

BOARD OF VISITORS
WILLIAM & MARY



COMMITTEE MEETINGS

Board Rooms - Blow Memorial Hall

September 25 – 27, 2019

Board of Visitors
SCHEDULE
September 25-26, 2019

WEDNESDAY, SEPTEMBER 25:

BOARD CONFERENCE ROOM - EXECUTIVE COMMITTEE

4:00-6:30 p.m.

Executive Committee
(Mr. Fox)

John E. Littel, Chair
William H. Payne II, Vice Chair
Sue H. Gerdelman, Secretary

James A. Hixon
Lisa E. Roday
Karen Kennedy Schultz
Brian P. Woolfolk

- A. Introductory Remarks
- B. Approval of Minutes
 - 1. April 24, 2019
 - 2. July 16, 2019 Called meeting
 - 3. August 28, 2019 Called meeting
- C. Discussion topics
- D. Closed Session (if necessary)

COMMONS – PRIVATE DINING ROOM

6:30 p.m.

Board Reception and Dinner

THURSDAY, SEPTEMBER 26:

BOARD DINING ROOM

7:15 a.m. Breakfast available

BOARD ROOM – RICHARD BLAND COLLEGE COMMITTEE

7:45-9:30 a.m. Richard Bland College Committee Barbara L. Johnson, Chair
(President Sydow) J.E. Lincoln Saunders, Vice Chair

Victor K. Branch
Warren W. Buck III
Charles E. Poston
Lisa E. Roday
Brian P. Woolfolk
Tiffany R. Birdsong, faculty representative
Solomon Asare, student representative

- A. Introductory Remarks
- B. Approval of Minutes
 - 1. April 25, 2019
 - 2. July 16, 2019
- C. General Reports
- D. Action Material
 - 1. **Resolution 1**, page 23-24
 - 2. **Resolution 2**, pages 25-26
 - 3. **Resolution 3**, pages 27-42
 - 4. **Resolution 4**, pages 43-47
 - 5. **Resolution 5**, pages 48-52
 - 6. **Resolution 6**, pages 52-53
 - 7. **Resolution 7**, pages 54-55
 - 8. **Resolution 8**, page 56
- E. Closed Session (if necessary)

BOARD CONFERENCE ROOM – INVESTMENTS SUBCOMMITTEE

8:15-9:15 a.m. Investments Subcommittee Mirza Baig, Chair
(Mr. Jones, Ms. Sebring) H. Thomas Watkins III, Vice Chair
James A. Hixon

- A. Introductory Remarks
- B. Approval of Minutes – April 25, 2019
- C. Investment Portfolio Evaluation Overview
- D. Closed Session (if necessary)

THURSDAY, SEPTEMBER 26:

BLOW HALL ROOM 201 - COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

9:30-10:45 a.m. Committee on Administration, Buildings and Grounds William H. Payne II, Chair
(Mr. Jones) Warren W. Buck III, Vice Chair

James A. Hixon
Barbara L. Johnson
J.E. Lincoln Saunders
Christopher J. Abelt, faculty representative
Jeremy Simmons, student representative

- A. Approval of Minutes – April 26, 2019
- B. Report from Building Official
- C. Report from Virginia Institute of Marine Science Dean/Director
- D. Report from Senior Vice President for Finance and Administration
 - 1. **Resolution 14**, pages 59-60
 - 2. **Resolution 15**, page 61
 - 3. **Resolution 16**, page 62
 - 4. **Resolution 17**, pages 63-66
 - 5. **Resolution 18**, pages 67-68
- E. Closed Session (if necessary)

BOARD ROOM – COMMITTEE ON INSTITUTIONAL ADVANCEMENT

10:30-11:45 a.m. Committee on Institutional Advancement Sue H. Gerdelman, Chair
(Mr. Broaddus, Mr. Lambert) Anne Leigh Kerr, Vice Chair

Mari Carmen Aponte
Victor K. Branch
H. Thomas Watkins III
David Armstrong, faculty representative
Kelsey Vita, student representative

- A. Approval of Minutes – April 25, 2019
- B. Campaign Update
- C. Positioning Study Results
- D. Closed Session (if necessary)

11:45 a.m. Depart for Fraternity complex in College vans

Board of Visitors
SCHEDULE
September 25-26, 2019

FRIDAY, SEPTEMBER 27:

BOARD DINING ROOM

7:30 a.m. Breakfast available

BOARD ROOM – COMMITTEE ON FINANCIAL AFFAIRS

8:00-9:30 a.m. Committee on Financial Affairs James A. Hixon, Chair
(Mr. Jones, Ms. Sebring) Mirza Baig, Vice Chair

S. Douglas Bunch
Anne Leigh Kerr
Charles E. Poston
H. Thomas Watkins III
Thomas J. Ward, faculty representative
Abhi Chadha, student representative

- A. Approval of Minutes – April 25, 2019
- B. Report from Senior Vice President for Finance and Administration and Vice President for Finance and Technology
 - 1. **Resolution 19**, pages 74-96
 - 2. **Resolution 20**, pages 97-99
 - 3. **Resolution 21**, pages 100-115
- C. Report from Virginia Institute of Marine Science Dean/Director
 - 1. **Resolution 22**, pages 116-124
 - 2. **Resolution 23**, pages 125-128
- D. Investments Subcommittee report
- E. Closed Session (if necessary)

BOARD ROOM – BOARD OF VISITORS MEETING

9:30-11:45 a.m. FULL BOARD MEETING - see MEETING AGENDA Mr. Littel

11:45-12:15 p.m. BoardEffect training

BLOW HALL ROOM 201

12:30 p.m. Lunch

**AGENDA ITEMS
Board of Visitors Meeting
William & Mary**

**September 25-27, 2019
Board Room - Blow Memorial Hall**

RICHARD BLAND COLLEGE

Resolution 1, pages 23-24	Resolution to Approve 2020-2026 Capital Outlay Plan
Resolution 2, pages 25-26	Resolution to Approve Unfunded Scholarships
Resolution 3, pages 27-42	Resolution to Approve 2020-2026 Six-Year Plan
Resolution 4, pages 43-47	Resolution to Approve FY21 Operating and Capital Budget Requests
Resolution 5, pages 48-51	Resolution to Approve Revisions to the Discrimination, Harassment, Sexual Misconduct, & Retaliation Policy
Resolution 6, pages 52-53	Resolution to Approve the College Workforce Planning and Development Report
Resolution 7, pages 54-55	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 8, page 56	Appointments to Fill Vacancies in the Professional Faculty

WILLIAM & MARY

Resolution 9, pages 11-15	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 10, page 16	Designated Professorships
Resolution 11, page 17	Faculty Leaves of Absence
Resolution 12, page 18	Award of Academic Tenure
Resolution 13, page 19	Resolution to Approve a Bachelor of Arts/Bachelor of Science Program in Health Sciences

Board of Visitors
AGENDA ITEMS
September 25-27, 2019

Resolution 14, pages 59-60	Resolution to Approve Modification to 2020-2026 Six-Year Capital Plan
Resolution 15, page 61	Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories
Resolution 16, page 62	Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Improve Athletic Facilities
Resolution 17, pages 63-66	Resolution of the Board of Visitors of William & Mary Virginia College Building Authority Financing Authorization: Improve Athletic Facilities
Resolution 18, pages 67-68	Resolution to Approve University Workforce Planning and Development Report
Resolution 19, pages 74-96	William & Mary 2020-2026 Six-Year Plan
Resolution 20, pages 97-99	William & Mary 2020-2022 Operating Budget Requests
Resolution 21, pages 100-115	Revision to the Investment and Spending Policy for Endowment
Resolution 22, pages 116-124	Virginia Institute of Marine Science 2020-2026 Six-Year Plan
Resolution 23, pages 125-128	Virginia Institute of Marine Science 2020-2022 Operating Budget Requests
Resolution 24, tab #24	Revisions to the Bylaws of the Board of Visitors

COMMITTEE ON ACADEMIC AFFAIRS

September 25, 2019

2:30 – 4:00 p.m.

Board Room - Blow Memorial Hall

S. Douglas Bunch, Chair

Karen Kennedy Schultz, Vice Chair

- I. **Introductory Remarks – Mr. Bunch**
- II. **Approval of Minutes – April 24, 2019**
- III. **Report from Provost Peggy Agouris**
- IV. **Report from Faculty Liaison Committee Chair David S. Armstrong**
- V. **Closed Session (if necessary)**
- VI. **Action Materials - Provost Peggy Agouris**
 - 1. **Appointments to Fill Vacancies in the Instructional Faculty** **Resolution 9**
 - 2. **Designated Professorships** **Resolution 10**
 - 3. **Faculty Leaves of Absence** **Resolution 11**
 - 4. **Award of Academic Tenure** **Resolution 12**
 - 5. **Resolution to Approve a Bachelor of Arts/Bachelor of Science Program in Health Sciences** **Resolution 13**
- VII. **Discussion**
- VIII. **Adjourn**

**COMMITTEE ON ACADEMIC AFFAIRS
MINUTES – APRIL 24, 2019**

MINUTES
Committee on Academic Affairs
April 24, 2019
Board Room – Blow Memorial Hall

Attendees: Karen Kennedy Schultz, Chair; S. Douglas Bunch, Vice Chair; Warren W. Buck III, Anne Leigh Kerr and student representative Brendan J. Boylan. Others present: Provost Michael R. Halleran, Henry Broaddus, W. Fanchon Glover, Michael Fox, Jeremy Martin, Sarah Melchior, Roscoe Roberts, Tom Ward, Kate Conley, Virginia Torczon, Skip Niles, Linda Schafner, Brian W. Whitson and other university faculty and staff.

Chair Karen Kennedy Schultz called the Committee to order at 3:00 p.m.

Following opening remarks, Ms. Schultz recognized that a quorum was present and asked for a motion to approve the minutes of the meeting of February 6, 2019. Motion was made by Ms. Kerr, seconded by Mr. Bunch and approved by voice vote of the Committee.

Ms. Schultz welcomed Steve Hanson, Vice Provost for International Affairs and Director of the Reves Center. Mr. Hanson introduced three students who had recently competed in the 2019 Schumann Challenge sponsored by the State Department. A discussion between the Committee members and the students ensued.

Provost Halleran offered reflections on changes at W&M during his ten-year tenure as provost and offered a word of advice (“hedgehog”) for the exciting and promising future that lies ahead.

Following a brief review of the agenda, the Provost called on Associate Provost for Enrollment and Dean of Admission Tim Wolfe for an update on admission demographics and trends. A discussion ensued.

Faculty Liaison Committee Chair Professor Tom Ward provided an update on the Faculty Assembly’s work on the Faculty Handbook, then introduced Professor Debbie Steinberg, CSX Professor of Marine Science, who discussed her research interests in zooplankton ecology and physiology, coastal and deep-sea food webs, and carbon and nutrient cycling, and her work on long-term changes in Antarctic marine ecosystems. A discussion ensued.

The Provost reviewed the resolutions, noting that Resolution 7, Appointment to Fill Vacancies in the Instructional Faculty, was revised to add the Provost-elect and her spouse, and Resolution 9, Faculty Leaves of Absence, was revised to add an additional faculty member. Three handout Resolutions were distributed -- Resolution 41 Appointment to Fill Vacancy in the Executive Faculty, for appointment of the Provost; Resolution 42, Resolution to Modify the Faculty Handbook, and Resolution 43, Resolution to Modify the Bylaws of the Faculty Assembly.

Following discussion, Ms. Schultz asked for a motion to adopt as a block:

- **Resolution 7 REVISED**, Appointment to Fill Vacancies in the Instructional Faculty
- **Resolution 8**, Designated Professorships
- **Resolution 9 REVISED**, Faculty Leaves of Absence
- **Resolution 12**, Resolution to Modify the Faculty Retirement and Return to Work Policy
- **Resolution 13**, Resolution to Modify the Constitution of the Faculty Assembly
- **Resolution 14**, Resolution to Modify the Bylaws of the Faculty of Arts & Sciences
- **Resolution 15**, Resolution to Approve a Bachelor of Arts in Education Program in Elementary Education
- **Resolution 16**, Resolution to Approve a Master of Computer Science Program in Arts & Sciences
- **HANDOUT Resolution 41**, Appointment to Fill Vacancy in the Executive Faculty
- **HANDOUT Resolution 42**, Resolution to Modify the Faculty Handbook
- **HANDOUT Resolution 43**, Resolution to Modify the Bylaws of the Faculty Assembly

Motion was made by Ms. Kerr, seconded by Mr. Buck and approved by voice vote of the Committee. (**Resolution 7(R), Resolution 9(R), Resolution 41, Resolution 42 and Resolution 43** are appended.)

Ms. Schultz asked for a motion to approve the retirement resolutions:

- **Resolution 17**, Retirement of Bruce B. Campbell, Department of Modern Languages & Literatures
- **Resolution 18**, Retirement of James S. Heller, Law School
- **Resolution 19**, Retirement of Deborah A. Hewitt, Mason School of Business
- **Resolution 20**, Retirement of Lori Korinek, School of Education
- **Resolution 21**, Retirement of Gail A. McEachron, School of Education
- **Resolution 22**, Retirement of Lawrence J. Ring, Mason School of Business
- **Resolution 23**, Retirement of William L. Stauffer, Mason School of Business
- **Resolution 24**, Retirement of William R. Stewart, Jr., Mason School of Business
- **Resolution 25**, Retirement of Robert H. Stowers, Mason School of Business

Motion was made by Mr. Buck, seconded by Mr. Bunch and approved by voice vote of the Committee.

Ms. Schultz moved that the Committee on Academic Affairs convene in Closed Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, promotions, tenure, leaves and retirements of instructional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia.. Motion was seconded by Ms. Kerr and approved by voice vote of the Committee. The Committee went into closed session at 4:40 p.m.

Committee on Academic Affairs

MINUTES

Page 3

The Committee reconvened in open session at 5:12 p.m. Ms. Schultz reviewed the topics discussed during closed session, and then moved to adopt the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Buck and approved by roll call vote of the Committee members conducted by the Committee Chair. (Certification **Resolution** is appended.)

Ms. Schultz asked for a motion to adopt **Resolution 10**, Faculty Promotions; and **Resolution 11**, Award of Academic Tenure. Motion was made by Ms. Kerr, seconded by Mr. Buck and approved by voice vote of the Committee.

There being no further business, the Committee adjourned at 5:15 p.m.

