglobal.com; lyons@altamarbrands.com;  
 walt.shill@accenture.com; bill\_huyett@mckinsey.com; rbarry@lccimedia.com;

lbass3@virginia.edu; Thayer@bigelowmedia.com; cwcssc@aol.com;  
cramer9@aol.com; jvcrews@gmail.com; tdd@qc-inc.com;  
GEORGE.DAVID@UTC.Com; jkd@capgroup.com; bellis@ellis.tv;  
henry.faison@faison.com; Lawton@lawtonfitt.com; renard2046@qmail.com;  
pgarson@carystreetpartners.com; fegenovese@gmail.com;  
wgoodwin@ccaindustriesinc.com; william.j.harvey@usa.dupont.com;  
izard@swva.net; jwtodd1@cox.net; tljanney@aol.com;  
garytjones007@aol.com; lisajones@pavilionproperties.com;  
mlk@ohioart.com; cmkirtland@mornington.com.sg; reggie@chemtrans.com;  
kburns@fnni.com; doug.lebda@lendingtree.com; lemuellewis@aol.com;  
glockhart@dchold.com; rlynch1034@aol.com; dick\_mayo@mayocapital.com;  
jsmuk50@aol.com; jmcelroy13@aol.com; sharonmcgavin@hotmail.com;  
amcmillan@bellsouth.net; jmunford@rigginscompany.com; wrawls@moc.org;  
steve@reinemund.com; pbr999@att.net; tas@ivor.com;  
doug.scovanner@target.com; jwsret@comcast.net;  
SmithC@Darden.virginia.edu; jamesbsommers@bellsouth.net;  
tstorrs833@aol.com; mark.templeton@citrix.com; henri@henriatermeer.com;  
hoops46@aol.com; wallace.stettinus@gmail.com;  
cwarfield@thayerlodging.com; wewassoc@neo.rr.com;  
van.whisnand@wilkinsonograde.com; dmw@wilkinsonograde.com  
**Cc:** alice\_morris@mckinsey.com; athomas@mwcllc.com;  
annie.morris@governor.virginia.gov; barbara\_griggs@mastercard.com;  
carole.landrau-penna@capitalone.com; cassipoole@meridiangroupinc.com;  
ckahler@na.ko.com; capruitt@mississippilime.com; Persinger, Cynthia  
(cdp6s); QUARLESD@Darden.virginia.edu; dbrackett@savechildren.org;  
ericca412@gmail.com; ewhitlock@sandscap.com; fkeleher@foundmed.com;  
FISHERV@Darden.virginia.edu; joshi@dalmiaglobal.com; ltinoco@cisco.com;  
StampL@darden.virginia.edu; ldh@telesport.org; lkudzma@celgene.com;  
PierceL@Darden.virginia.edu; Lina.Wong@wal-mart.com; Cronk, Loretta  
(lac2a); mmaxwell@cdr-inc.com; nancy@prcvp.com;  
ps@kiernanventures.com; adlan@palamon.com; Sabrina.Stahl@disney.com;  
ssears@tscp.com; schelly@riverstonellc.com;  
susanm.dubur@prudential.com; Wilkins, Tamara (tw2r);  
tlowery@mediageneral.com; tracy.v.smith@accenture.com;

tjones@rljlodgingtrust.com; umi.madyanto@anj-group.com

**Subject:** Re: Terry Sullivan's Departure

Sorry last version dropped a line

Fellow Directors

I am writing to tell those of you that have not yet heard that Theresa Sullivan will be stepping down this August 15th from her role of President of the University.

There are many questions that you all have posed and I hope I can answer most of them here. Suffice it to say you may contact me any time for additional color and comment if these remarks leave you with more questions.

Might I start out by saying what a decent and thoroughly pleasurable partner Terry has been to Bob Bruner , to me and to Darden ? Numerous members of the Darden Foundation Board have had terrific interactions with Terry in the last two years. I know Phil ,Henry, and John will echo my enthusiasm

We are also fortunate to have Michael Strine and John Simons serving the University in a leadership role. We have never had a deeper bench of leadership talent at the University. And we all know how effective Michael has been in helping both our Foundation and Darden School deliberations.

The decision of the Board Of Visitors to move in another direction stems from their concern that the governance of the University was not sufficiently tuned to the dramatic changes we all face: funding, internet ,technology advances, the new economic model. These are matters for strategic dynamism rather than strategic planning. Many of the schools will face the notion of self sufficiency, steps that we at Darden and others have taken already.

Lest we feel immune, Darden will face technology and other challenges in the coming years. Change will be big, certain and the Board of Visitors is looking

beyond incremental steps to address these challenges.

Terry's role will be filled for an interim period by our very deep bench of talent. I have mentioned John and Michael already. And you should be comforted by the fact that both the Rector and Vice Rector, Helen Dragas and Mark Kington are Darden alums.

Trust me , Helen has things well in hand.

In very short order an interim President will be identified and a search process will commence for a replacement for Terry. There will also be a strategic planning initiative commenced by the Board of Visitors with a focus on strategic dynamism.

A number of you have asked if we were surprised by this announcement. Here is the truth. Several weeks ago I was contacted by two important Virginia alums about working with Helen Dragas on this project, particularly from the standpoint of the search process and the strategic dynamism effort. It pained me to keep this information from you and from Bob, but I was sworn to keep the process confidential.

Because Terry Sullivan has been such a supporter of Darden, I kept the confidence as Helen requested. I can promise you after numerous discussions with Helen, that she has been extremely thoughtful and careful in this process, with an especial eye for treating Terry with the utmost respect.

Everyone involved has been a class act. And though the decisions have been difficult and painful ones, the unswerving dedication to keeping Virginia as stable as possible through this challenging times has been paramount.

As you might expect, the decisions involving my modest role in all of this have not been entirely mine to make. As many of you know no major decision of this kind can be made at Virginia without the support and assent of the

Governor. I am not sure what my future role in this process will be. Those are the facts.

We are blessed by sound leaders and compassionate ones. This difficult decision and the aftermath will be handled as professionally as possible. Darden continues its path own excellence because we are so ably led by Bob Bruner and an outstanding Foundation Board...all of you. We are also helped by an increasingly engaged Alumni Board,Corporate Advisory Board and Global Advisory Board. My sincerest hope is that the intrusion on our lives will be minimal and that Darden's path of excellence will remain clear.

Thanks to all of you for all of the time and energy you volunteer so willingly. Darden's greatness is reflected in all of you.

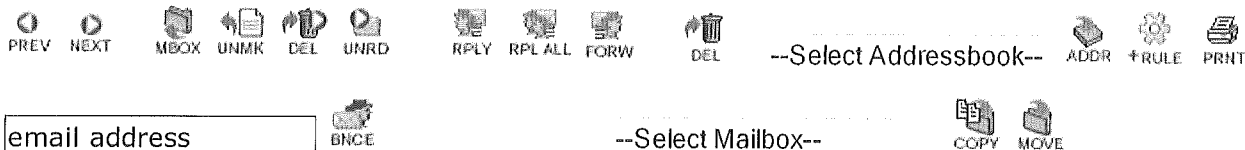
Please do not hesitate to be in touch with any questions.

