



COMMONWEALTH OF VIRGINIA
HOUSE OF DELEGATES
RICHMOND

EDWARD E. LANE
CHAIRMAN, APPROPRIATIONS COMMITTEE
4TH FLOOR, STATE CAPITOL
RICHMOND, VIRGINIA 23219

TELEPHONE
804 - 786-8321

September 27, 1976

Mr. Harrol Brauer
Rector, Board of Visitors
Christopher Newport College
WVEC - Post Office Box 400
Hampton, Virginia 23669

Dear Mr. Brauer:

As you know, I have long been concerned with the need to ensure that all State programs are administered in accordance with sound management principles. The Commonwealth has made considerable progress in this direction, but several recent events indicate that significant problem areas still exist, particularly in the administration of State programs under the direction of our citizen boards.

Accordingly, I would like to take this opportunity to solicit your comment and reaction to the feasibility of establishing a formal audit mechanism that will provide necessary management and financial information directly, and independently, to you. This approach is becoming more and more of a standard practice in the private sector, and is one, I believe that holds great promise for more direct involvement of our Boards of Visitors in detecting management and financial problems before they can reach crisis proportion.

Specifically, I propose that you establish a formal reporting relationship between responsible internal auditors and an Audit Committee of your Board outside existing reporting channels. The auditors will be responsible for transmitting findings and recommendations to your audit committee on existing management and financial practices of the college. These findings would not be channeled through management, but would represent an objective, independent assessment of the accomplishments of that agency in achieving sound operating procedures.

This proposal does not represent an attempt to short-circuit existing management practices or prerogatives. Rather, it will provide a mechanism to reward good management as well as isolate questionable practices in a timely fashion. Similarly, the proposal does not represent a panacea for all management problems. The size, growth, and complexity of our State educational programs will always generate management problems. Our responsibility as public servants demands, however, that formal action be taken to assure that all policymakers, including governing boards are, in fact, responsible for and responsive to the imperatives of sound governance.

Mr. Brauer, Continued

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Consequently, I would greatly appreciate your prompt and thorough consideration of this proposal and a written response by November 1, if possible. This should allow sufficient time for reaction to the responses if it is felt that further action is necessary.

With kind regards, I remain

Very truly yours,

A handwritten signature in cursive script, appearing to read "Edward E. Lane".

Edward E. Lane

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