April 24, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Academic Affairs 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;

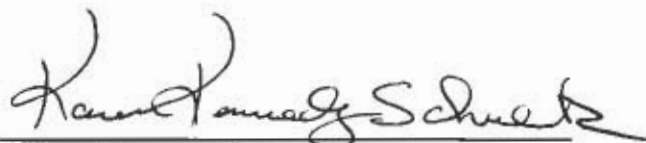
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to 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 Academic Affairs.

VOTE

AYES: 4

NAYS: 0

ABSENT DURING CLOSED SESSION:



Karen Kennedy Schultz
Chair
Committee on Academic Affairs

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of William & Mary have resulted because of resignations, terminations or the approval of additional positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the appointment of the following individuals to fill these positions effective with the dates listed below.

ALICIA P. ANDRZEJEWSKI, Assistant Professor of English, effective August 10, 2019

B.A., Mars Hill University, 2010
M.A., Appalachian State University, 2012
Ph.D., The City University of New York, 2019

OSCAR CHAPARRO, Assistant Professor of Computer Science, effective August 10, 2019

B.Eng. (2010) and M.Eng. (2012) Universidad Nacional de Colombia, Bogotá, Columbia
Ph.D., University of Texas at Dallas, 2019

RACHEL CHUNG, Associate Clinical Professor at the Raymond A. Mason School of Business, effective August 10, 2019

B.S., National Taiwan University, Taipei, Taiwan, 1995
M.S. (2001), Ph.D. (2002, 2009), University of Pittsburgh

Chatham University
Associate Professor, 2018-2019
Director of Business Programs, 2013-2017

Carlow University
Assistant Professor, 2008-2013
MBA Acting Director, 2013
MBA Co-Director, 2012
MBA Coordinator, 2009-2012
Executive MBA Coordinator, 2008-2009

Vietnam National University
Visiting Scholar, 2018

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

REBECCA D. FARBER, Assistant Professor of Sociology, effective
August 10, 2019

B.A., Bryn Mawr College, 2010
Ph.D., Boston University, 2019

TIANRAN HU, Assistant Professor of Computer Science, effective August
10, 2019

B.E., Sichuan University, Chengdu, China, 2010
M.Sc, Hong Kong University of Science and Technology, Hong Kong,
China, 2011
Ph.D., University of Rochester, 2019

PRADEEP KUMAR, Assistant Professor of Computer Science, effective
August 10, 2019

B.Tech., Indian Institute of Technology, Dhanbad, India, 2007
Ph.D., The George Washington University, 2014

The George Washington University
Research Assistant, 2016-2019
Teaching Assistant, 2014-2016

PIERO MAZZINI, Assistant Professor of Marine Science, effective
February 10, 2020

B.S., University of Vale do Itajai, Brazil, 2006
M.S., University of Sao Paulo, Brazil, 2009
Ph.D., Oregon State University, 2014

San Francisco State University
Assistant Professor, 2017-2019

Rutgers, The State University of New Jersey
Postdoctoral Researcher, 2015-2017

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

KATIE LOPRESTI, Assistant Clinical Professor, effective August 10, 2019

B.S., University of Puget Sound, 2008
M.S. (2009) and Ph.D. (2013), Purdue University

William & Mary
Lecturer, 2015-2019
Visiting Assistant Professor, 2013-2015

NICOLE MILLETTE, Assistant Professor of Marine Science, effective
February 10, 2020

B.S., University of Rhode Island, 2011
Ph.D., University of Maryland Center of Environmental Sciences, 2016

Woods Hole Oceanographic Institution
Postdoctoral Fellow, 2018-2019

Mississippi State University
Postdoctoral Researcher, 2016-2018

CHRISTOPHER J. MONAHAN, Assistant Professor of Physics, effective
August 10, 2019

M.Phys., University of Edinburgh, Edinburgh, Scotland, 2007
Ph.D., University of Cambridge, Cambridge, United Kingdom, 2012

University of Washington
Postdoctoral Research Associate, 2017-2019

Rutgers, The State University of New Jersey
Postdoctoral Associate, 2015-2017

University of Utah
Postdoctoral Research Associate, 2014-2015

William & Mary
Postdoctoral Research Associate, 2011-2014

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

EMILY G. MOSCHINI, Assistant Professor of Economics, effective
August 10, 2019

B.A., University of Chicago, 2010
M.A., Collegio Carlo Alberto, Torino, Italy, 2012
Ph.D., University of Minnesota, 2019

CHRISTOPHER J. PATRICK, Assistant Professor of Marine Science,
effective January 10, 2020

B.S., University of Maryland, College Park, 2006
Ph.D., University of Notre Dame, 2012

Texas A&M University
Assistant Professor, 2016-2019

American Association for the Advancement of Science
Fellow, 2014-2015

Smithsonian Environmental Research Center
Research Associate, 2014-2019
Ecologist, 2011- 2014

NOELLE ST. GERMAIN-SEHR, Clinical Assistant Professor
and Counseling Clinical Experience Director, effective May 25, 2019

B.M., Loyola University New Orleans, 1991
M.Ed., University of New Orleans, 1993
Ph.D., St. Mary's University, 2003

Argosy University Online
Adjunct Instructor, 2019
Associate Professor and Director of Clinical Training, 2016-2018
Assistant Professor and Director of Clinical Training, 2010-2016

Texas Woman's University
Assistant Professor, 2007-2010

University of Texas at San Antonio
Adjunct Professor, 2005-2006

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

NOELLE ST. GERMAIN-SEHR, cont'd

St. Mary's University
Adjunct Professor, 2002-2005

MEAGHAN L. STIMAN, Assistant Professor of Sociology, effective August
10, 2019

B.A., Stonehill College, 2010
Ph.D., Boston University, 2017

William & Mary
Visiting Assistant Professor, 2017-2019

WILLIAM & MARY
DESIGNATED PROFESSORSHIPS

The following members of the Instructional Faculty of William & Mary have been recommended for designated professorships.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves designated professorships for the following members of the Faculty, effective with the 2019-20 academic year:

AARON-ANDREW P. BRUHL, Rita Anne Rollins Professor of Law

EVAN J. CRIDDLE, Ernest W. Goodrich Professor of Law

ADAM M. GERSHOWITZ, R. Hugh and Nolie Haynes Professor of Law

MICHAEL BRENNAN HARRIS, Class of 1955 Term Distinguished Associate Professor of Kinesiology & Health Sciences

ELIZABETH LOSH, Gale and Steve Kohlhagen Term Distinguished Associate Professor of English & American Studies

DARIAN M. IBRAHIM, Tazewell Taylor Professor of Law

WILLIAM & MARY
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or with partial pay for the reasons given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves these leaves of absence:

CALVIN HUI, Associate Professor of Chinese Studies, to accept an ACLS Fellowship during the 2019-20 academic year.

SIMON MIDDLETON, Associate Professor of History, to accept a fellowship with the National Humanities Center during the 2019-20 academic year.

RONALD B. SCHECHTER, Professor of History to accept a John Simon Guggenheim Fellowship during the 2019-20 academic year.

PETER M. VISHTON, Associate Professor of Psychological Sciences, to accept an intergovernmental appointment at the National Science Foundation for the 2019-20 academic year.

WILLIAM & MARY
AWARD OF ACADEMIC TENURE

The following member of the Instructional Faculty at William & Mary has been recommended for the award of academic tenure by the appropriate departmental committee and chair, the appropriate dean, and by the President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the following member of the Faculty be awarded academic tenure, effective with the beginning of the 2019-20 academic year:

Peggy Agouris, Professor of Computer Science

**WILLIAM & MARY
RESOLUTION TO APPROVE A BACHELOR OF ARTS/BACHELOR OF SCIENCE
PROGRAM IN HEALTH SCIENCES**

WHEREAS, the William & Mary Faculty of Arts & Sciences proposes to offer an undergraduate program that will confer a Bachelor of Arts (B.A.) and Bachelor of Science (B.S.) Degree in Health Sciences starting in August 2020, and

WHEREAS, this undergraduate program has been developed by faculty members in the Department of Kinesiology & Health Sciences and is supported by the Arts & Sciences senior administration, and

WHEREAS, the proposal has received approval from the Arts & Sciences Educational Policy Committee in April 2019 and the Faculty of Arts & Sciences in May 2019, and

WHEREAS, the demand for employees with skills and knowledge in areas related to human health is growing and this program will prepare students to pursue multiple career options in allied health, medicine, public health, and general areas of health science, and offer students credentials that are highly desirable to employers, and

WHEREAS, this program will utilize the core competencies of existing faculty members in Kinesiology & Health Sciences who have the expertise to teach and shepherd this program successfully,

THEREFORE, BE IT RESOLVED, That upon recommendation of the President and the Provost, the Board of Visitors approves the creation of a Bachelor of Arts/Bachelor of Science in Health Sciences degree program, which will be taught and administered by the Faculty of Arts & Sciences.

BE IT FURTHER RESOLVED, That the university will create this new program in compliance with all requirements of the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

EXECUTIVE COMMITTEE
September 25, 2019
4:00 – 6:30 p.m.
Board Conference Room - Blow Memorial Hall

John E. Littel, Chair
William H. Payne II, Vice Chair
Sue H. Gerdelman, Secretary

- I. Introductory Remarks – Mr. Littel

- II. Approval of Minutes
 - A. April 24, 2019
 - B. July 16, 2019 Called meeting
 - C. August 28, 2019 Called meeting

- III. Closed Session (if necessary)

- IV. Discussion

- V. Adjourn

**EXECUTIVE COMMITTEE
MINUTES – APRIL 24, 2019
CALLED MEETING JULY 16, 2019
CALLED MEETING AUGUST 28, 2019**

MINUTES
Executive Committee
April 24, 2019
Board Conference Room – Blow Memorial Hall

Attendees: John E. Littel, Chair; William H. Payne II, Vice Chair; Sue H. Gerdelman, Thomas R. Frantz, James A. Hixon, Lisa E. Roday and Brian P. Woolfolk. Others in attendance: President Katherine A. Rowe, Michael J. Fox and Special Counsel Roscoe C. Roberts

Chair John E. Littel called the meeting to order at 4:30 p.m.

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of February 6, 2019. Motion was made by Mr. Frantz, seconded by Ms. Roday and approved by voice vote of the Committee.

Mr. Littel welcomed Mr. Roberts, and then asked Secretary to the Board Michael Fox to review the Board schedule.

Following discussion of several Board agenda topics, Mr. Littel moved that the Executive Committee of William & Mary convene in Closed Session for the purpose of discussing personnel matters regarding specific personnel, the performance and evaluations of specific executive employees; the evaluation of the performance of departments or schools; consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation; consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, and to discuss specific recommendations related to future fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A.1., 7., 8. and 9. of the Code of Virginia. Motion was seconded by Ms. Gerdelman and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 4:53 p.m.

The Executive Committee reconvened in open session at 6:26 p.m. Mr. Littel reviewed the topics discussed during closed session, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 6:30 p.m.

April 24, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Executive Committee 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 Executive Committee, 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 Executive Committee.

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Chair
Executive Committee

MINUTES
Executive Committee Called Meeting
July 16, 2019
W&M Richmond Office – 108 North 8th Street

Attendees: John E. Littel, Chair; Sue H. Gerdelman, Secretary; Lisa E. Roday; Brian P. Woolfolk. Others in attendance: President Katherine A. Rowe, Michael J. Fox, University Counsel Carrie S. Nee.

Chair John E. Littel called the meeting to order at 4:00 p.m. and welcomed committee members and other audience members present.

Mr. Littel advised that Vice Chair Will Payne was in Bristol, Virginia, and committee member Jim Hixon was in England, and unable to attend this meeting but have requested to participate by phone. The Board *Bylaws* set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting compliance with the Board *Bylaws*, Mr. Littel moved that the Executive Committee approve the remote participation of Jim Hixon and Will Payne. Motion was seconded by Ms. Gerdelman and approved by voice vote. Mr. Payne and Mr. Hixon were welcomed to the meeting.

Following brief introductory remarks, Mr. Littel moved that the Executive Committee convene in Closed Session for the purpose of discussing the evaluation process and performance of the President of Richard Bland College and the President of William & Mary, pursuant to Va. Code Sec. 2.2-3711(a)(1). Motion was seconded by Ms. Gerdelman and approved by voice vote. Observers were asked to leave the room and the Committee went into Closed Session at 4:15 p.m.

The Executive Committee reconvened in open session at 4:45 p.m. Mr. Littel reviewed the topics discussed during closed session, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 5:28 p.m.

July 16, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Executive Committee 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 Executive Committee, 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 Executive Committee.

VOTE

AYES: 6
NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Chair
Executive Committee

MINUTES
Executive Committee Called Meeting
August 28, 2019
Board Conference Room – Blow Memorial Hall

Attendees: John E. Littel, Chair; Sue H. Gerdelman, Secretary; James A. Hixon; Lisa E. Roday and Karen Kennedy Schultz. Others in attendance: President Katherine A. Rowe; Michael J. Fox, Samuel E. Jones, University Counsel Carrie S. Nee; Brian W. Whitson, Sandra J. Wilms

Rector John E. Littel called the meeting to order at 3:00 p.m. Noting that President Rowe had introduced Provost Peggy Agouris to the members prior to the meeting, he welcomed Committee members and other audience members present.

Mr. Littel advised that Vice Chair Will Payne is in Bristol, Virginia, and Committee member Brian Woolfolk is in Fort Washington, Maryland. The Vice Chair of the Administration, Buildings and Grounds Committee Warren Buck is in Washington state. They are unable to attend this meeting but have requested to participate by phone. The Board Bylaws set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting compliance with the Board Bylaws, Mr. Littel moved that the Executive Committee approve the remote participation of Will Payne, Brian Woolfolk and Warren Buck. Motion was seconded by Mr. Hixon and approved by voice vote. Mr. Payne, Mr. Woolfolk and Mr. Buck were welcomed to the meeting.

In his introductory remarks, Mr. Littel advised that the Committee would need to go into a Closed Session regarding a personnel and property matter, but there are two resolutions dealing with easements involving the Field Hockey center and the Arts Complex.

In brief introductory remarks, President Rowe provided highlights as the university heads into strategic planning and extended a welcome to all members of the Board to participate in the process.

Senior Vice President for Finance and Administration provided background to the two resolutions for easements. Following brief discussion, Mr. Littel asked for a motion to approve **Resolution 1**, Resolution to Approve Electrical Easement Serving Tribe Field Hockey Center, and **Resolution 2**, Resolution to Approve Electrical Easement Serving Fine & Performing Arts Facility. Motion was seconded by Mr. Payne and approved by voice vote. (**Resolutions 1 and 2** are appended.)