Peter

917 494 0808



Seen Message in "INBOX/Spencer-06142012"



From: "Mark Kington" <Mark.Kington@x10capital.com>

Subject: Re: FW:

Date: Sun, 10 Jun 2012 19:59:12 -0400

To: "Rainey, Gordon" <grainey@hunton.com>

Cc: "Helen Dragas", "Gillian Andross" <Gillian.Andross@x10capital.com>



Yes, Gordon, I will be on the call--thank you.

With best regards,

Mark

On Jun 10, 2012, at 12:28 PM, "Rainey, Gordon" <grainey@hunton.com> wrote:

I would welcome your participation in this call tomorrow.

---

**From:** Rainey, Gordon

**Sent:** Sunday, June 10, 2012 12:02 PM

**To:** Bruce Failing, Jr.; Byron Marchant; Chris Galvin; Chris Gustafson; Chuck Cory; Dan Meyers; Ed Mitchell; Everette Doffermyre; Gene Lockhart; Gordon Rainey, Jr.; Greg Olsen; Heywood Fralin; James W. Todd; Jeff Walker; John Nau; Jonathan Mariner; Josh Darden; Laura Chadwick; Mac Caputo; Marjorie Webb; Marjorie Webb; Mark Kington; Paul Tudor Jones II; Rebecca Ruegger (Becky); Reggie Lathan; Rick Sharp; Sandy Miller; Tom Farrell; Tom Saunders; Val Ackerman

**Cc:** Sweeney, Robert (rds2j); Fitzgerald, Charles (cbf2w); Traub, Alison (aet3a); Jarvis, Kathryn (kj2h); Wood, Carolyn (csw8a)

**Subject:** FW:

Dear CEC Members:

Set forth below is an announcement issued today by the Board of Visitors of the University . I was advised of this decision only this morning and therefore have practically no information beyond the contents of the press release.

I know you will have many questions and I am scheduling a conference call tomorrow at 4 pm by which time I hope to have more information to share with you. The call in number for the conference is 877-294 8214 and the pass code is 7888275.

Insofar as the Campaign is concerned, we will, of course, persevere and expect to get to our goal by the end of this year if at all possible.

I will keep you advised as more details emerge and look forward to discussing this further with those wishing to join the conference call tomorrow .

Sincerely Gordon

From: "Helen Dragas, University Rector" <csw8a@virginia.edu<mailto:csw8a@virginia.edu>>

Date: June 10, 2012 11:11:33 AM EDT

Subject: Teresa Sullivan To Step Down Aug. 15 as U.Va. President



Reply-To: "Helen Dragas, University Rector"

<csww8a@virginia.edu<mailto:csww8a@virginia.edu>>

To members of the University community:

On behalf of the Board of Visitors, we are writing to tell you that the Board and President Teresa Sullivan today mutually agreed that she will step down as president of the University of Virginia effective August 15, 2012.

We express our deep appreciation to President Sullivan for her effective stewardship of the University. She is a much respected educator, as well as a visible presence in the University community and a prominent voice in higher education.

President Sullivan commented on the great honor to serve as President of the University of Virginia. She said, "Although the board and I have a philosophical difference of opinion, I will always treasure having had the opportunity to work with so many gifted faculty and staff, talented students, and loyal alumni. I am also grateful for the privilege to have worked with our extraordinary vice presidents and deans."

For the past year, the Board has had ongoing discussions about the importance of developing, articulating and acting on a clear and concrete strategic vision. The Board believes that in the

rapidly changing and highly pressurized external environment in both health care and in academia, the University needs to remain at the forefront of change.

We remain guided by Mr. Jefferson's inspirational vision:

"The great object of our aim from the beginning has been to make this Establishment the most eminent in the United States."

In service to that vision, the Board is committed to preserving the legacy with which we have been entrusted. At the core of that legacy is the quality and care of our faculty and staff. We have made a clear choice to act in the best interest of all concerned.

We assure you that the Board of Visitors will move expeditiously to name an interim president and to begin a search for a new leader. We hope you will assist us as we move through this time of change and strive for a smooth and productive transition.


On behalf of the Board of Visitors,

Helen E. Dragas, Rector

Mark Kington, Vice Rector

Helen Dragas, rector approved distribution of this message.

PREV NEXT MBOX UNMK DEL UNRD RPLY RPL ALL FORW DEL --Select Addressbook-- ADDR +RULE PRNT

email address  --Select Mailbox-- COPY MOVE



Seen Message in "INBOX/Spencer-06142012"



NEXT



UNMK



UNRD



DEL



--Select Addressbook--



email address



--Select Mailbox--



From: "Strine, Michael \ (ms6vu\)" <ms6vu@eservices.virginia.edu>  
 Subject: Fwd: Terry Sullivan's Departure  
 Date: Sun, 10 Jun 2012 19:39:56 -0400  
 To: "Helen Dragas", "Mark J. Kington" <mark.kington@x10capital.com>



Thought you should see this if you have not.

Michael

Begin forwarded message:

**From:** <peterdkiernan@aol.com>  
**Date:** June 10, 2012 7:33:07 PM EDT  
**To:** <RogolB@darden.virginia.edu>, <bryan.simms@lazard.com>, <cmiles@savechildren.org>, <DavisT@darden.virginia.edu>, <Donald.X.Goodman.-ND@disney.com>, <follin@gerdyfarm.com>, <EadesK@Darden.virginia.edu>, <elizabeth@riverstonellc.com>, <fmsands@sandscap.com>, <davidcheek@meridiangroupinc.com>, <GSTahija@ANJ-Group.com>, <hrein@foundmed.com>, <hskelsey@prevp.com>, <jcooper@tscp.com>, <jscheng88@gmail.com>, <jen\_mcenery@yahoo.com>, <jmacfarlane3@gmail.com>, <jfarrell@na.ko.com>, <john.strangfeld@prudential.com>, <karen.edwards@kosibaedwards.com>, <lfpayne@mwllc.com>, <elson@palamon.com>, <LynchL@Darden.virginia.edu>, <mmorton@mediageneral.com>, <martina\_hundmejean@mastercard.com>, <madedcola@mississippilime.com>, <ms6vu@virginia.edu>, <nedhooper@sbcglobal.net>, <pknisely@cdr-inc.com>, <BRUNERB@darden.virginia.edu>, <rhugin@celgene.com>, <rlw@telesport.org>, <scott.price@wal-mart.com>, <tsullivan@virginia.edu>, <tbaltimore@RLJLodgingTrust.com>, <vanessa.wittman@mac.com>, <vndalmia@dalmiaglobal.com>, <lyons@altamarbrands.com>, <walt.shill@accenture.com>, <bill\_huyett@mckinsey.com>, <rbarry@lcimedia.com>, <llbass3@virginia.edu>, <Thayer@bigelowmedia.com>, <cwssc@aol.com>, <cramer9@aol.com>, <jvcrews@gmail.com>, <tdd@qc-inc.com>, <GEORGE.DAVID@UTC.Com>, <jkd@capgroup.com>, <bellis@ellis.tv>, <henry.faison@faison.com>, <Lawton@lawtonfitt.com>, <renard2046@qmail.com>, <pgarson@carystreetpartners.com>, <fegenovese@gmail.com>, <wgoodwin@ccaindustriesinc.com>, <william.j.harvey@usa.dupont.com>, <izards@swva.net>, <jwtodd1@cox.net>, <tljanney@aol.com>, <garytjones007@aol.com>, <lisajones@pavilionproperties.com>, <mlk@ohioart.com>, <cmkirtland@mornington.com.sg>, <reggie@chemtrans.com>, <kburns@fnni.com>, <doug.lebda@lendingtree.com>, <lemuellewis@aol.com>, <glockhart@dchold.com>, <rlynch1034@aol.com>, <dick\_mayo@mayocapital.com>, <jsmuk50@aol.com>.

<jmcelroy13@aol.com>, <sharonmccgavin@hotmail.com>, <amcmillan@bellsouth.net>, <jmunford@rigginscompany.com>, <wrawls@moc.org>, <steve@reinemund.com>, <pbr999@att.net>, <tas@ivor.com>, <doug.scovanner@target.com>, <jwsret@comcast.net>, <SmithC@Darden.virginia.edu>, <jamesbsommers@bellsouth.net>, <tstorrs833@aol.com>, <mark.templeton@citrix.com>, <henri@henriatermeer.com>, <hoops46@aol.com>, <wallace.stettinus@gmail.com>, <cwarfield@thayerlodging.com>, <wewassoc@neo.rr.com>, <van.whisnand@wilkinsonogrady.com>, <dmw@wilkinsonogrady.com>

**Cc:** <alice\_morris@mckinsey.com>, <athomas@mwellc.com>, <annie.morris@governor.virginia.gov>, <barbara\_griggs@mastercard.com>, <carole.landraupenna@capitalone.com>, <cassipoole@meridiangroupinc.com>, <ckahler@na.ko.com>, <capruitt@mississippilime.com>, <cdp6s@eservices.virginia.edu>, <QUARLESD@Darden.virginia.edu>, <dbrackett@savechildren.org>, <ericca412@gmail.com>, <ewhitlock@sandscap.com>, <fkeleher@foundmed.com>, <FISHERV@Darden.virginia.edu>, <joshi@dalmiaglobal.com>, <ltinoco@cisco.com>, <StampL@darden.virginia.edu>, <ldh@telesport.org>, <lkudzma@celgene.com>, <PierceL@Darden.virginia.edu>, <Lina.Wong@wal-mart.com>, <lac2a@eservices.virginia.edu>, <mmaxwell@cdr-inc.com>, <nancy@prevp.com>, <ps@kiernanventures.com>, <adlan@palamon.com>, <Sabrina.Stahl@disney.com>, <ssears@tscp.com>, <schelly@riverstonellc.com>, <susanm.dubur@prudential.com>, <tws2r@eservices.virginia.edu>, <tlowery@mediageneral.com>, <tracy.v.smith@accenture.com>, <tjones@rljlodgingtrust.com>, <umi.madyanto@anj-group.com>

**Subject: Re: Terry Sullivan's Departure**

Fellow Directors

I am writing to tell those of you that have not yet heard that Theresa Sullivan will be stepping down this August 15th from her role of President of the University.

There are many questions that you all have posed and I hope I can answer most of them here. Suffice it to say you may contact me any time for additional color and comment if these remarks leave you with more questions.

Might I start out by saying what a decent and thoroughly pleasurable partner Terry has been to Bob Bruner, to me and to Darden? Numerous members of the Darden Foundation Board have had terrific interactions with Terry in the last two years. I know Phil, Henry, and John will

We are also fortunate to have Michael Strine and John Simons serving the University in a leadership role. We have never had a deeper bench of leadership talent at the University. And we all know how effective Michael has been in helping both our Foundation and Darden School deliberations.

The decision of the Board Of Visitors to move in another direction stems from their concern that the governance of the University was not sufficiently tuned to the dramatic changes we all face: funding, internet, technology advances, the new economic model. These are matters for strategic dynamism rather than strategic planning. Many of the schools will face the notion of self sufficiency, steps that we at Darden and others have taken already.

Lest we feel immune, Darden will face technology and other challenges in the coming years. Change will be big, certain and the Board of Visitors is looking beyond incremental steps to address these challenges.

Terry's role will be filled for an interim period by our very deep bench of talent. I have mentioned John

and Michael already. And you should be comforted by the fact that both the Rector and Vice Rector, Helen Dragas and Mark Kington are Darden alums.

Trust me , Helen has things well in hand.

In very short order an interim President will be identified and a search process will commence for a replacement for Terry. There will also be a strategic planning initiative commenced by the Board of Visitors with a focus on strategic dynamism.

A number of you have asked if we were surprised by this announcement. Here is the truth. Several weeks ago I was contacted by two important Virginia alums about working with Helen Dragas on this project, particularly from the standpoint of the search process and the strategic dynamism effort. It pained me to keep this information from you and from Bob, but I was sworn top keep the process confidential.

Because Terry Sullivan has been such a supporter of Darden, I kept the confidence as Helen requested. I can promise you after numerous discussions with Helen, that she has been extremely thoughtful and careful in this process, with an especial eye for treating Terry with the utmost respect.

Everyone involved has been a class act. And though the decisions have been difficult and painful ones, the unswerving dedication to keeping Virginia as stable as possible through this challenging times are paramount.

As you might expect, the decisions involving my modest role in all of this have not been entirely mine to make. As many of you know no major decision of this kind can be made at Virginia without the support and assent of the Governor. I am not sure what my future role in this process will be. Those are the facts.

We are blessed by sound leaders and compassionate ones. This difficult decision and the aftermath will be handled as professionally as possible. Darden continues its path own excellence because we are so ably led by Bob Bruner and an outstanding Foundation Board...all of you. We are also helped by an increasingly engaged Alumni Board, Corporate Advisory Board and Global Advisory Board. My sincerest hope is that the intrusion on our lives will be minimal and that Darden's path of excellence will remain clear.

Thanks to all of you for all of the time and energy you volunteer so willingly. Darden's greatness is reflected in all of you.

Please do not hesitate to be in touch with any questions.

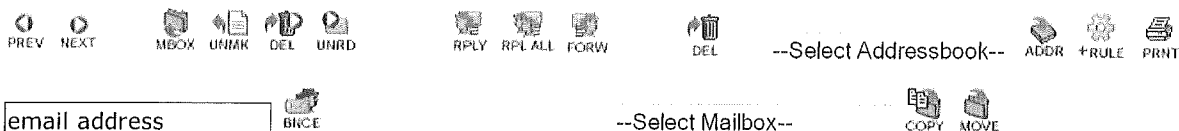
Peter

917 494 0808

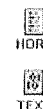




Seen Message in "INBOX/Spencer-06142012"



From: "Helen Dragas"  
Sender: "Helen Dragas"  
Subject: RE: Dartmouth Endowment  
Date: Mon, 28 May 2012 10:42:42 -0400  
To: "Mark Kington" <Mark.Kington@x10capital.com>



Sorry – Here it is . . .