Mr. Littel moved that the Executive Committee convene in Closed Session to discuss the evaluation of departments exercising restructured authority where such discussion will necessarily involve identifiable university employees; for consideration of the acquisition and disposition of real property where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; for consultation with legal counsel on personnel and real estate matters requiring legal advice, pursuant to Virginia Code Section 2.2-3711.A.1., 3. and 8. Motion was seconded by Ms. Schultz and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into Closed Session at 3:14 p.m.

Executive Committee Called Meeting

MINUTES

Page 2

The Executive Committee reconvened in open session at 4:35 p.m. Mr. Littel reviewed the topics discussed during closed session, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue Gerdelman. (Certification **Resolution** is appended.)

Mr. Littel asked for a motion to approve the following:

Consistent with the discussion in closed session, the Executive Committee authorizes the President and the Senior Vice President to execute the proposed real estate transaction should this action be needed.

Motion was made by Mr. Hixon, seconded by Ms. Roday and approved by voice vote.

There being no further business, the Committee adjourned at 4:36 p.m.

**WILLIAM & MARY
RESOLUTION TO APPROVE
ELECTRICAL EASEMENT SERVING TRIBE FIELD HOCKEY CENTER**

WHEREAS, William & Mary (the university) requests Board of Visitors' approval of the following utility easement for Virginia Electric and Power Company, doing business as Dominion Energy Virginia; and

WHEREAS, the university and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 10 of the Title 23.1 et seq., of the *Code of Virginia*; and

WHEREAS, the Agreement was renewed in 2009 and 2013; and

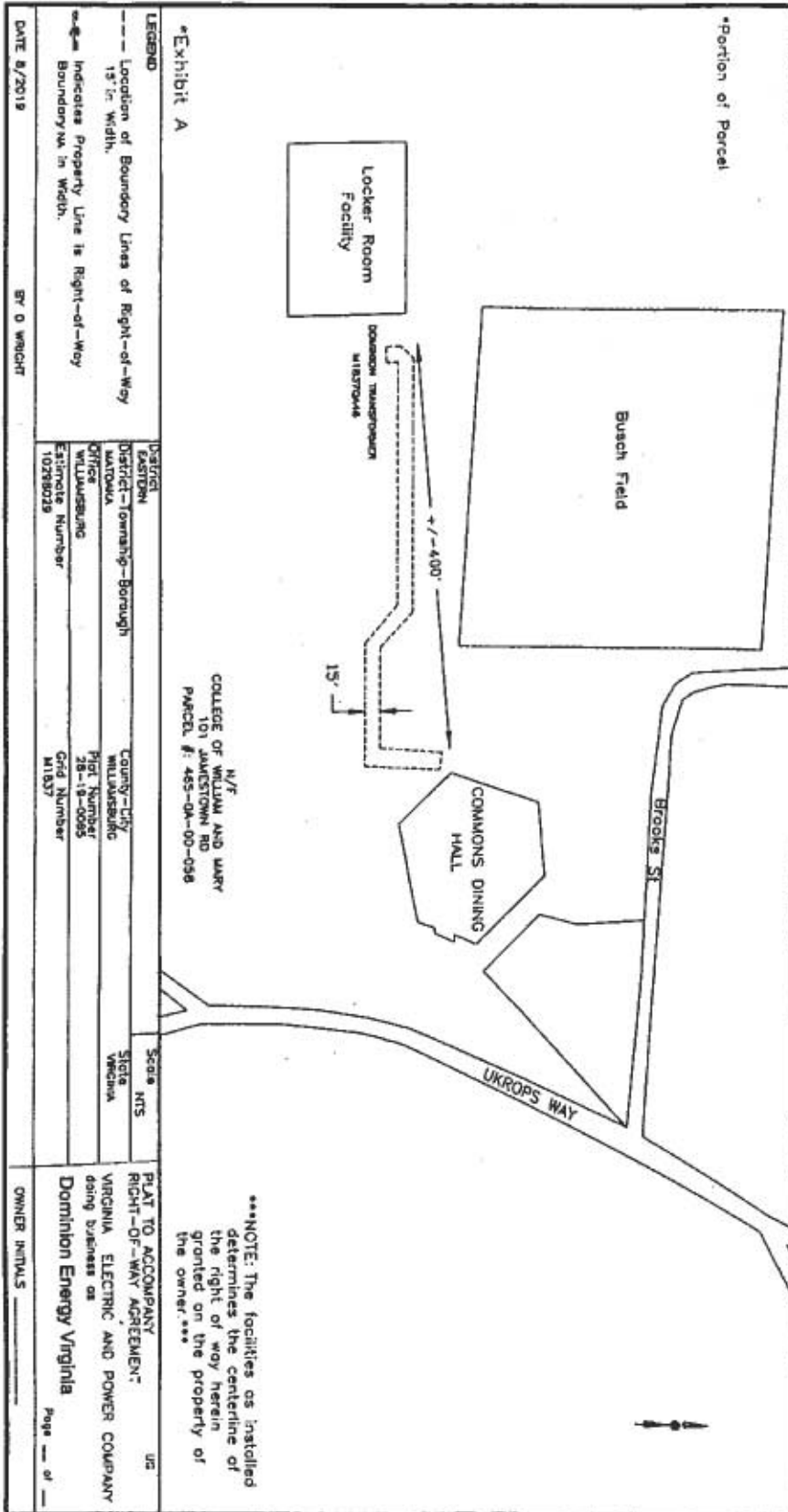
WHEREAS, the Agreement authorizes the William & Mary's Board of Visitors to approve easements locally; and

WHEREAS, Dominion Energy Virginia requested an easement of right-of-way, fifteen feet (15') in width, to lay, erect, construct, operate, maintain and repair underground electric facilities and all equipment, accessories and appurtenances necessary in connection therewith, for the purpose of providing underground electric facilities to the new Tribe Field Hockey Center, which will be constructed adjacent to Busch Field; and

WHEREAS, there is no transfer of property involved which would require action by the General Assembly (per Chapter 774, 1995 Acts of Assembly);

THEREFORE. BE IT RESOLVED, by the Rector and the Board of Visitors of William & Mary, that approval is given, in accordance with all authorities, policies, and procedures in force and necessary to accomplish same, for the easement named in the resolution; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Finance and Administration and his staff are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the university's name.



**WILLIAM & MARY
RESOLUTION TO APPROVE
ELECTRICAL EASEMENT SERVING FINE & PERFORMING ARTS FACILITY I**

WHEREAS, William & Mary (the university) requests Board of Visitors' approval of the following utility easement for Virginia Electric and Power Company, doing business as Dominion Energy Virginia; and

WHEREAS, the university and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 10 of the Title 23.1 et seq., of the *Code of Virginia*; and

WHEREAS, the Agreement was renewed in 2009 and 2013; and

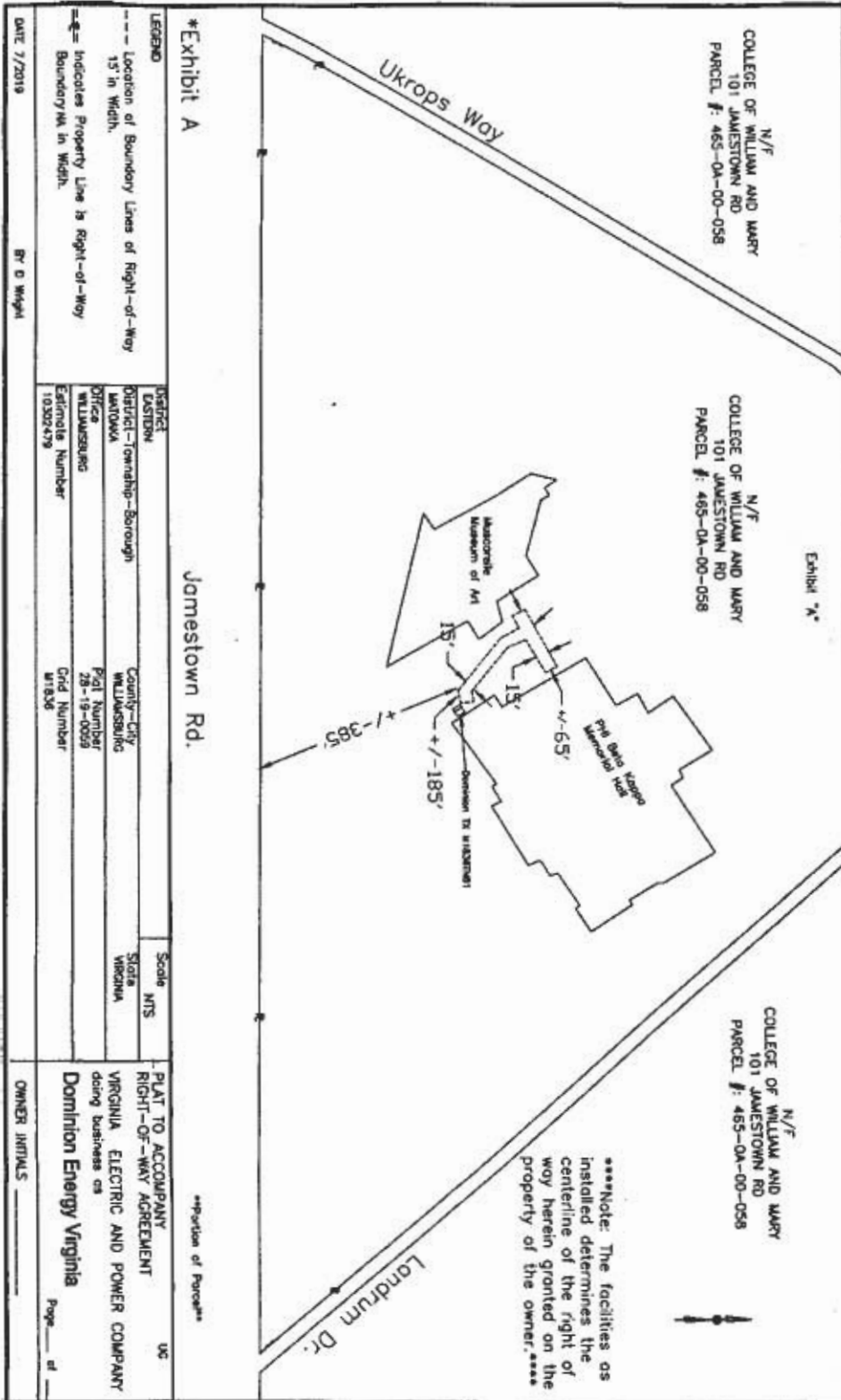
WHEREAS, the Agreement authorizes the William & Mary's Board of Visitors to approve easements locally; and

WHEREAS, Dominion Energy Virginia requested an easement of right-of-way, fifteen feet (15') in width, to lay, erect, construct, operate, maintain and repair underground electric facilities and all equipment, accessories and appurtenances necessary in connection therewith, for the purpose of providing underground electric facilities to the Muscarelle Museum of Art and the Phi Beta Kappa Hall addition and renovation on Jamestown Road between Landrum Drive and Ukrop Way.

WHEREAS, there is no transfer of property involved which would require action by the General Assembly (per Chapter 774, 1995 Acts of Assembly);

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of William & Mary, that approval is given, in accordance with all authorities, policies, and procedures in force and necessary to accomplish same, for the easement named in the resolution; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Finance and Administration and his staff are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the university's name.



August 28, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Executive Committee 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 Executive Committee, 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 Executive Committee.

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Chair
Executive Committee

RICHARD BLAND COLLEGE COMMITTEE

September 26, 2019

7:45 a.m. – 9:30 a.m.

Board Room – Blow Memorial Hall

Barbara Johnson, Chair

Lincoln Saunders, Vice Chair

- I. Introductory Remarks – Ms. Johnson
- II. Approval of Minutes – April 25, 2019
- III. General Reports
 - A. Report from President and Administration – Debbie L. Sydow
 - B. Report from Faculty Representative – Tiffany Birdsong
 - C. Report from Student Representative – Solomon Asare
- IV. Action Material
 - A. Resolution to Approve 2020-2026 Capital Outlay Plan Resolution 1
 - B. Resolution to Approve Unfunded Scholarships Resolution 2
 - C. Resolution to Approve 2020-2026 Six-Year Plan Resolution 3
 - D. Resolution to Approve FY21 Operating and Capital Budget Requests Resolution 4
 - E. Resolution to Approve Revisions to the Discrimination, Harassment, Sexual Misconduct, & Retaliation Policy Resolution 5
 - F. Resolution to Approve the College Workforce Planning and Development Report Resolution 6
 - G. Appointments to Fill Vacancies in the Instructional Faculty Resolution 7
 - H. Appointments to Fill Vacancies in the Professional Faculty Resolution 8

RICHARD BLAND COLLEGE COMMITTEE
September 26, 2019

- V. Informational Material (Pre-reads)
 - A. Administrative Updates: Performance Report September 2019 *Pre-read*
 - B. 2018-19 Year End Operating Budget Update. *Pre-read*
 - C. Report of the Faculty Representative. *Pre-read*
 - D. Report of the Student Representative. *Pre-read*
 - E. A Review of Student Employment at RBC: Findings and Recommendations. *Pre-read*
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

**RICHARD BLAND COLLEGE COMMITTEE
MINUTES – APRIL 25, 2019
CALLED MEETING JULY 16, 2019**

MINUTES
Richard Bland College Committee
April 25, 2019
Board Room – Blow Memorial Hall

Attendees: J.E. Lincoln Saunders, Vice Chair, Victor K. Branch, Warren W. Buck III, Lisa E. Roday; Karen Kennedy Schultz; Brian P. Woolfolk, faculty representative Matthew J. Smith and student representative Kayla M. Hand. Board members present: Rector John E. Littel. Others present: President Debbie L. Sydow, Maria Dezenberg, J. Tyler Hart, Paul Edwards, Kenneth LaTessa, Eric Kondzielawa, Kent B. Erdahl, Carrie S. Nee, Kate Conley, Amy S. Sebring, Stacey Sokol, Michael J. Fox, Brian W. Whitson, Joanne Williams, Sandra J. Wilms and other faculty and staff.