**From:** Mark Kington [mailto:Mark.Kington@x10capital.com]  
**Sent:** Monday, May 28, 2012 8:40 AM  
**To:** Helen Dragas  
**Subject:** Re: Dartmouth Endowment

I never saw the original letter that prompted the chain, but I can infer the subject-- something akin to the pay-to-play in municipal bond underwriting scandals. As John Mac mentions, we eliminated any board/manager connection a number of years ago. I will discuss with Larry, and we should consider, but it is hard to seal off all connections. What if a manager has a child applying to the university? Professional, segregated management is one answer.

Talk soon,

With best regards,

Mark

On May 28, 2012, at 5:23 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Mark – thought you should be looped into this conversation. In the midst of all this other change, I would like you to help me make sure we remember to follow through on looking at our policy/controls, not just at UVIMCO and the University's own short-term money, but the foundation investments that aren't managed by UVIMCO. We'd need to be sure we don't violate the boundaries that allow the foundations to retain their independent non-profit status. Something to discuss with John Nau and Jeff Walker.

Thanks, Helen

**From:** Michael Strine  
**Sent:** Saturday, May 26, 2012 10:39 PM  
**To:** Helen Dragas  
**Subject:** Re: Dartmouth Endowment

Thanks for sharing. Suspect we should still look at the policy and internal control issues as this issue is likely to arise given the concentration of fund managers in Charlottesville and surrounding the garten and McIntire schools and foundations.

Dartmouth is a bit of an interesting case. Among schools under pressure from Senator Grassley and to keep up with the other ivies on competing for students, they ramped up their endowment payout to I believe around 7.5 percent and then the crash occurs, financial aid need spikes, they can't take payout up anymore and the whole thing turned over including the presidency. So it doesn't surprise that they couldn't afford to unwind hedges others were in the same boat couldn't and they were capsized.

Michael

On May 26, 2012, at 9:06 PM, Helen Dragas <HDragas@dragas.com> wrote:

More on this - good that it's a non-issue for us and his firm.

Begin forwarded message:

**From:** Paul Jones <  
**Date:** May 26, 2012 8:05:31 PM EDT  
**To:** 'Helen Dragas' <HDragas@dragas.com>  
**Subject:** RE: Dartmouth Endowment

I just found out that we stopped managing money

for UVA in '08 but this is sobering. I am sure all the Dartmouth board members had good intentions and all the deals were fair and above board. But the conflicts have terrible optics and this is what can happen. The interest rate swap was probably to hedge their bond portfolio when rates were rising once upon a time and no one ever had the guts to take it off and realize the loss. My experience is there is no quicker way to lose money than make investment decisions by committee.

Have a great weekend. Paul

**From:** Helen Dragas [mailto:HDragas@dragas.com]

**Sent:** Saturday, May 26, 2012 9:04 AM

**To:** Paul Jones

**Subject:** Re: Dartmouth Endowment

Paul,

Thanks for sharing the correspondence with me. Good reminder that examining a layer or two deeper than was acceptable in the past is advisable. Best to do this proactively instead of having it done for you from the outside. I'll look forward to hearing of policy changes at UVIMCO to address this. And since Not all of our foundations invest their money entirely with UVIMCO, I'll be sharing this with Michael for broad policy consideration.

Thanks again. Hope your weekend is enjoyable as well.

Helen

On May 25, 2012, at 6:35 PM, "Paul Jones" < wrote:

Helen,

One of the advantages of having the Governor appoint the Board is you probably don't have this problem. But this

is sufficiently distressing that I am reviewing whether Tudor manages any money for UVA and am probably going to redeem the investment if we do. Have a great weekend. Paul

**From:** John Macfarlane  
[mailto:jmacfarlane3@gmail.com]  
**Sent:** Friday, May 25, 2012 5:28 PM  
**To:** Mark Dalton; Paul Jones  
**Subject:** Dartmouth Endowment

Mark and Paul

Hope all is well. Don't know if you've seen this letter but, if not, it's worth a read. As David Macfarlane says below, quite sobering.

Post RH brouhaha, UVIMCO tightened its conflict policies, prohibiting board members from managing money for the endowment. I'm now beginning to wonder whether we should also prohibit investments in funds managed by University donors?

One thing for sure, the venomous nature of this letter underscores the anger toward the Wall Street Club.

Be well,

John Mac

----- Forwarded message -----

**From: David MacFarlane**

<dmac@drakeadvisors.com>  
Date: Fri, May 25, 2012 at 11:35 AM  
Subject: FYI - a little sobering  
To: Larry Kochard  
<lkochar@virginia.edu>, "John  
Macfarlane (jmacfarlane3@gmail.com)"  
<jmacfarlane3@gmail.com>

David B. MacFarlane  
Drake Capital Advisors LLC  
One Fawcett Place  
Suite 140  
Greenwich, Ct 06830

Tel: (203) 861-7500  
Fax: (203) 861-2601

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<Dartmouth Endowment Investigation  
Letter.pdf>














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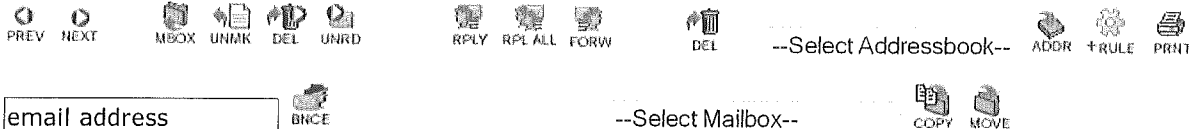
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**Attachment:** Dartmouth Endowment Investigation Letter.pdf  
(314Kbytes)











--Select Addressbook--





--Select Mailbox--



Seen Message in "INBOX/Spencer-06142012"



email address

From: "Mark Kington" <Mark.Kington@x10capital.com>  
Subject: Re: Dartmouth Endowment  
Date: Mon, 28 May 2012 08:40:08 -0400  
To: "Helen Dragas"



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**From:** Helen Dragas [mailto:HDragas@dragas.com]  
**Sent:** Saturday, May 26, 2012 9:04 AM



**To:** Paul Jones  
**Subject:** Re: Dartmouth Endowment

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<dmac@drakeadvisors.com>

Date: Fri, May 25, 2012 at 11:35 AM

Subject: FYI - a little sobering

To: Larry Kochard <lkochard@virginia.edu> ,

"John Macfarlane (jmacfarlane3@gmail.com)"

<jmacfarlane3@gmail.com>

David B. MacFarlane

Drake Capital Advisors LLC

One Fawcett Place

Suite 140

Greenwich, Ct 06830

Tel: (203) 861-7500

Fax: (203) 861-2601

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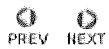
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--Select Mailbox--



From: "Helen Dragas"  
Sender: "Helen Dragas"  
Subject: FW: Dartmouth Endowment  
Date: Mon, 28 May 2012 05:23:18 -0400  
To: "Mark Kington" <Mark.Kington@x10capital.com>



Mark – thought you should be looped into this conversation. In the midst of all this other change, I would like you to help me make sure we remember to follow through on looking at our policy/controls, not just at UVIMCO and the University's own short-term money, but the foundation investments that aren't managed by UVIMCO. We'd need to be sure we don't violate the boundaries that allow the foundations to retain their independent non-profit status. Something to discuss with John Nau and Jeff Walker.

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**To:** Helen Dragas  
**Subject:** Re: Dartmouth Endowment

Thanks for sharing. Suspect we should still look at the policy and internal control issues as this issue is likely to arise given the concentration of fund managers in Charlottesville and surrounding the garden and McIntire schools and foundations.

Dartmouth is a bit of an interesting case. Among schools under pressure from Senator Grassley and to keep up with the other ivies on competing for students, they ramped up their endowment payout to I believe

around 7.5 percent and then the crash occurs, financial aid need spikes, they can't take payout up anymore and the whole thing turned over including the presidency. So it doesn't surprise that they couldn't afford to unwind hedges others were in the same boat couldn't and they were capsized.

Michael

On May 26, 2012, at 9:06 PM, Helen Dragas <HDragas@dragas.com> wrote:

More on this - good that it's a non-issue for us and his firm.

Begin forwarded message:

**From:** Paul Jones <  
**Date:** May 26, 2012 8:05:31 PM EDT  
**To:** 'Helen Dragas' <HDragas@dragas.com>  
**Subject: RE: Dartmouth Endowment**

I just found out that we stopped managing money for UVA in '08 but this is sobering. I am sure all the Dartmouth board members had good intentions and all the deals were fair and above board. But the conflicts have terrible optics and this is what can happen. The interest rate swap was probably to hedge their bond portfolio when rates were rising once upon a time and no one ever had the guts to take it off and realize the loss. My experience is there is no quicker way to lose money than make investment decisions by committee.

Have a great weekend. Paul

**From:** Helen Dragas [mailto:HDragas@dragas.com]

**Sent:** Saturday, May 26, 2012 9:04 AM

**To:** Paul Jones

**Subject:** Re: Dartmouth Endowment

Paul,

Thanks for sharing the correspondence with me. Good reminder that examining a layer or two deeper than was acceptable in the past is advisable. Best to do this proactively instead of having it done for you from the outside. I'll look forward to hearing of policy changes at UVIMCO to address this. And since Not all of our foundations invest their money entirely with UVIMCO, I'll be sharing this with Michael for broad policy consideration.

Thanks again. Hope your weekend is enjoyable as well.

Helen

On May 25, 2012, at 6:35 PM, "Paul Jones" < wrote:

Helen,

One of the advantages of having the Governor appoint the Board is you probably don't have this problem. But this is sufficiently distressing that I am reviewing whether Tudor manages any money for UVA and am probably going to redeem the investment if we do.

Have a great weekend. Paul

**From:** John Macfarlane

[mailto:jmacfarlane3@gmail.com]

**Sent:** Friday, May 25, 2012 5:28 PM

**To:** Mark Dalton; Paul Jones

**Subject:** Dartmouth Endowment

Mark and Paul

Hope all is well. Don't know if you've seen this letter but, if not, it's worth a read. As David Macfarlane says below, quite sobering.

Post RH brouhaha, UVIMCO tightened its conflict policies, prohibiting board members from managing money for the endowment. I'm now beginning to wonder whether we should also prohibit investments in funds managed by University donors?

One thing for sure, the venomous nature of this letter underscores the anger toward the Wall Street Club.

Be well,

John Mac

----- Forwarded message -----

**From: David MacFarlane**

<dmac@drakeadvisors.com>

Date: Fri, May 25, 2012 at 11:35 AM

Subject: FYI - a little sobering

To: Larry Kochard

<lkochard@virginia.edu>, "John



Macfarlane (jmacfarlane3@gmail.com)"  
<jmacfarlane3@gmail.com>

David B. MacFarlane  
Drake Capital Advisors LLC  
One Fawcett Place  
Suite 140  
Greenwich, Ct 06830

Tel: (203) 861-7500  
Fax: (203) 861-2601

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<Dartmouth Endowment Investigation Letter.pdf>




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From: "Rogol, Babette \ (Babs\)" <RogolB@darden.virginia.edu>  
 Subject: Darden: Dean's Advisory Group Meeting  
 Date: Thu, 26 Apr 2012 09:00:03 -0400



To: "Bruner, Robert" <BRUNERB@darden.virginia.edu>, "Davis, Trip" <DavisT@darden.virginia.edu>, "Helen Dragas", "Henry F. Skelsey" <hskelsey@prcvp.com>, "John D. Simon" <jds2ts@virginia.edu>, "Michael Strine" <mstrine@virginia.edu>, "Peter D Kiernan" <peterdkiernan@aol.com>, "Philip W. Knisely" <pknisely@cdr-inc.com>, "Teresa A Sullivan" <tsullivan@virginia.edu>

Cc: "Kaylie Donahue", "Pierce, Lee" <PierceL@Darden.virginia.edu>, "Loretta Cronk" <lac2a@eservices.virginia.edu>, "Marty Maxwell" <mmaxwell@cdr-inc.com>, "Nancy Lucashu" <nancy@prcvp.com>, "Patty Sardinas" <ps@kiernanventures.com>, "Stamp, Laura" <StampL@darden.virginia.edu>, "Tammy Wilkins" <tws2r@eservices.virginia.edu>, "Cynthia Persinger" <cdp6s@eservices.virginia.edu>

Dear Dean's Advisory Group members,

We look forward to our meeting early Friday morning. Yes, we promise to have a plethora of coffee and tea for the early start time! Most of you have received a hard copy of the materials already, but we want you to know it is now available for download to your computer or iPad. Have a great day and don't hesitate to let me know if you have any questions about accessing the portal.