Vice Chair Lincoln Saunders called the Richard Bland College Committee to order at 7:35 a.m. and welcome attendees. Mr. Saunders noted that Richard Bland had held a public hearing on tuition on March 21, and thanked Barbara Johnson, Anne Leigh Kerr and Will Payne for attending. He noted there will be no tuition increase in FY20 for RBC students.

Recognizing that a quorum was present, Mr. Saunders asked for a motion to approve the minutes of the meeting of February 7, 2019. Motion was made by Ms. Schultz, seconded by Ms. Roday and approved by voice vote of the Committee.

President Sydow provided a brief overview of the last five years and the strategic plan, RBC 19.

Chief Business Officer Paul Edwards reported on the budget resolutions: **Resolution 2 REVISED**, Approval of 2019-2020 Operating Budget Proposal, and **Resolution 3 REVISED**, Approval of 2019-2020 Tuition & Fees. Following a brief discussion, Mr. Saunders moved adoption of the two resolutions. Motion was seconded by Mr. Buck and approved by voice vote of the Committee. (**Resolution 2R** and **Resolution 3R** are appended.)

Ms. Saunders moved that the Richard Bland College Committee convene in Closed Session to evaluate the performance of departments of the institution in conjunction with the SACSCOC assessment where such evaluation will necessarily involve discussion of the performance of specific individuals, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into Closed Session at 7:51 a.m.

The Committee reconvened in open session at 8:13 a.m. Mr. Saunders reviewed the topics discussed during the closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Buck and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Strategic Initiatives Program Manager Stacey Sokol reviewed the Virginia Dual Enrollment program.

Richard Bland College Committee
MINUTES
Page 2

Student representative Kayla Hand invited three classmates to share their experiences at Richard Bland. A brief discussion between the students and the Committee members ensued.

Following review of the faculty resolutions, Mr. Saunders asked for a motion to approve as a block **Resolution 1**, Approval of Academic Promotion; **Resolution 4**, Approval of Honorary Degree – Delegate Riley E. Ingram and **Resolution 5**, Approval of Honorary Degree – Justin G. Reid. Motion was made by Mr. Branch, seconded by Ms. Schultz and approved by voice vote of the Committee.

Director of Operations & Capital Assets Eric Kondzielawa reviewed **Resolution 6**, Multi-Use Forest Management Plan, and provided an update on the residential dorms. Following discussion, Mr. Saunders asked for a motion to adopt Resolution 6. Motion was made Mr. Woolfolk, seconded by Ms. Schultz and approved by voice vote.

Ms. Saunders moved that the Richard Bland College Committee convene in Closed Session for consultation with legal counsel regarding matters requiring the provision of legal advice, as provided for in Section 2.2-3711.A.8., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into Closed Session at 8:56 a.m.

The Committee reconvened in open session at 9:00 a.m. Mr. Saunders reviewed the topic discussed during the closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Branch and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Saunders moved adoption of **HANDOUT Resolution 40**, Richard Bland College Deferred Compensation Plan, as discussed in closed session. Motion was seconded by Ms. Roday and approved by voice vote of the Committee.

President Sydow announced that Commencement would be held on May 11 at 4 p.m. at the Virginia State University Multi-Purpose Center.

There being no further business, the Committee adjourned at 9:02 a.m.

**RICHARD BLAND COLLEGE
APPROVAL OF 2019-2020 OPERATING BUDGET PROPOSAL**

The FY20 operating budget for Richard Bland College (RBC) is presented below.

Revenue Budget

Three major sources of revenue support RBC's operations:

1. state general fund appropriations to support the academic mission (*i.e.*, E&G program) and need-based student financial aid,
2. student tuition and mandatory E&G fees to support the academic mission, and
3. student fees for auxiliary programs, including housing, dining, and student activities.

The FY20 budget reflects state general fund support appropriated for RBC based on final actions of the 2019 General Assembly Session. In addition, it includes anticipated tuition and fee revenue based conservatively on 24,000 credit hours for the 2019-2020 academic year, which is actually slightly below FY19 levels

The auxiliary revenue estimates for FY20 are conservatively based on a 70% occupancy level. Other sources of auxiliary revenue are based on student dining contracts and the comprehensive auxiliary fee paid by students, which is used to support athletics, student recreational services, parking and transportation and other student programs.

In total, projected revenues for FY20 are expected to reach \$19.66 million as reflected in the table below.

Expenditure Budget

A zero-based budgeting approach was employed to derive the expenditure side of the FY20 operating budget. The FY20 budget reflects anticipated personnel and non-personnel costs by major program (*i.e.*, Educational & General, Financial Aid, and Auxiliary Services).

In total, expenditures for FY20 are expected to be \$19.66 million as shown in the table below.

FY20 Richard Bland College Operating Budget Summary

Revenue	FY19 Estimated Actuals	FY20 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
State General Fund*	8,410,080	9,707,508	1,297,428	15.4%
Tuition and E&G Fees**	4,753,581	4,817,179	63,598	1.3%
Auxiliary Revenue	5,283,104	4,784,115	(498,989)	-9.4%
Other Revenue	758,661	350,000	(408,661)	-53.9%
Total Revenue	19,205,426	19,658,802	453,376	2.4%

Operatings Expenditures	FY19 Estimated Actuals	FY20 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
Personnel				
Instruction	3,331,860	3,696,960	365,100	11.0%
Academic Support	663,284	307,603	(355,681)	-53.6%
Student Services	1,649,336	1,793,555	144,220	8.7%
Institutional Support	3,894,110	4,353,442	459,331	11.8%
Plant Operations	976,886	1,036,935	60,049	6.1%
Auxiliary Services	583,815	657,820	74,005	12.7%
Athletics	459,695	490,574	30,879	6.7%
Total, Personnel	11,558,985	12,336,889	777,904	6.7%
Total, Non-Personnel Services	6,025,393	6,015,733	(9,660)	-0.2%
Financial Aid	926,682	1,306,180	379,498	41.0%
Total Expenditures	18,511,060	19,658,802	1,147,742	6.2%

* Includes Financial Aid

**Net of tuition waivers and allowance for doubtful accounts

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the 2019-20 operating budget for Richard Bland College.

**RICHARD BLAND COLLEGE
APPROVAL OF
FY 2019 - 2020 TUITION AND FEES**

The following Tuition and Fees are recommended by the administration to meet the 2019 – 2020 funding requirements for academic programs, student support services, and auxiliary services. The funding enables the College to continue to advance its mission and the 2020-2025 strategic plan (RBC-25) goals. This represents a pricing strategy that is intended to optimize affordability and educational excellence for students.

To be in accordance with the new General Assembly Tuition Affordability initiative, the proposed FY 2020 Tuition and Mandatory E&G Fees per credit hour rate of \$200 constitutes no increase to the current FY19 rates and remains one of the lowest in the Commonwealth.

For FY 2020, it is recommended that mandatory Auxiliary fees for in-state and out-of-state students also remain constant with no increase to the current FY19 rates.

For FY 2020, pricing for all residential rooms will remain equal to the current FY19 rates. All residents will be required to purchase a meal plan. The meal plan cost will remain unchanged as well.

A proposed FY 2020 tuition and fee summary sheet is attached.

RBC's goal remains to deliver high quality educational programming, high-value university pathways and innovative education models to students while minimizing student cost.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the FY 2019 - 2020 Tuition and Fee Summary as presented for Richard Bland College for the 2019 - 2020 fiscal year.

**RICHARD BLAND COLLEGE
FY 2019-20 TUITION AND FEE SUMMARY**

	ACTUAL FY 2018-19	PROPOSED FY 2019-2020	PERCENT CHANGE	DOLLAR CHANGE
IN-STATE ***				
Per Credit Hour Taken:				
Tuition	\$ 193	\$ 193		
E&G Technology Fee	7	7		
Total Tuition and E& G Fees	\$ 200	\$ 200	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		\$ -
Total In State Tuition & Fees	\$ 270	\$ 270	0.00%	
OUT-OF-STATE***				
Per Credit Hour Taken:				
Tuition	\$ 650	\$ 650		
E&G Technology Fee	7	7		
Total Tuition and Fees	\$ 657	\$ 657	0.0%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		\$ -
Total Out-of-State Tuition & Fees	\$ 727	\$ 727	0.0%	
	\$ 21,810	\$ 21,810		
OTHER FEES:				
* Application Fee	\$ 50	\$ 50	0.0%	\$ -
Blended Room Average	7,799	7,799	0.0%	-
Room Change Fee	50	50	0.0%	-
Room Damage Deposit	150	150	0.0%	-
** Basic Residential Meal Plan annual	2,240	2,240	0.0%	-
Co-Enrollment Fee	1,000	1,000	0.0%	-
Transcript Fee	7	7	0.0%	-
Late Fee	50	50	0.0%	-
Returned Check Fee	50	50	0.0%	-
Parking (Per Violation)	30	30	0.0%	-
Lab Material Fee (Science)	48	48	0.0%	-
Art Fee	35	35	0.0%	-
Math Lab Fee (ALEKS)	75	75	0.0%	-
Distance Education Fee (per credit hr)	25	25	0.0%	-

* One-Time Fee (Mandatory Non-E&G fee)

** Mandatory for all residential students. Includes dining dollars

***apply to on campus, off campus, online, intersession and summer courses.

April 25, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Richard Bland College Committee 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 Richard Bland College Committee, 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 Richard Bland College Committee.

VOTE

AYES:

6

NAYS:

0

ABSENT DURING CLOSED SESSION:



J.E. Lincoln Saunders
Vice Chair
Richard Bland College Committee

April 25, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Richard Bland College Committee 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

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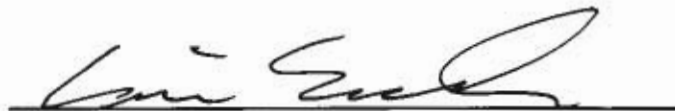
NOW, THEREFORE, BE IT RESOLVED, That the Richard Bland College Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session 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 Richard Bland College Committee.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:



J.E. Lincoln Saunders
Vice Chair
Richard Bland College Committee

RICHARD BLAND COLLEGE
DEFERRED COMPENSATION PLAN

In February 2019 the Board approved amendments to President Sydow's employment agreement that require the creation or modification of retirement plans or other compensation arrangements. Benefits counsel has recommended use of a 457(f) plan, which requires that amounts credited to the plan be subject to continued service by President Sydow until such date as provided for in the plan. President Sydow has consented to this approach.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William & Mary approves the creation of a 457(f) plan or other compensation arrangements necessary to accommodate the February 2019 amendments. The Board further authorizes and directs the appropriate officers of Richard Bland College to take any and all further action that they deem necessary to effectuate fully and carry out the purposes of this resolution and to take any and all such actions as may be necessary to assure compliance with applicable laws.

MINUTES
Richard Bland College Committee Called Meeting
July 16, 2019
W&M Richmond Office – 101 North 8th Street

Attendees: Barbara L. Johnson, Chair; Victor K. Branch, Warren W Buck III, Lisa E. Roday, Karen Kennedy Schultz, Brian P. Woolfolk, RBC faculty representative Tiffany R. Birdsong. Board members present: John Littel, Rector and Sue Gerdelman. Others in attendance: President Katherine A. Rowe, President Debbie L. Sydow, University Counsel Carrie S. Nee, Lashrecse Aird, Henry R. Broaddus, Maria Dezenberg, Paul Edwards, Amy Sebring, Ken LaTessa, Stacey Sokol, Tyler Hart, Michael J. Fox, Joanne Williams.

Chair Barbara L. Johnson called the meeting to order at 2:20 p.m. and welcome committee members and other audience members present.

Ms. Johnson advised that Vice Chair Lincoln Saunders was in New York and unable to attend this meeting but had requested to participate by phone. The Board *Bylaws* set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting compliance with the Board *Bylaws*, Ms. Johnson asked for a motion that the Committee approve the remote participation of Lincoln Saunders. Motion was made by Mr. Branch, seconded by Mr. Buck and approved by voice vote. Ms. Johnson welcomed Mr. Saunders to the meeting.

Ms. Johnson noted that several members of the Board had requested to listen but not participate and she welcomed on the phone Board members Mari Carmen Aponte, Doug Bunch, Jim Hixon, Anne Leigh Kerr and Will Payne, along with Jeremy Martin, a member of the Working Group, and Claudine Lougee, Acting Director of Data Analysis and Reporting at RBC

Following brief opening remarks by the Rector, President Rowe and President Sydow, the Rector then called on Jeremy Martin and Claudine Lougee to review the RBC Baseline Data. A general discussion ensued with the members of the RBC/W&M Joint Work Group.

There being no further business, the Committee adjourned at 4:00 p.m.

July 16, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Richard Bland College Committee 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 Richard Bland College Committee, 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 Richard Bland College Committee.

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:



Barbara L. Johnson
Chair
Richard Bland College Committee

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE
2020-2026 CAPITAL OUTLAY PLAN**

WHEREAS, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget (DPB), requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

WHEREAS, the College has developed its proposed six year plan for the biennia 2020-2026 based on the Governor's historical guidance regarding such; and

WHEREAS, the 2020-2026 Capital Plan was developed and informed by application of the 2014 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, replacement and highest and best use as determined, and was approved by the William & Mary Board of Visitors in February 2014; and

WHEREAS, biennium 2020-2022 will be the focus of potential action by the 2020 legislature, and thus reflects the priorities of the college as well as the success of initiatives that were funded by the 2018 General Assembly; and

WHEREAS, the college expects to make submittals on the 2020-2026 Capital Outlay Plan to the Department of Education, the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) through September of 2019; and

WHEREAS, in the course of that process, College staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President, the Board of Visitors approves the 2020-2026 Capital Outlay Plan as recommended; and

BE IT FURTHER RESOLVED, that the Board authorizes the President to take the actions necessary to fulfill Richard Bland College's response to the Governor and supporting agencies with respect to the 2020-2026 submittal.

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
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GF	1a Academic Innovation Center/Library Expansion	\$15,680,186
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Approved for detailed planning during FY 2018, the project provides an expanded concept of the library as a modern tool for fostering innovation in scholarship while also providing renewed space for study and collaboration. The Center for Teaching & Learning will provide a unique cultural center that inspires, supports, and contextualizes users' engagement with scholarship. A flexible, equipped space will inspire connected learning for a networked world through faculty development, student engagement, communities of practice, and technology-enhanced active learning. A renewed building filled with natural light, innovative media and displays of artwork and views of campus will engage imaginations and inspire conversation and reflection. This plan calls for approximately 10,000 sq. ft. of library resources, 7,000 sq. ft. of Information Technology Services and data center and 7,000 sq. ft. for Academic Innovation and training. A new elevator will be necessary to meet ADA requirements and to accommodate the change in space design.