Babette (Babs) M Rogol M.Ed.  
 University of Virginia Darden School Foundation  
 Director of Administration  
 P.O. Box 7726  
 Charlottesville, VA 22906  
 Saunders 223A  
 Direct: +1-434-243-1120  
 Cell: +1-434-962-8003



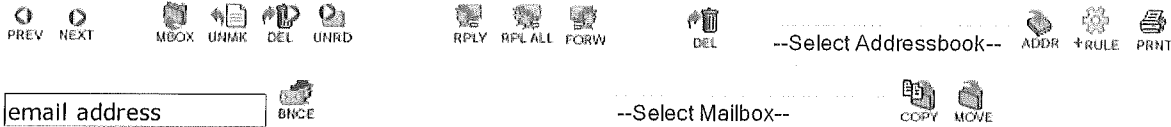
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From: "Kington, Mark" <Mark.Kington@x10capital.com>

Subject: Re: Fortune's Most Admired Company survey - results are in

Date: Thu, 1 Mar 2012 18:44:51 -0400

To: "Helen Dragas"

Cc: "Carter Reid" <carter.reid@dom.com>, "David A. Wollard" <dcwollard@comcast.net>, "Frank S. Royal" <fsr209@aol.com>, "George A. Davidson, Jr." <gad@city-net.com>, "John W. Harris" <jharris@lincolnharris.com>, "Peter W. Brown" <brownwpeter@gmail.com>, "Robert H. Spilman, Jr." <robs@bassettfurniture.com>, "Robert S. Jepson, Jr." <nospej@aol.com>, "William P. Barr" <wpb77@mac.com>, "Thomas Farrell" <thomas.farrell@dom.com>, "Robert M Blue" <robert.m.blue@dom.com>, "Mark McGettrick" <mark.mcgettrick@dom.com>



Carter, I would note that D ranks #1 in Quality of Management, Use of Corporate Assets, and as a Long-term Investment. On behalf of our shareholders, I thank you for all that you do to make this a reality.

Best,

Mark

Sent from my iPhone

On Mar 1, 2012, at 4:16 PM, "Helen Dragas" <HDragas@dragas.com> wrote:

Congratulations to all of you who have worked so hard to build such a well-respected company. It's an honor to be in your ranks.

Helen

**From:** Carter Reid [mailto:carter.reid@dom.com]

**Sent:** Thursday, March 01, 2012 4:10 PM

**To:** 'David A. Wollard'; 'Frank S. Royal'; 'George A. Davidson, Jr.'; Helen Dragas; 'John W. Harris'; 'Margaret A. McKenna'; 'Mark J. Kington'; 'Peter W. Brown'; 'Robert H. Spilman, Jr.'; 'Robert S. Jepson, Jr.'; 'William P. Barr'

**Cc:** Thomas Farrell; Robert M Blue; Mark McGettrick

**Subject:** Fortune's Most Admired Company survey - results are in

Dear Directors:

I am pleased to inform you that Dominion has been ranked the second most admired company in the Electric and Gas Utilities industry in *Fortune's* 2012 Most Admired Company survey. NextEra was listed as the top company in our industry with an overall score that

was slightly higher than Dominion. Southern, PSEG and Exelon finished third, fourth and fifth, respectively behind Dominion. In 2011, Dominion was ranked third, and Southern and NextEra were tied for first. While the top five companies remained the same from 2011 to 2012, each company dropped in total points from 2011 to 2012, with the exception of Dominion. Our total improved.

As you can see from the chart below, Dominion ranked first or second in seven of nine categories and had its lowest ranking of fifth in global competitiveness.

Attributes	Attribute Ranking				
	Dominion	NextEra	Southern	PSEG	Exelon
Innovation	2	1	4	3	5
People management	2	3	1	5	4
Use of corporate assets	1	3	2	4	5
Social responsibility	3	1	6	2	4
Quality of management	1	2	2	4	5
Financial soundness	2	3	1	4	5
Long-term investment	1	3	2	4	5
Quality of products/services	2	1	3	5	4
Global competitiveness	5	1	3	2	4
<b>Overall Rank</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>5</b>

*Fortune* describes the Most Admired list as a definitive report card on corporate reputations and partners with the Hay Group in conducting the survey. To create the industry lists, the Hay Group asked 10 executives and 7 directors from each company and 3 analysts selected by the company to rate companies in their own industry on nine criteria, from investment value to social responsibility.

A total of 698 companies from 32 countries covering 58 industries were surveyed by the Hay Group. The overall survey pool was derived from approximately 1,400 companies: the *Fortune* 1,000 (the 1,000 largest U.S. companies ranked by revenue), non-U.S. companies in *Fortune*'s Global 500 database with revenue of \$10 billion or more, and the top foreign companies operating in the U.S.

Thank you to those of you that participated in the survey on Dominion's behalf. Here is the link to the survey results:

<http://money.cnn.com/magazines/fortune/most-admired/2012/industries/12.html>

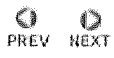
Take care, Carter

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From: "Sullivan, Teresa \(\tas6n\)" <tas6n@eservices.virginia.edu>

Subject: RE: tickets

Date: Sat, 25 Feb 2012 13:40:42 -0400

To: "Helen Dragas", "Rivers, Nancy \(\nan9k\)" <nan9k@eservices.virginia.edu>, "Teresa A. Sullivan" <President.Sullivan@virginia.edu>

Cc: "Chief of Staff" <ChiefofStaff@eservices.virginia.edu>



Nancy, I'll let you see if you can find a taker – I have to be at JPJ to meet with Mr. Jones in just a bit.

**From:** Helen Dragas [mailto:HDragas@dragas.com]

**Sent:** Saturday, February 25, 2012 12:40 PM

**To:** Rivers, Nancy (nan9k); Teresa A. Sullivan (President.Sullivan@virginia.edu)

**Subject:** tickets

Nancy and Terry,

Jon Overdevest gave me his two tickets to today's game at the end of the BOV meeting yesterday, but I haven't found anyone able to use them on such short notice. Do you care to offer them to someone? I will be at JPJ by 3:45 and could leave them at will call if so.

Also, Delegate Tata had to go to Raleigh for some business and isn't able to make it today. I gave his ticket to his granddaughter, Carter Tata, a third year Architecture School student.

Looking forward to the game. Helen

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From: "Kington, Mark" <Mark.Kington@x10capital.com>

Subject: Re: RE:

Date: Sun, 19 Feb 2012 09:43:52 -0400

To: "Helen Dragas", "Andross Gillian \"Jill\" <Gillian.Andross@x10capital.com>,  
"Farrell Thomas F. II" <thomas\_farrell@dom.com>



Yes, Tom, thank you for the heads up. Jill, please touch base with MindShift and Noble about such a screen enhancement.

With best regards,

Mark

On Feb 19, 2012, at 7:50 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

> Thanks, Tom. I appreciate the advice. Look forward to seeing you Tuesday. Helen

>

> -----Original Message-----

> From: Thomas Farrell [mailto:thomas.farrell@dom.com]

> Sent: Saturday, February 18, 2012 9:27 PM

> To: Helen Dragas; 'mark.kington@x10capital.com'

> Subject:

>

> I hear you have hunger strike. I had a sit-in. Many faculty members support both events. Ours lasted @ 4 days before they were arrested for refusing to leave the President's office. Pat Lampkin and Casteen handled it very well at the time. It is a part of the student experience. It is by the way a national campaign used to try to unionize the work force. I also got about 10,000 emails (seriously) from around the world. You should get a block puit on because they are sure to come!

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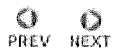


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From: "Sweeney, Robert \(\rds2j\) " <rds2j@eservices.virginia.edu>

Subject: ON BEHALF OF GORDON RAINEY: Message from President Sullivan on the death of David Prior

Date: Thu, 2 Feb 2012 16:11:31 -0400

To: "Everette Doffermyre " <edoffermyre@dscdkd.com>, "Gordon Rainey" <grainey@hunton.com>, "Traub, Alison \(\aet3a\) " <aet3a@eservices.virginia.edu>, "Fitzgerald, Charles \(\cbf2w\) " <cbf2w@eservices.virginia.edu>, "Sweeney, Robert \(\rds2j\) " <rds2j@eservices.virginia.edu>, "Val Ackerman" <ackerman.val@gmail.com>, "Byron Marchant" <byron.marchant@usna.com>, "Chris Galvin" <cgalvin@harrisonst.com>, "Chris Gustafson" <christine.gustafson@ubs.com>, "Chuck Cory" <chuck.cory@morganstanley.com>, "Dan Meyers" <dmeyers@sextantllc.com>, "Ed Mitchell" <ecm@cornerstone-ip.com>, "Bruce Failing" <failing@alerionpartners.com>, "Gene Lockhart" <glockhart@dchold.com>, "Greg Olsen" <golsen@ghoventures.com>, "Helen Dragas", "Jonathan Mariner" <jonathan.mariner@mlb.com>, "Josh Darden" <josh@jdarden.com>, "Dubby Wynne" <jowynne@jowinc.com>, "Jeff Walker" <jwalker4@optonline.net>, "Jim Todd" <jwtodd1@cox.net>, "Laura Chadwick" <lfc2222@aol.com>, "Mac Caputo" <mac.caputo@morganstanley.com>, <marcia13@bellavistava.com>, "Mark Kington" <mark.kington@x10capital.com>, "Marjorie Webb" <mhwebb@comcast.net>, "Marjorie Webb" <mhwebb99@optonline.net>, "John Nau" <nau@sedbud.com>, "Paul Tudor Jones" <paul@tudor.com>, "Reggie Lathan" <reggie@chemtrans.com>, "Becky Ruegger" <rhuegger@aol.com>, "Rick Sharp" <rs@vtencp.com>, "Sandy Miller" <smiller@ivp.com>, "Tom Saunders" <tas@ivor.com>, "Tom Farrell" <thomas\_farrell@dom.com>

Cc: <brenda\_long@dom.com>, <bwatts@fmd.com>, <candida.settino@mlb.com>, <cj@vtencp.com>, <diane.cunningham@morganstanley.com>, <Gillian.andross@x10capital.com>, <gtdenn@yahoo.com>, <jeanne@tudor.com>, <jenkinsl@sedbud.com>, <jgenovese@ghoventures.com>, <jrichwine@jowinc.com>, <lswann@harrisonst.com>, <menz@alerionpartners.com>, <sbuen Camino@ivp.com>, <schin@dchold.com>, <swindish@dscdkd.com>, <tasassist@ivor.com>, <tjoyce@hunton.com>, <velma.lester@gmail.com>

All,

It is with great sadness that I send the following on behalf of Gordon Rainey and President Sullivan.

Best regards,



Bob

Dear Colleagues:

I write to share the very sad news that David Prior, Chancellor of the University of Virginia's College at Wise, passed away early this morning.

David had served as chancellor since 2005. He was a strong, capable leader with a clear vision for the College and its future. He cared deeply about the success of the College and the people of his community, and he was a respected and much-loved figure throughout Southwest Virginia. He worked hard to build relationships with students, alumni, donors, and elected officials. He was a gifted scientist, scholar, and administrator. But most importantly on this day, we remember that he was a warm, compassionate person whose kindheartedness and good humor touched many lives. He will be dearly missed in the Wise community and in Charlottesville.

This morning I have written to our colleagues in the Wise community to let them know that our thoughts and prayers will be with them on this difficult day, and to extend our condolences to David's wife, Merry Lu, and their children.

Please join me in remembering our friends in Wise on this very sad day for our University family.

Very truly yours,














Teresa Sullivan




President Sullivan approved distribution of this message.

Robert D. Sweeney

Senior Vice President for Development and Public Affairs  
University of Virginia  
P.O. Box 400220  
Charlottesville, VA 22904-4220  
434-924-1008 (O)  
434-982-2026 (F)  
bobsweeney@virginia.edu

<http://www.linkedin.com/pub/bob-sweeney/7/183/948>











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From: "Sweeney, Robert \(\rds2j\) " <rds2j@eservices.virginia.edu>  
 Subject: CHANGE OF FORMAT - Feb. 6 CEC Meeting - 1 pm - 3 pm (EST) -  
 TELECONFERENCE ONLY



Date: Fri, 20 Jan 2012 14:44:42 -0400

To: "Teresa Sullivan" <President.Sullivan@virginia.edu>, <cbf2w@virginia.edu>, "Alison Traub" <aet3a@virginia.edu>, "Everette Doffermyre" <edoffermyre@dskd.com>, "Gordon Rainey" <grainey@hunton.com>, "Traub, Alison \(\aet3a\) " <aet3a@eservices.virginia.edu>, "Fitzgerald, Charles \(\cbf2w\) " <cbf2w@eservices.virginia.edu>, "Sweeney, Robert \(\rds2j\) " <rds2j@eservices.virginia.edu>, "Val Ackerman" <ackerman.val@gmail.com>, "Byron Marchant" <byron.marchant@usna.com>, "Chris Galvin" <cgalvin@harrisonst.com>, "Chris Gustafson" <christine.gustafson@ubs.com>, "Chuck Cory" <chuck.cory@morganstanley.com>, "Dan Meyers" <dmeyers@sextantllc.com>, "Ed Mitchell" <ecm@cornerstone-ip.com>, "Bruce Failing" <failing@alerionpartners.com>, "Gene Lockhart" <glockhart@dchold.com>, "Greg Olsen" <golsen@ghoventures.com>, "Helen Dragas", "Jonathan Mariner" <jonathan.mariner@mlb.com>, "Josh Darden" <josh@jdarden.com>, "Dubby Wynne" <jowynne@jowinc.com>, "Jeff Walker" <jwalker4@optonline.net>, "Jim Todd" <jwtodd1@cox.net>, "Laura Chadwick" <lfc2222@aol.com>, "Mac Caputo" <mac.caputo@morganstanley.com>, <marcia13@bellavistava.com>, "Mark Kington" <mark.kington@x10capital.com>, "Marjorie Webb" <mhwebb@comcast.net>, "Marjorie Webb" <mhwebb99@optonline.net>, "John Nau" <nau@sedbud.com>, "Paul Tudor Jones" <paul@tudor.com>, "Reggie Lathan" <reggie@chemtrans.com>, "Becky Ruegger" <rhuegger@aol.com>, "Rick Sharp" <rs@vtencp.com>, "Sandy Miller" <smiller@ivp.com>, "Tom Saunders" <tas@ivor.com>, "Tom Farrell" <thomas\_farrell@dom.com>