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE UNFUNDED SCHOLARSHIPS**

WHEREAS, Richard Bland College ("College") utilizes unfunded scholarships to support students with financial need who might not otherwise be able to attend college for financial reasons; and

WHEREAS, unfunded scholarships support RBC's mission and its strategic plan by providing students *affordable access to an excellent education*, which is also an initiative of the Governor and the Commonwealth of Virginia; and

WHEREAS, Pursuant to § 23.1-612 of Code of Virginia (Virginia Code) unfunded scholarships are applied exclusively to the remission, in whole or in part, of tuition and mandatory fees; and

WHEREAS, an undergraduate Virginia student may receive an annual remission of an amount not to exceed the cost of tuition and mandatory fees. An undergraduate non-Virginia student may receive an annual remission not to exceed the amount of the out-of-state tuition differential required to be paid by the student for tuition and mandatory fees; and

WHEREAS, the governing board determines the number of unfunded scholarships annually awarded to undergraduate Virginia students and non-Virginia students, and the total value of all such scholarships annually awarded to undergraduate Virginia students shall not exceed the amount of the applicable sum of undergraduate tuition and mandatory fees multiplied by 20 percent of the enrollment of undergraduate Virginia students during the preceding academic year; and

WHEREAS, the total value of all such scholarships annually awarded to undergraduate non-Virginia students shall not exceed the amount of the applicable per capita out-of-state tuition differential paid by undergraduate non-Virginia students for tuition and mandatory fees multiplied by 20 percent of the enrollment of undergraduate non-Virginia students during the preceding academic year; and

WHEREAS, In FY20, the College has strictly adhered to the individual caps at \$8,100 for Virginia students and at \$13,710 for non-Virginia students. Based on the calculations described above, the total Virginia student amount cannot exceed \$1,283,040, and the total non-Virginia student amount cannot exceed \$211,134; and

WHEREAS, in April 2019, the College's FY20 approved budget included a total of \$656,699 in unfunded scholarships, which is part of the net tuition number. The College has designated \$445,566 and \$211,133, for unfunded scholarships for Virginia students and non-Virginia, respectively;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board approves the College's plan to award unfunded scholarships, in FY20, to Virginia and non-Virginia students not to exceed 140 and 18 total scholarships, respectively for Virginia and non-Virginia students, based on the amounts designated for these awards cited above; and

BE IT FURTHER RESOLVED, That the Board will annually, in April, review and determine unfunded scholarships as part of the normal budgeting process.

RICHARD BLAND COLLEGE

2020-2026 SIX-YEAR PLAN

WHEREAS, the mission of Richard Bland College is to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of the College of William & Mary, and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation; and

WHEREAS, the College's Six-Year Plan is rooted in its Strategic Plan, goals set forth in the Governor's priorities for the Commonwealth, the Higher Education Opportunity Act, the Growth4VA campaign and the SCHEV strategic plan; and

WHEREAS, it is important to the vitality of the Commonwealth and the diversity of its higher education system for the College to continue to provide a distinctive higher education option, while ensuring that this education remains accessible and affordable to the citizens of the Commonwealth; and

WHEREAS, the College has determined those expenditures necessary to support and enhance its instructional, research, student service, and administrative operations; prioritized those expenditures; and recommended funding through a combination of Commonwealth, College, and reallocated funds; and

WHEREAS, the College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities, aware that fulfilling the goals of the Plan will require a combination of tuition revenue, state support, and generated revenue;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves expenditures proposed in the College's Six-Year Plan and that the Six-Year Plan be prepared and submitted according to the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education.

**2020-2026 SIX-YEAR PLAN: NARRATIVE
INSTITUTION: RICHARD BLAND COLLEGE**

OVERVIEW:

The totality of the six-year plan should describe the institution's goals as they relate to goals of The Virginia Plan for Higher Education, the Higher Education Opportunity Act of 2011 (TJ21) and the Restructured Higher Education Financial and Administrative Operations Act of 2005. The instructions under institutional mission and alignment to state goals, below, ask for specific strategies around four priority areas. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. *Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.*

Section A. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals:

Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following areas: (1) access and enrollment, particularly for underrepresented students; (2) retention, completion and time to degree; (3) affordability and funding; and (4) workforce alignment and retention of graduates. Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets.

RESPONSE:

In April 2013, William & Mary's (W&M) Board of Visitors (BOV), in its oversight role for Richard Bland College (RBC), approved RBC-2019, a strategic plan with a primary goal of improving student outcomes by bolstering the quality and diversity of academic programs and services, the student profile, and personnel while, at the same time, stabilizing college finances and streamlining operations. As that plan reaches its end, RBC has largely transformed into a highly diverse, high-performing institution that is now actively engaged in a strategic planning process to map out its future in a higher education environment that is dynamic, both nationally and within the Commonwealth. RBC's strategic priorities over the coming cycle will include active consideration of a broad range of opportunities that support the educational needs of the Commonwealth and its citizens, while continuing to move the institution toward financial sustainability and safeguarding student affordability.

As RBC considers future opportunities, a key question that emerges is what is the role of a “two-year, residential, liberal arts transfer institution” within the Commonwealth’s higher education system. RBC is currently that anomalous institution, neither a community college nor a comprehensive nor a branch campus. A working group of BOV members and the leadership of RBC and W&M is identifying and vetting business opportunities available to RBC that can generate sustainable revenue streams while continuing to provide highly customized, wrap-around support for under-served student groups to ensure their academic success. Any pathways pursued will incorporate the mission of RBC — primarily its focus on underserved, low income and first-generation Virginia students. Any future scenarios must be both viable and sustainable while addressing the higher education and business development objectives of the Commonwealth.

After the BOV approved RBC-2019, RBC began researching data-driven solutions to positively impact student success and retention. In January 2015, a model was identified that aligned with the newly stated Vision of RBC: Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education. In April 2015, with financial support from its Foundation, RBC entered into a partnership with IBM-Portal to launch the Exceptional Student Experience at Richard Bland College (ESE@RBC) in pursuit of the College’s bold aspirational vision of 100% student success. The scope of the project was to build a predictive analytics tool that would identify at-risk students even before they began their coursework; to gather relevant data (e.g., academic performance, class attendance, and conduct) over the course of their enrollment to guide just-in-time interventions designed to keep students on track for success; and to customize support services for each individual RBC student.

The cultural, organizational and operational shift to a “one size fits one” model of student support and improved retention and graduation rates was the ultimate goal of RBC’s Exceptional Student Experience program (ESE@RBC). To achieve these results, the College streamlined business processes and reallocated limited resources to ensure that students were receiving optimal, just-in-time support. The result is a highly personalized, student-centric, wrap-around support and advising model that gives each student a Learner Mentor who acts as their guide, coach and advocate. Learner Mentors utilize data to help keep students on track to graduation, resulting in improved engagement and retention. Richard Bland College’s Mission is to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary, and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

The IBM-Portal relationship brought much more than data to improve student success. It also brought contacts with colleges in the United Kingdom where a similar student-centric model had already been deployed. In November 2015, RBC’s President, Dr. Debbie Sydow, visited Brockenhurst College to learn about their innovative, award-winning student retention model. Connecting with Brockenhurst allowed RBC to reflect on its own process and infrastructure gaps, as well as needed investments to achieve significant results. This process identified the need for

organizational and staffing changes, intensive process mapping, and the development of an internal data warehouse that would allow for the connection of disparate data from a variety of systems, placing pertinent information about each student in the hands of RBC Learner Mentors, faculty, and support staff.

Beginning fall 2016, after construction of a preliminary data warehouse to bring a number of primary data points together, RBC deployed its own model for the prediction of propensity of incoming freshman to drop. The model demonstrated a reliability factor of approximately 73%. Work continues to provide Learner Mentors, faculty and support staff with one case-management system to view, utilize, and record student data and interventions. Resource limitations have delayed the availability of a comprehensive tool. However, bringing these resources in-house has made it possible for RBC to effectively streamline business processes and increase timeliness and accuracy of the data needed to improve student outcomes.

What started out as a pilot project to determine RBC's capacity to use a data-driven approach to support student retention and success has morphed into a fundamental culture shift. Originally many of the practices that RBC used for the basis of ESE@RBC were adapted from the four key principles found in the American Association of Community Colleges (AACC) Pathways Project: 1) map pathways to student end goals; 2) help students choose and enter a program pathway; 3) keep students on path; and 4) ensure that students are learning. Unfortunately, the limited resources mentioned earlier made it necessary to skip some primary elements of guided pathways to instead focus on specific projects that were immediately available for implementation and considered of the highest priority, namely centralized student support.

Strategy 1: Evolution of ESE to GPS@RBC

Supports Access and Enrollment; Retention, Completion and Time to Degree; and Workforce Alignment and Retention of Graduates

Research and data collection done in support of our current strategic planning cycle strongly suggests that RBC should evolve the ESE@RBC program into the fully implemented guided pathways framework that provides a clear student value proposition. This framework is composed of A) easy to navigate onboarding, B) clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway, C) fast track programs to get academically underprepared students into and through crucial English and math courses, D) high-touch, intensive student-centric support across the college, and E) tools for faculty, staff and students that provide useful information about assessment and progress. The design and implementation of this comprehensive program, Guided Pathways for Success at Richard Bland College (GPS@RBC), is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College.

This is a project that redesigns the entire college to improve the student experience for every student (and faculty and staff) from entry through graduation. The primary initiatives involve

reforms in advising and registration processes to help all students identify realistic and relevant goals as early as possible in their academic career. Well-defined and easy to follow program maps are developed to meticulously guide students in each program through the academic journey from beginning to end; the primary objective - to avoid as much time waste as possible.

There is also a strong focus on how students are supported, monitored and tracked throughout their courses of study college-wide. And finally, alignment with local and other high-need labor markets is a major principle, ensuring that value exists as students leave with a defined credential.

Thanks to the implementation of ESE@RBC, the College possesses a substantial foundation for the comprehensive adoption of this GPS@RBC. The small size and demonstrated nimbleness of RBC will allow the quick development of this new paradigm that combines the benefits of the Learner Mentor, one-stop culture with the research-proven effectiveness of the guided pathway tenants. Additionally, as described later, a separate work-curriculum integration component will tie the academic experience with key career-building skills, job/internship experience and beneficial career services.

Because the College has redefined the culture and processes over the last several years to be student-centric, the primary requirements to move forward with this adoption are 1) four (4) additional Learner Mentor (LM) positions to scale the current workload back from 242 students to 125 students per LM [\$326,500] and 2) a Student Success Program Manager [\$125,000] to effectively manage the entire GPS@RBC program and continuously monitor outcomes. The Program Manager will remove friction in the student success system and act as a supervisor to the Learner Mentor team and other student success staff. This crucial position ensures that the student value proposition is properly delivered and that all students are best positioned for success.

Requested funds for strategy: \$451,500 (year 1 and 2)

Strategy 2: Central Case Management and Predictive Analytics

Supports Retention, Completion and Time to Degree

In order for this program to work correctly, the College must implement a centralized case-management system that provides a 360-degree view of the student throughout their entire lifecycle with the College (\$290,000). It is crucially important that all faculty and staff who engage with and navigate students work optimally together as a team to provide a "one size fits one" student experience. The capability for each individual responsible for a student's success to see early warning indicators, apply requests for interventions, and, generally provide just-in-time support throughout a student's lifecycle is critical to the College's robust student success program.

For example, an incomplete or invalid FAFSA could be a red flag for a student who was about to enter their second year. Leaving this data with a small, overworked Financial Aid office has no intrinsic value; however, placing that small piece of information in a place where the student's

Learner Mentor or an engaged faculty member can act on it might likely be the difference between the student's successful completion and attrition due to a seemingly insurmountable barrier to completion.

Furthermore, the College must move beyond the prototype predictive model for risk that was originally developed and establish more robust models that provide relevant insight based on real-time activity (\$150,000). Current tools that the College has used to supplement this function have not been adequate because most do not integrate well and are missing valuable information. Research of data points that can successfully predict risk to retention and/or graduation needs to be conducted. Models are then created and integrated into current and future systems so that more accurate warnings are available and interventions can take place quickly.

Requested funds for strategy: \$440,000 (year 1 and 2)

Strategy 3: Online and Dual Enrollment GPS Support

Supports Access and Enrollment; Retention, Completion and Time to Degree

The number of high school students taking dual enrollment courses at the College has grown dramatically in recent years. In the last 15 years, RBC dual enrollment has grown from representing 10.9% of the college's total headcount and 3.4% of the college's total FTE in 2004 to 59.7% and 33.1%, respectively in 2018.

Dual enrollment partnership programs should include a wide range of ability levels and different types of students, not just those who are academically advanced. Students most likely to benefit from dual enrollment include males, students from low-income families, and lower-achieving and racial or ethnic minority students. This demographic typically requires additional guidance and support to successfully navigate the college culture and landscape and to make the best long-term decisions related to career pathways.

GPS@RBC is a perfect fit for this audience, and introducing the establishment of guided pathways and student success services into the high school experience will provide benefits related to retention and reduced-time-to-degree by ensuring that students are actively guided throughout their educational journey, no matter where it begins.

Furthermore, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) has made it clear in their policy on dual enrollment that student services available to on campus students must be provided to those students participating in dual enrollment courses in the high schools. This alone requires expansion of the GPS@RBC program to include RBC's large dual enrollment population.

Establishment of these services to support the dual enrollment population will automatically make them available for a non-traditional student population that primarily engages with higher education online. Restarting, or beginning, your educational journey online can be a confusing

and lonely process. For students who are looking to improve their economic situation through a post-secondary degree or a change/advance in career, GPS@RBC would make a substantial impact in ensuring success.

The effective launch of GPS@RBC in this space will require a dedicated Learner Mentor as well as a program coordinator (\$143,000). Additional technology licensing will also be needed for expansion (\$82,000).

Requested funds for strategy: \$225,000 (year 1 and 2)

Strategy 4: Development of a Work-Curriculum Integration Component to GPS@RBC

Supports Affordability and Funding, Workforce Alignment and Graduation/Retention

As noted above, part of the College's strategic planning process considered a broad range of opportunities that would support the educational needs of the Commonwealth in a financially feasible way. Preliminary research indicates that given its size, location and student demographics, RBC may be an ideal candidate for transition to a Work College model. Obviously, the journey to that objective is filled with a number of challenges that have the potential to be insurmountable; however, the conceptual goal of providing students in the Commonwealth with this type of work-learning experience is both viable and valuable, particularly for RBC's demographics.

The work college model is student-centered and designed to enhance and enrich the educational experience through structured engagement in work. Research confirms that this model builds character, work ethic, leadership and competence in critical thinking and time management skills, which are qualities that employers indicate they seek most. RBC intends to implement a pilot program that integrates work, either on campus or with community partners, with a curriculum that provides learning outcomes in key skill areas. Career counseling, job search and other crucial support services for learners looking to enter, or re-enter, the workforce will be provided as another major objective of the program.

Initiation of the pilot will require a resource (\$102,000) to direct the program and focus on community partnership development as well as seed money for curriculum development and management (\$33,500). Additionally, RBC is asking for funding (\$150,000) to supplement institutional work study so that the pilot work-curriculum integration component will provide not only valuable skills and opportunities for students, but lower educational costs as well. This idea, of course, is at the heart of what most work colleges do as they build a work-integrated culture.

Requested funds for strategy: \$135,500 (year 1 and 2)

Added Financial Aid funds for Institutional Work-Curriculum Integration: \$150,000 (year 1 and 2)

Section B. Tuition and Fees Predictability Plans: Provide information about the assumptions used to develop tuition and fee charges shown in PART 1. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors. Include information, if applicable, on tuition increase plans for program- and level-specific charges or on any other alternative tuition and fee arrangement.

RESPONSE:

Given the additional funds allocated by the General Assembly in the FY 20 budget, and the current political environment, annual tuition is not expected to increase more than 3%-5% for each year of the next biennium. This is, of course, dependent on the level of state funding received for key initiatives and maintenance of current services at the level of quality necessary for sustainability. This represents approximately \$8 per credit hour at 3% and approximately \$10 per credit hour at 5%. Furthermore, RBC intends to revisit the distribution of student charges between tuition and mandatory fees to more appropriately align between E&G and Auxiliary uses.

Section C. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE:

Compliance and institutional improvement continue to be a priority for Richard Bland College. As a smaller, Tier 1 institution, RBC is under an intense level of scrutiny by oversight agencies and auditors. This places substantial pressure on monetary and human resources at the College.

W&M Internal Audit and the Commonwealth's Auditor of Public Accounts have identified issues related to separation of duties and change management in both Information and Technology Services (ITS) and Human Resources (HR). These weaknesses are a direct result of too few resources with specific skill sets, which limits the team's ability to spread workload and responsibility, particularly in ITS given the restrictive NIST/VITA standards.

Two (2) resources in ITS (\$258,000), two (2) resources in HR (\$130,600) and one (1) resource in the Financial Aid office (\$74,800) have been identified as crucial to mitigating risk within the College. Additionally, a Compliance Manager (\$125,000) is requested to oversee the maintenance of the RBC policy manual, ongoing compliance training for personnel, management of SACSCOC standards and principles, Title IX operations and other compliance-related matters. Centralization of these key processes is essential for compliance effectiveness as all of these tasks are currently spread across multiple, disparate and over-burdened functional units.

The need for additional or expanded systems for personnel management, financial reporting improvements and security monitoring (\$120,000) are also key in order to ensure compliance with the required standards. With the College currently on warning with SACSCOC for non-compliance with Standard 13.1 (Financial Resources), implementation of these systems is paramount and mandatory.

Requested funds for compliance: \$708,400 (year 1 and 2)

Section D. Programs and Instructional Sites:

Provide information on any new academic programs, including credentials and certificates, or new instructional sites, supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE:

The College has recently filed substantive change proposals with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to add several off-campus instructional sites. Approvals of these changes by SACSCOC are pending at this time. The sites are: Isle of Wight Academy, Prince George High School, Roanoke Catholic School, and Tidewater Academy (all offering 25%-49% of credits toward degree), as well as Rock Ridge High School (offering 50%+ of credits toward degree). The College has no plans to close any off-campus instructional sites at this time.

The College continues to be responsive to market demands in higher education by continuously evaluating its academic program offerings and, importantly, continuously updating and establishing new agreements with four-year college and university partners to provide students pathways to high demand credentials. Currently under investigation is the opportunity to add flexibility to existing associate degrees by expanding areas of specialization and certificate programming in disciplines specifically related to workforce development. Additionally, preliminary research is underway to identify methods, either via partnerships or legislative change, to offer specific baccalaureate degrees or additional certificates that align with Commonwealth workforce needs, including computer science education, hospitality management, ecotourism, environmental science and STEM-h related disciplines— particularly those focusing on health careers.

Section E. Financial Aid:

TJ21 requires "plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans." Virginia's definitions of low-income and middle-income under TJ21 are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE:

The College provides financial help to students who are challenged to cover the rising cost of education. This financial aid comes in the form of institutional, state, endowment and federal funding to help low and middle-income families afford college. RBC utilizes unfunded scholarships (e.g., Statesmen Scholars) to assist more students with bridging the gap.

RBC awards financial aid based on the U.S. Department of Education Federal Methodology (FM) formula in calculating a student's Expected Family Contribution (EFC). The EFC determines a student's eligibility for financial aid. The FM formula is used in all of RBC's financial aid packages, including institutional, state, and federal funding. This formula takes into consideration the student's household size, number in college, Adjusted Gross Income, etc., to determine the amount of financial aid to award.

Awarding criteria focus on the neediest of students who are awarded the highest overall financial aid offer. This financial aid offer generally includes state, institutional and federal dollars.

RBC's definition of middle-income and low-income within the financial aid plan is as follows:

- A. Low Income Students in 2019-20 (In-State): Definition = Expected Family Contribution (EFC) of \$0 - \$5,486 (Pell Grant eligible students)
- B. Middle Income Students in 2019-20 (In-State): Definition = Expected Family Contribution (EFC) of \$5,487 - \$16,000

For 2019-2020, the EFC cut-off for awarding Virginia Student Financial Assistance Program (VSFAP) and college grants and waivers to on-time, in-state, financial aid filers is \$16,000. The College's goal for the future is to continue awarding student financial aid at this trajectory to further increase enrollment and improve retention rates. In order to achieve this, the College is asking for an additional \$500,000 to add incremental awards to further decrease the cost of education for our high-need student population.

Section F. Capital Outlay: Provide information on your institution's top two Education and General Programs capital outlay projects, including new construction as well as renovations, that might be proposed over the Six-Year Plan period that could have a significant impact on

September 25-27, 2019

strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated.

RESPONSE:

Academic Innovation Center: The Academic Innovation Center expands and transforms the current building that houses the library into a modern tool for fostering educational innovation; provides a combination of new and renewed space, totaling 23,478 ft², for study and collaboration; and serves as a unique cultural center that inspires, supports, and contextualizes student learning. This flexible, high tech space will facilitate connected learning for a networked world through faculty development, student engagement, communities of practice, and technology-enhanced active learning. The Academic Innovation Center provides the engine and the physical hub for the implementation of GPS@RBC and the long-term success of students.

Requested amount: \$14,200,000

Section G. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

It is the intent of Richard Bland College to pursue Tier 2 status to relieve the institution of the burden of resources necessary to comply with restrictions in Information Technology and Procurement functions that come with the designation of Tier 1.

Section H. Performance Pilots (optional):

For this topic, any institution that wishes to include a Performance Pilot and provided notification by April 1 to relevant parties, should select one or more of the strategies presented in the institution's Academic and Financial plan (PART 3) and General Fund Request (PART 4) that constitute(s) "one innovative proposal" as defined in subsection F of § 23.1-306. Describe the proposal, the proposed performance measures and the requested authority or support from the Commonwealth.

RESPONSE:

No response provided for Section H.

Section I. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

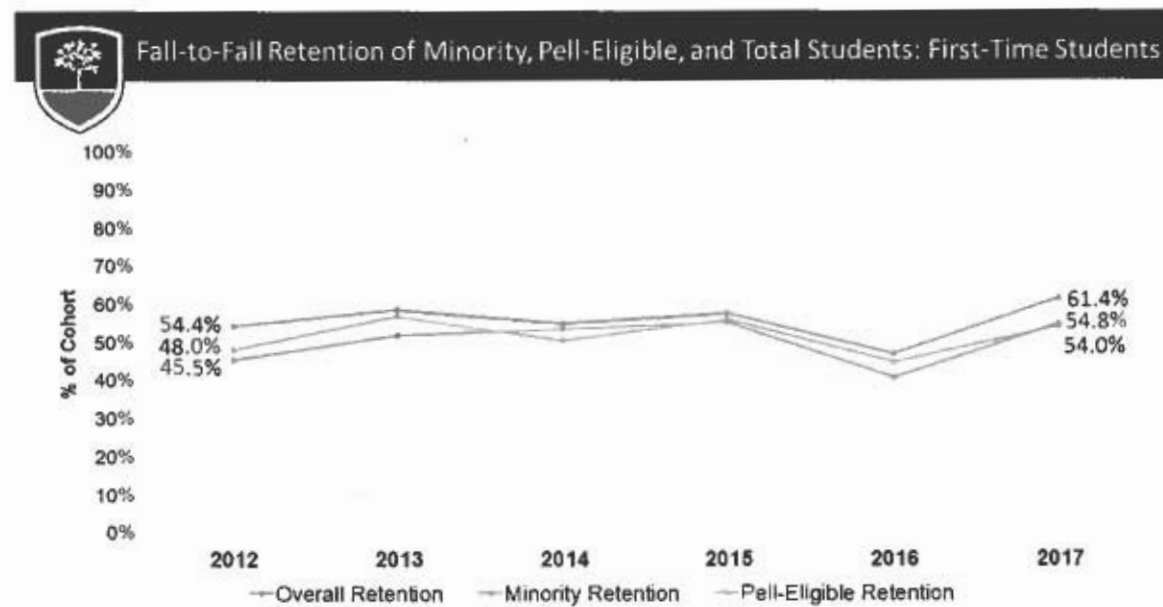
RESPONSE:

Exceptional Student Experience (ESE@RBC) Program Drives Retention and College Readiness

Since 2012, the College has increased its 3-year average retention rate for first-time degree-seeking students. The three-year average Fall-to-Fall retention rate increased from 52.0% to 55.5% (ending with the 2015 cohort), and the three-year average Fall-to-Spring retention increased from 78.0% to 86.1%. The percentage of students on probation or suspension has also decreased, from 19% in Fall 2012 to 11% in Spring 2018.

An original intent of predictive data acquired from student applications was early intervention in the summer months, but excessively lean management of the ESE process and changes to the orientation program led to the intervention becoming more reactive than proactive. Also, due to rolling admissions with multiple student orientations and placement testing running through August, the task of being proactive is complicated. Despite this, the use of predictive analytics, LMs and intervention strategies has had dramatic effects on retention. Fall-to-fall retention rates (first time students, graduates excluded) jumped from 46.8% in 2016-17 to 61.4% in 2017-18.

Retention of minority and Pell-eligible students has improved over 2012 levels, as shown in the figure below.



From Banner

At RBC, over a third of students are the first in their family to go to college, which means they may need additional support to transition from high school to the college culture. To address the challenges that accompany transitioning from high school to college, RBC Faculty created the college's First Year Experience (ESE 101) course, which is required of new-to-college freshman.

ESE 101 courses are taught by a variety of faculty members from many different disciplines. Faculty all teach the same skills, but they do so within the framework of a course topic that aligns with their field of expertise. The diversity of topics appeals to individual student interests, and students have the flexibility to select a course topic that is of interest to them.

ESE 101 focuses on five general topics/skill sets, with the following learning outcomes:

- **Communication:** Students will demonstrate competency in oral, written, and interpersonal communication, and will engage in effective conflict resolution strategies.
- **Curiosity:** Students will effectively use critical thinking in problem solving, reasoning, analysis, interpretation, and synthesizing information.
- **Wellness:** Students will demonstrate growth in the area of self-management using skills necessary to lead emotionally, physically, and fiscally healthy lives.
- **Literacy:** Students will develop information, communication, media, and internet literacy as members of a global community.
- **Leadership:** Students will acquire leadership skills necessary to engage effectively in contemporary life with a sense of teamwork, collaboration, and cooperation within and beyond the classroom

In Fall 2016, 92% of students rated the ESE 101 course as "excellent," and students assessed their top course gains as:

- Having opportunities for leadership
- Making connections with other students
- Reflection and learning that challenged their current thinking
- Review of diverse course materials
- Instructor feedback and assistance which enabled learning

In the Fall 2017 ESE 101 Pre-Test, students self-assessed their strengths as:

- Having a GPA goal
- Having a transfer school in mind
- Knowing their strengths and weaknesses
- Knowing where to go on campus to find the help they need

In the Fall 2017 ESE 101 Post-Test, students self-assessed their strengths as:

- Actively participate in class
- Have effective study skills
- Able to develop timelines for projects
- Written Communication
- Developing personal relationships with instructors
- Oral Communication
- Having full knowledge of the college's Honor Code

Promise Scholars

The Promise Scholars program, a joint initiative between Richard Bland College and The College of William & Mary, is designed to reduce financial barriers for high-ability, Virginia residents who are PELL eligible. This innovative program is designed to ease transfer from RBC to W&M for high-ability, Virginia residents who are eligible for a Pell Grant. The Promise Scholars Program provides W&M First Year Experience courses at RBC, scholarship funds, guaranteed housing, peer-to-peer support, and mentorship to eligible students who have committed to transferring to W&M. One W&M faculty member travels to RBC's campus to teach one general education course each semester of the sophomore year, giving students the opportunity to experience W&M while at RBC.

RBC recruits incoming freshmen to be provisionally accepted as Promise Scholars candidates. A select 15 rising sophomores who have achieved academic excellence and proven their commitment to leadership and public service become Promise Scholars each year. The first freshmen and sophomore Promise Scholars cohorts were selected in Fall 2018.