Cc: "Cronk, Loretta \(\lac2a\) " <lac2a@eservices.virginia.edu>, "Werres, Sherry \(\slt6r\) " <slt6r@eservices.virginia.edu>, "Byrd, Karen \(\ksb2y\) " <ksb2y@eservices.virginia.edu>, "Teahan, Jerilyn \(\jaf7h\) " <jaf7h@eservices.virginia.edu>, "Burriss, Gordon \(\gcb2c\) " <gcb2c@eservices.virginia.edu>, "Hurley, Bethany \(\bjh4k\) " <bjh4k@eservices.virginia.edu>, "Jarvis, Kathryn \(\kj2n\) " <kj2n@eservices.virginia.edu>, <brenda\_long@dom.com>, <bwatts@fmd.com>, <candida.settino@mlb.com>, <cj@vtencp.com>, <diane.cunningham@morganstanley.com>, <Gillian.andross@x10capital.com>, <gtdenn@yahoo.com>, <jeanne@tudor.com>, <jenkinsl@sedbud.com>, <jgenovese@ghoventures.com>, <jrichwine@jowinc.com>, <lswann@harrisonst.com>, <menz@alerionpartners.com>, <sbuencamino@ivp.com>, <schin@dchold.com>, <swindish@dskd.com>, <tasassist@ivor.com>, <tjoyce@hunton.com>, <velma.lester@gmail.com>

All,

In confirming attendance at next month's CEC meeting (Monday, February 6, 2012), we have learned that a majority of those planning to participate will be joining by phone. Given this, and

in the interest of making the best use of everyone's time and resources, we have decided to re-format the meeting to a *2-hour, teleconference only* format. If this shortened time commitment allows more members to participate, all the better.

Please hold 1:00 pm - 3:00 pm (EST) on Monday, February 6 for the meeting. Meeting materials and call-in information are forthcoming.

Best regards,

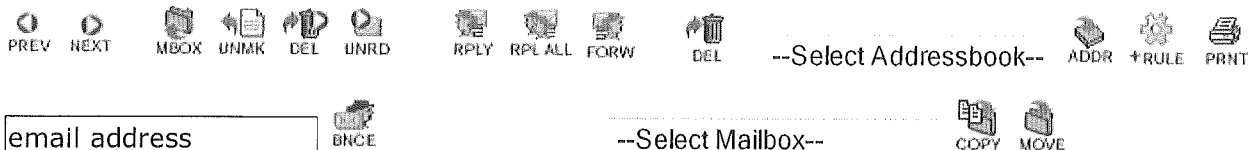
Bob

Robert D. Sweeney  
Senior Vice President for Development and Public Affairs  
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<http://www.linkedin.com/pub/bob-sweeney/7/183/948>

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From: "Sweeney, Robert \(\rds2j\) " <rds2j@eservices.virginia.edu>

Subject: Reminder - Winter CEC Meeting - NYC - Feb. 6; Articles of Interest

Date: Fri, 13 Jan 2012 11:54:13 -0400



To: "Everette Doffermyre " <edoffermyre@dsckd.com>, "Gordon Rainey" <grainey@hunton.com>, "Traub, Alison \(\aet3a\) " <aet3a@eservices.virginia.edu>, "Fitzgerald, Charles \(\cbf2w\) " <cbf2w@eservices.virginia.edu>, "Sweeney, Robert \(\rds2j\) " <rds2j@eservices.virginia.edu>, "Val Ackerman" <ackerman.val@gmail.com>, "Byron Marchant" <byron.marchant@usna.com>, "Chris Galvin" <cgalvin@harrisonst.com>, "Chris Gustafson" <christine.gustafson@ubs.com>, "Chuck Cory" <chuck.cory@morganstanley.com>, "Dan Meyers" <dmeyers@sextantllc.com>, "Ed Mitchell" <ecm@cornerstone-ip.com>, "Bruce Failing" <failing@alerionpartners.com>, "Gene Lockhart" <glockhart@dchold.com>, "Greg Olsen" <golsen@ghoventures.com>, "Helen Dragas", "Jonathan Mariner" <jonathan.mariner@mlb.com>, "Josh Darden" <josh@jdarden.com>, "Dubby Wynne" <jowynne@jowinc.com>, "Jeff Walker" <jwalker4@optonline.net>, "Jim Todd" <jwtodd1@cox.net>, "Laura Chadwick" <lfc2222@aol.com>, "Mac Caputo" <mac.caputo@morganstanley.com>, <marcia13@bellavistava.com>, "Mark Kington" <mark.kington@x10capital.com>, "Marjorie Webb" <mhwebb@comcast.net>, "Marjorie Webb" <mhwebb99@optonline.net>, "John Nau" <nau@sedbud.com>, "Paul Tudor Jones" <paul@tudor.com>, "Reggie Lathan" <reggie@chemtrans.com>, "Becky Ruegger" <rhuegger@aol.com>, "Rick Sharp" <rs@vtencp.com>, "Sandy Miller" <smiller@ivp.com>, "Tom Saunders" <tas@ivor.com>, "Tom Farrell" <thomas\_farrell@dom.com>

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All,

Happy New Year! Here's hoping 2012 brings health, happiness, and the successful completion of the campaign!

I write today for two reasons. First, I want to remind you of our next meeting, set for Monday, Feb. 6, 2012, 11:00 am - 2:30 pm in NYC. It would be very helpful to know soon if you are planning to attend or to join via teleconference.

Second, I want to share with you two recent articles relative to our campaign. The first appeared in Inside Higher Education; the second, a follow-up article, appeared in today's Daily Progress. The links for both follow below.

I look forward to seeing many of you soon, and to our work together in the year ahead as we bring the campaign to a successful close.

Best,

Bob

<http://tinyurl.com/UVaCampaignInsideHigherEd>

<http://tinyurl.com/UVaCampaignExtension-DP>

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email address



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From: "Sullivan, Teresa \\\(tas6n\\)" <tas6n@eservices.virginia.edu>  
Subject: FW: Keswick Club Announcement  
Date: Fri, 6 Jan 2012 14:01:38 -0400  
To: "Helen Dragas"  
Cc: "Chief of Staff" <ChiefofStaff@eservices.virginia.edu>

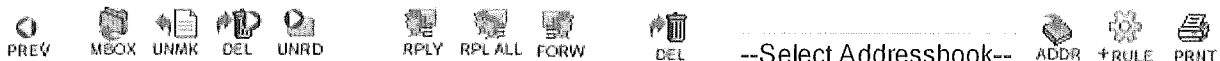


A little gossip:

**From:** Sheehy, Colette (cc) [mailto:cc@eservices.virginia.edu]  
**Sent:** Friday, January 06, 2012 12:41 PM  
**To:** 'President.Sullivan@virginia.edu'; Simon, John (jds2ts); Strine, Michael (ms6vu); Rivers, Nancy (nan9k); Harris, Susan (sgh4c); Sweeney, Robert (rds2j)  
**Subject:** Keswick Club Announcement

If you haven't seen this article or heard the news it looks like Bill Goodwin has purchased Keswick Hall.

<http://www.readthehook.com/102582/hall-sold-richmond-magnate-buys-keswick-resort-and-club>



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