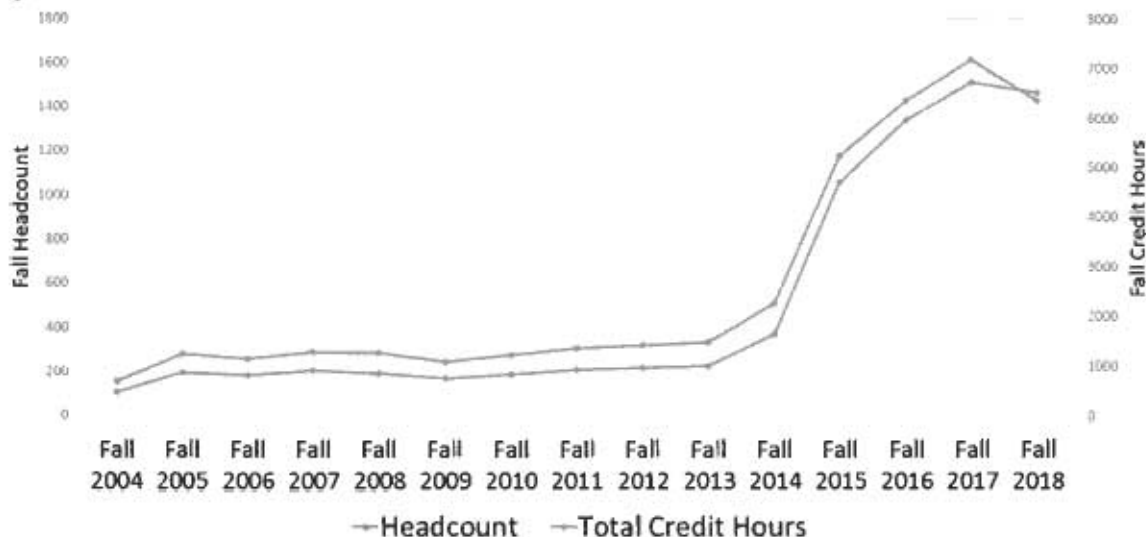
The RBC Foundation established The Promise Scholarship, which provides financial assistance as part of the wrap-around support necessary to ensure that students are successful at RBC and after transferring to W&M. A \$1 million dollar donation was secured to create an endowment to fund Promise scholarships at RBC. This endowment will be used for scholarships for the Promise Scholars program in perpetuity.

Increased Dual Enrollment Presence Across the Commonwealth

The figure below shows the tremendous increase in RBC's dual enrollment program since the implementation of RBC-19. Increases in course offerings to local dual enrollment partners, combined with establishing a dual enrollment presence in areas at a greater distance from the college (including high schools in Northern Virginia), were primarily responsible for the success of this initiative.



Dual Enrollment Fall Headcount and Credit Hours



Focus on Degrees Earned and Student Transfer

Although the College is primarily a transfer institution, all courses offered by RBC are designed to be university-parallel, and all courses fit into the general education plan for the college’s four-year transfer partners. The college now maintains 35+ transfer agreements with other colleges and universities. Since the start of RBC-19, ten of these agreements are new, including five guaranteed admission agreements, two new program-to-program transfer agreement, two art transfer agreements, one new memorandum of understanding, and two honors program transfer agreements.

Creating a Culture of Academic Assessment

In 2014, Richard Bland College submitted its five-year interim report to its accreditation agency, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The College was notified in early 2015 of the Commission’s request to submit a referral report to address deficiencies noted by the Commission. The College was placed on monitoring in 2016 for the standard relating to assessment of student learning outcomes. Subsequently, RBC submitted two monitoring reports: one in 2016 and one in 2017.

The 2017 monitoring report contained strong evidence of the College’s commitment to and compliance with the requirements of the standard. Following the Commission’s review of the 2017 monitoring report, RBC was released from monitoring in December 2017, reflecting the Commission’s confidence that RBC identifies and assesses learning outcomes, provides

evidence of seeking improvement, and even provides evidence of improvements that have been realized. The 2019 decennial review affirmed compliance with all student learning outcomes standards established by SACSCOC.

Section J. Economic Development Annual Report (Due October 1):

Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. If applicable, the information should include:

1. University-led or public-private partnerships in real estate and/or community redevelopment.
2. State industries to which the institution's research efforts have direct relevance.
3. High-impact programs designed to meet the needs of local families, community partners, and businesses.
4. Business management/consulting assistance.

RESPONSE:

Economic Impact

Richard Bland College of William & Mary is located in the Petersburg community, and more than 90% of its student body resides in the tri-cities region. The city of Petersburg has one of the highest unemployment rates, the lowest health ranking, and one of the poorest performing school systems in the Commonwealth. All (100%) Petersburg students qualify for the free lunch program. The City has been financially unstable and deep in debt for more than a decade. The median household income is approximately \$33,000. The largest industries are health care and social assistance. With Petersburg as the center city for the region, bordering localities (excluding Chesterfield County) are experiencing economic depression.

Richard Bland College is an important economic driver for the region. A Weldon Cooper Center report estimates the following RBC expenditures in FY17:

- Employment Effect – 255 positions;
- \$14M State GDP & \$1M State Revenues, and
- Human Capital Improvements Value - \$7M GDP and \$1M State Tax Revenue.

Richard Bland College's total economic contribution equals \$21 million in GDP and State Tax revenues.

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE FY21 OPERATING AND CAPITAL BUDGET
REQUESTS**

In anticipation of the 2020 General Assembly session and consistent with guidance from the Governor's Office on the administration's priorities, for the upcoming 2019-2021 Appropriation Act, Richard Bland College (RBC) will seek funding support for three priorities during the upcoming session. These priorities are outlined below.

PRIORITY 1: GUIDED PATHWAYS FOR SUCCESS AT RICHARD BLAND COLLEGE (GPS@RBC)

Proposed Request:	<u>FY21</u>	<u>FY22</u>
	\$1,252,000 GF	\$1,252,000 GF

Supports Access and Enrollment; Retention, Completion and Time to Degree; and Workforce Alignment and Retention of Graduates

In 2015, Richard Bland College launched a pilot program, ESE@RBC (Exceptional Student Experience), in support of the College's aspirational goal of 100% student success. As a means of addressing the needs of its largely first generation and socio-economically disadvantaged student body, ESE@RBC utilizes predictive analytics tools to improve student retention and on-time completion of degrees. Each student is assigned a Learner Mentor who uses real-time information to keep students on track, providing a one size fits one solution for each student's personal success. The pilot program has yielded positive results. Retention is up by 14.6% since 2016 (fall to fall, first time student, graduates, excluded).

Research strongly suggests that the ESE@RBC pilot program should evolve into a fully implemented guided pathways framework that provides a clear and compelling student value proposition. This framework is comprised of 1) easy to navigate onboarding, 2) clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway, 3) fast track programs to get academically underprepared students into and through crucial English and math courses, 4) high-touch, intensive student-centric support across the College, and 5) tools for faculty, staff and students that provide useful information about assessment and progress. The design and implementation of this comprehensive program, Guided Pathways for Success at Richard Bland College (GPS@RBC), is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College that will continue to advance 100% student success as a primary goal.

The new paradigm combines the benefits of the Learner Mentor, one size fits one culture with the research-proven effectiveness of the guided pathway tenants. Additionally, a work-curriculum integration component will integrate the academic experience with key career-building skills, job/internship experience and beneficial career services.

Four (4) Additional Learner Mentors

Reduce case load to approximately 125 students per Learner Mentor.

FY21: \$326,500 / FY22: \$326,500 \$ 653,000

Student Success Program Manager

Provides leadership and direction to GPS@RBC, including supervising Learner Mentors and student success staff. This crucial position ensures the student value proposition is properly provided and that all students have an exceptional experience.

FY21: \$125,000 / FY22: \$125,000 \$ 250,000

Case Management System

Complete implementation of central case management system that provides real-time activity and 360-degree view of student throughout lifecycle. This includes integration, development, and licensing costs.

FY21: \$290,000 / FY22: \$290,000 \$ 580,000

Predictive Modeling Technology

Research and development necessary to expand the use of predictive modeling as an early warning system as students progress through their defined pathway.

FY21: \$150,000 / FY22: \$150,000 \$ 300,000

Online/Dual Enrollment Support

Coordinator (1) and dedicated Learner Mentor (1)

FY21: \$150,000 / FY22: \$150,000 \$ 300,000

Online/Dual Enrollment Integration

Licensing costs required to bring students onto existing platforms.

FY21: \$75,000 / FY22: \$75,000 \$ 150,000

Work-Curriculum Integration Pilot Program Director

Integrate work-curriculum component into the student experience with focus on business/industry partnership development.

FY21: \$135,500 / FY22: \$135,500 \$ 271,000

PRIORITY 2: FINANCIAL AID

Proposed Request:	<u>FY21</u>	<u>FY22</u>
	\$650,000 GF	\$650,000 GF

Richard Bland College is located in the Petersburg community, an economically depressed region whose ongoing challenges are well documented. The College serves a large number of at-risk, low income and first-generation Virginia students, many of whom cannot attend and complete a college credential without strong financial support.

Financial Aid Support

500 students at \$1,000 each per year

FY21: \$500,000 / FY22: \$500,000	\$ 1,000,000
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Institutional Work Study

Institution-based work study to pilot work-service-learning programming supporting 55 students

FY21: \$150,000 / FY22: \$150,000	\$ 300,000
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PRIORITY 3: COMPLIANCE

Proposed Request:	<u>FY21</u>	<u>FY22</u>
	\$708,400 GF	\$708,400 GF

Richard Bland College must respond to recurring APA (Auditor of Public Accounts) findings of non-compliance as well as the recent SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) finding of non-compliance with Standard 13.1 related to financial resources by bolstering its administrative infrastructure (technology solutions and adequate RBC staffing) to minimize risk to the College and the Commonwealth.

Two (2) ITS Resources Staff Members

Internal audits and APA identified issues related to separation of duties and change management. These are a direct result of too few resources with specific skill sets limiting the team's ability to distribute workload and responsibility given NIST/VITA standards.

FY21: \$258,000 / FY22: \$258,000 \$ 516,000

Two (2) HR Resources Staff Members

Resources needed for compliance in employee recruitment/onboarding and training.

FY21: \$130,600 / FY22: \$130,600 \$ 261,200

One (1) Financial Aid Staff Member

Resources needed for compliance management.

FY21: \$74,800 / FY22: \$74,800 \$ 149,600

Technical Systems

Additional and/or expanded for Personal Management, Financial Reporting and Security Monitoring are needed to ensure compliance with required standards. With Richard Bland College currently on warning with SACSCOC, implementation of these systems is critical.

FY21: \$120,000 / FY22: \$120,000 \$ 240,000

Compliance Manager

Oversees maintenance of policy manual, ongoing compliance training for personnel, SACSCOC standards, Title IX training and other compliance-related matters.

FY21: \$125,000 / FY22: \$125,000 \$ 250,000

***All costs for staff positions includes salary + benefits**

**TOTAL INCREASE REQUESTED FOR GENERAL OPERATING FUNDS FOR
FY21/FY22:**

\$ 5,220,800

Richard Bland College requests approval by the Board of Visitors to pursue these funding priorities as part of the College's 2020 legislative strategy.

WHEREAS the Board of Visitors recognizes the Commonwealth's interest in growing the number of citizens with higher education credentials; and

WHEREAS the College has demonstrated the effectiveness of its unique retention program that utilizes predictive analytics and personalized support; and

WHEREAS the Board of Visitors recognizes the importance of preparing students, particularly in the Petersburg area, for academic and career success through higher education;

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President of Richard Bland College, the Board of Visitors of the College of William & Mary in Virginia approves the administration's proposed 2020 legislative budget priorities.

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE REVISIONS TO THE DISCRIMINATION, HARRASSMENT,
SEXUAL MISCONDUCT, AND RETALIATION POLICY**

WHEREAS, at its November 20, 2015 meeting, the Board of Visitors approved *Resolution 1, Adoption of Changes to Richard Bland College Policy Manual*, and charged the President of Richard Bland College with the responsibility to recommend to the Board revisions that should warrant Board review and approval; and

WHEREAS, pursuant to Chapter 737 of the 2015 Acts of Assembly of the Commonwealth of Virginia, each public institution of higher education shall certify to the State Council of Higher Education for Virginia (SCHEV) that it has reviewed its sexual violence policy and updated it as appropriate; and

WHEREAS, Richard Bland College's Title IX policy, titled "Discrimination, Harassment, Sexual Misconduct, and Retaliation," ("Policy") has been updated following review within the context of all applicable federal and state laws, regulations, and guidance, as required for the SCHEV Institutional Compliance Certification;

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President, the Board of Visitors approves and adopts said revisions to Richard Bland College's Discrimination, Harassment, Sexual Misconduct, and Retaliation Policy.

**Policy Name: Discrimination, Harassment, Sexual Misconduct, and Retaliation
Responsibility for Maintenance: Title IX Coordinator**

I. Policy Statement

Richard Bland College is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law.

Such an environment is necessary to a healthy learning, working, and living atmosphere because discrimination and harassment undermine human dignity and the positive connection among everyone on campus. In pursuit of this goal, any question of impermissible discrimination on these bases will be addressed with efficiency and energy and in accordance with this policy and the related document "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation," which is incorporated herein in its entirety, providing specific details of this policy.

This policy and the related policy document (i.e. "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation") also address complaints or reports of retaliation against those who have opposed practices prohibited by these policies, have filed complaints or reports under these policies, or have testified or otherwise participated in enforcement of these policies.

RBC does not discriminate in admission, employment, or any other activity on the basis of race, color, religion, sex, national origin, age, disability, genetic information, sexual orientation, veteran status, political affiliation, or any other status protected by law. RBC does not discriminate on the basis of sex in education programs and activities, as required by Title IX.

RBC, an Equal Opportunity Employer, is fully committed to access and opportunity for all persons.

II. Reason for Policy

The purpose of this policy is to establish clearly and unequivocally that Richard Bland College prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision.

This policy helps RBC comply with federal and state laws, including Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex (including sexual violence) in education programs or activities. It also helps RBC comply with the Civil Rights Act of 1964, which prohibits discrimination based on race, color, religion, sex, or national origin and with the Violence Against Women Reauthorization Act of 2013 (VAWA), which amended the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (The Clery Act) and requires institutions to prohibit dating violence, domestic violence, sexual assault, and stalking. RBC also is committed to complying with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the Higher Education Opportunity ACT (HEOA) relating to military and veterans issues.

III. Applicability of the Policy

This policy applies to on-campus conduct involving students, employees, faculty and staff, visitors to campus (including, but not limited to, students participating in camp programs, non-degree seeking students, exchange students, and other students taking courses or participating in programs at Richard Bland College), and contractors working on-campus who are not Richard Bland College employees, and to students, visiting students, employees, faculty and staff participating in Richard Bland College-sponsored activities off campus. This policy also is applicable to any conduct that occurs off campus that has continuing effects that create a hostile environment on campus.

This Policy is effective September 27, 2019. This policy supersedes any and all previously adopted policies or procedures for the handling of discrimination, harassment, sexual misconduct, and retaliation.

All allegations of discrimination, harassment, retaliation, or failures to comply with any of the laws indicated above or other applicable federal or state laws, regulations, or policies relating thereto that are reported to RBC on or after September 27, 2019 are governed by this policy. Previously reported allegations of violations will be addressed following the procedures applicable at the time the report was made

Allegations of violations of this policy should be reported to the Title IX Coordinator's office as stated herein.

IV. Related Documents

Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation

V. Contacts

Office	Title	Telephone Number	Email
Office of the Title IX Coordinator	Title IX Coordinator	Title IX – (804) 862-6100 ext. 8603 or (804) 712-7141	titleix@rbc.edu

VI. Definitions

The definitions found in the "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation" document are incorporated as part of this policy.

VII. Procedures

Allegations of on-campus or off-campus violations of this policy should be reported to the Title IX Coordinator, as detailed in the related document "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation." Issues involving employee alleged violations of the Americans with Disabilities Act, Title VII of the Civil Rights Act, Age Discrimination in Employment Act, the Uniformed Services Employment and Reemployment Rights Act, or other non-Title IX issues shall first be investigated by the Director of Human Resources or his/her designee and resolved at that level if a mutually satisfactory solution can be reached. Any non-Title IX issues that cannot be resolved shall be forwarded to the Title IX Coordinator for further review and possible appeal pursuant to the Discrimination, Harassment, Sexual Misconduct, and Retaliation Policy. **All Title IX issues, including sexual misconduct of any nature and sex discrimination, should be reported directly to the Title IX Coordinator, and the procedures established in the "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation" document shall apply.**

Policy History
 Approved November 20, 2015
 Updated January 11, 2017
 Updated August 1, 2019
 Revised September 27, 2019

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE THE COLLEGE WORKFORCE PLANNING AND
DEVELOPMENT REPORT**

WHEREAS, at its September 27, 2018 meeting, the Board of Visitors approved *Resolution 4, The College Succession Plan*; and

WHEREAS, Code of Virginia §2.2-1209 directs public institutions of higher education to prepare workforce planning, development, and succession plans for presentation to their boards of visitors and to share copies with the Commonwealth Department of Human Resource Management; ("DHRM"); and

WHEREAS, DHRM developed a succession plan template in 2018 and substantially updated that template in 2019 to focus on data gathering, key personnel and executive positions; and

WHEREAS, some translation is required to comply with a template and process that is primarily focused on state agencies instead of institutions of higher education. Nonetheless, the planning exercise underpinning the report is useful in prompting the institution to evaluate key positions and aspects of operations that warrant forethought and succession planning considerations; and

WHEREAS, the report provides a dashboard of information that is useful for institutional workforce planning with key findings as follows:

- Nine (9) of RBC's total employees are executives; 22% are eligible to retire in five (5) years.
- Approximately 2% of employees are eligible for retirement and a total of 2% within 5 years. Of these retirements, none of the positions are identified as critical positions.
- RBC's institutional turnover rate is 4%. The average time to fill vacant positions is fewer days than the statewide average.
- Two percent of employees report being veterans. There are no disparate impact indicators related to minority employees.
- An average percentage of employees participated in training activities last year, both on and off campus.
- The planning process has helped to identify a number of activities worthy of further review. A comprehensive salary study is currently underway to evaluate the College's competitiveness; career paths will be more clearly articulated; technology use and process improvements will be pursued along with other HR-related activities to enhance the employee work experience.

WHEREAS, the College's Office of Human Resources is working with key leadership to identify factors that may have an impact on talent requirements and operational continuity and is responding appropriately, now

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William & Mary approves the submission of the College's 2019 workforce planning and development report to DHRM, with a copy to the Secretary of Education; and

BE IT FURTHER RESOLVED, That the Board of Visitors requests periodic updates to the College's workforce development and planning process.

**RICHARD BLAND COLLEGE
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY**

Vacancies in the Instructional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the appointment of the following individuals to fill these positions:

KAITLIN M. BJORKMAN, Assistant Professor of Mathematics, effective August 10, 2019:

Ph.D., Mathematics Education, Joint Doctoral Program, San Diego State University
and University of California, San Diego, 2019
M.S., Mathematics, Virginia Commonwealth University, 2013
B.S., Mathematics, George Fox University, 2011
B.S., Cognitive Science, George Fox University, 2011

San Diego State University Research Foundation:
Research Assistant, 2015-2019

University of California, San Diego:
Teaching Assistant, 2014-2018

Moravian Academy:
Upper School Mathematics Teacher, 2013-2014

National American University:
Mathematics Instructor, 2013

Virginia Commonwealth University:
Instructor/Teaching Assistant, 2011-2013

ASHLEY D. FULLER, Assistant Professor of Mathematics, effective August 10, 2019:

M.S., Pure Mathematics, Virginia Commonwealth University, 2008
B.S., Mathematics and Chemistry, Summa Cum Laude, Bridgewater College, 2001

Jefferson Community College:
Technical Specialist, Accommodative Services and Accessibility Office, 2019
Adjunct Mathematics Instructor, 2018-2019

A Fuller Understanding:
Private Tutor, Mathematics, Physics, Chemistry, 2015-present

University of Phoenix:
Online Mathematics Instructor, 2008-2017

ASHLEY D. FULLER (continued):

John Tyler Community College:
Adjunct Mathematics Instructor, 2007-2013
Virginia Commonwealth University:
Graduate Teaching Assistant, 2006-2008
Chesterfield County Public Schools:
Mathematics and Chemistry Teacher, 2002-2006

KATIE S. HEFFERNAN, Assistant Professor of Biology, effective August 10, 2019:

Ph.D., Biology, Northern Illinois University, 2019
M.S., Biological Sciences, specialization in Human Anatomical Sciences, Northern Illinois University, 2011
B.S., Biology, University of Wisconsin-Parkside, 2009

Northern Illinois University:

Instructor of Anatomy/Lab Coordinator, 2011-2019
Cadaver Lab Anatomy Instructor, 2011-2014
Graduate Study Ph.D. Dissertation, Madagascar, 2013-2019
Lead Instructor, Cadaver Based Anatomy Short Course, 2012-2019
Graduate Assistant, Human Anatomy and Physiology, 2009-2011
Assistant for Cadaver Based Anatomy Short Course, 2010-2011
Graduate Study Master's Research Project, 2010-2011

**RICHARD BLAND COLLEGE
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY**

Vacancies in the Professional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the appointment of the following individuals to fill these positions:

CASSANDRA STANDBERRY, Director of Human Resources, effective July 10, 2019:

A.A., Business, University of Phoenix

Department of Professional and Occupational Regulation:

Assistant Human Resources Director, 2018-2019

Department of Juvenile Justice:

HR Business Consultant, 2018

HR Supervisor, Bon Air, 2011-2018

HR Supervisor, Culpepper, 2008-2011

HR Analyst I/Recruiter, 2006-2008

HR Analyst I/Acting Recruiter, 2005-2006

HR Assistant, 2001-2006

Department of Treasury:

Program Support Technician, 1999-2001

LASCHRECSE AIRD, Chief of Staff, effective July 10, 2019:

B.A., Mass Communications/Public Relations, Virginia State University

Richard Bland College of William & Mary:

Assistant Director of Development, 2017-2019

Executive Assistant to the President, 2016-2017

Special Assistant to the President, Student Life, 2015-2016

Assistant to the President, 2012-2015

Virginia House of Delegates:

Delegate, 63rd District, 2016-present

Chief of Staff for Delegate Rosalyn Dance, 2008-2012

Legislative Intern for Delegate Dance, 2006-2007

Petersburg City Public Schools:

Public Information Officer (internship), 2008

**INVESTMENTS SUBCOMMITTEE
of the
COMMITTEE ON FINANCIAL AFFAIRS
September 26, 2019
8:15 – 9:15 a.m.
Board Conference Room**

**Mirza Baig, Chair
H. Thomas Watkins III, Vice Chair**

- I. Opening Remarks - Mr. Baig
- II. Approval of Minutes – April 25, 2019
- III. Investment Portfolio Evaluation Overview - Bryce Lee, Karen Logan, James Johnson, The Optimal Service Group of Wells Fargo Advisors
 - A. Investment Update for Periods Ending August 31, 2019. *Pre-read*
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

**INVESTMENTS SUBCOMMITTEE
MINUTES – APRIL 25, 2019**

MINUTES
Investments Subcommittee
April 25, 2019
Blow Memorial Hall – Room 201

Attendees: Mirza Baig, Chair; Thomas Watkins, Vice Chair; and James A. Hixon. The Optimal Service Group Attendees: Bryce Lee; Karen Logan; Robin Wilcox; and James Johnson. Others in attendance: President Katherine A. Rowe; Senior Vice President for Finance and Administration Samuel E. Jones; and Vice President for Finance/Chief Financial Officer Amy S. Sebring.

Mr. Baig, Chair, convened the Investments Subcommittee meeting at 7:30 a.m. Recognizing a quorum was present, Mr. Baig requested a motion to approve the minutes of the February 7, 2019. Motion was made by Mr. Hixon and seconded by Mr. Watkins and approved by voice vote.

The Subcommittee received a report from Wells Fargo's Optimal Services Group, the Board investment advisor. Wells Fargo noted a strong recovery in the first calendar quarter with the BOV endowment returning 8.6%, exceeding both the target and policy benchmarks. Overall, the endowment is up 1.6% for the fiscal year as this more recent performance offset a challenging first two fiscal quarters. The overall value of BOV endowment now stands at \$84.3 million.

The Subcommittee reviewed a risk analysis with a focus on how the portfolio would responded if there was a significant decline in the market. The President asked for staff to look at what the impact might be on actual spending in support for the university.

At this point, the Subcommittee proposed no changes to its asset allocation. It did support rebalancing at the end of each fiscal year to insure that investments remained in line with policy.

Wells Fargo proposed one change in the Board's Investment Policy which will be brought to the full board at its next meeting.

Having no further business, Mr. Baig asked for a motion to adjourn, motion was made and seconded and the committee adjourned at 8:25 a.m.

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

September 26, 2019

9:30 – 10:45 a.m.

Room 201 - Blow Memorial Hall

William H. Payne II, Chair
Warren W. Buck III, Vice Chair

- I. Introductory Remarks – William H. Payne II
- II. Approval of Minutes – April 26, 2019
- III. Report from College Building Official – David W. Rudloff. *Pre-Read*
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
 - A. Capital Outlay Projects Progress Report. *Pre-Read*
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
 - A. Capital Outlay Projects Progress Report. *Pre-Read*
 - B. IT Assessment
 - C. Resolution to Approve Modification to 2020-2026 Six-Year Capital Plan. **Resolution 14**.
 - D. Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories. **Resolution 15**.
 - E. Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Improve Athletic Facilities. **Resolution 16**.
 - F. Resolution of the Board of Visitors of William & Mary Virginia College Building Authority Financing Authorization: Improve Athletic Facilities. **Resolution 17**.
 - G. Resolution to Approve University Workforce Planning and Development Report. **Resolution 18**.
- VI. Closed Session
- VII. Discussion
- VIII. Adjourn

**COMMITTEE ON ADMINISTRATION,
BUILDINGS AND GROUNDS**

MINUTES – APRIL 26, 2019

MINUTES
Committee on Administration, Buildings and Grounds
April 26, 2019
Board Room - Blow Memorial Hall

Attendees: William H. Payne II, Chair; Warren W. Buck III, Vice Chair; James A. Hixon; Barbara Johnson; Lincoln Saunders; and student committee representative Camryn Easley.

Others present: Samuel E. Jones, Dean John T. Wells, Van Dobson, David Rudloff and other College staff.

Chair William H. Payne II, called the meeting to order at 8:15 a.m.

Mr. Payne advised that Barbara Johnson was in San Diego but had requested to participate by phone. The Board *Bylaws* set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting compliance with the Board *Bylaws*, Mr. Payne asked for a motion that the Committee approve the remote participation of Barbara Johnson. Motion was made by Mr. Payne, seconded by Mr. Branch and approved by voice vote. Mr. Payne welcomed Ms. Johnson to the meeting.

Recognizing that a quorum was present, Mr. Payne requested a motion to approve the minutes of the February 7, 2019 meeting. Motion made by Mr. Hixon, seconded by Mr. Saunders and approved by voice vote of the Committee.

Turning to the agenda, Mr. Payne stated that the committee had several action items including approval of the six-year capital plans for both the Virginia Institute of Marine Science (VIMS) and William and Mary, drafts of which were presented to the Committee at its February meeting. The Committee received as a pre-read a report from the College Building Official, Dave Rudloff who was present if the committee had any questions. Hearing none, the Chair called on John Wells, Dean Director at VIMS to present the VIMS Capital Outlay Progress Report and Six-Year Plan.

Dean Wells reviewed the four on-going capital projects on both the Gloucester Point and Eastern Shore campuses. Timelines for the projects range from one that is in program development (New Research Facility to replacing Chesapeake Bay Hall) to the Facilities Management Building that will be occupied in May 2019. Dean Wells then presented projects proposed in the Six-Year Capital Plan and briefly highlighted several priority projects. Dean Wells then invited the Committee and other Board members to the christening of VIMS's new research vessel, the R/V Virginia.

Sam Jones next provided an overview of on-going capital projects and the Six-Year Capital Plan for William & Mary. The Wren Ramp project is now complete while other projects currently under construction include the Alumni Center Expansion, West Utilities. Fine Arts Phases 1&2, and the Reveley Garden. Projects in design include Integrated Science Center 4, structural improvements to One Tribe Place, and the Sadler Center Addition. The Muscarelle Museum Expansion remains in preplanning.

Before reviewing William & Mary's Six-Year Capital plan, Mr. Jones provided an overview of progress to date in implementing the university's 2015 Campus Master Plan. With that as background, he then went through the university's Six-Year Capital Plan in some detail, stating that the projects were sequenced to reflect moves among academic departments with the long-term goal of replacing both Morton and Jones Halls with a new academic classroom building. After discussion by the Committee, priority # 7 Construct; James Monroe's Highland Visitor Center was removed from William & Mary's Six-Year Capital Plan to be voted on separately and designated **Resolution 44**.

Mr. Payne moved adoption as a block of **Resolution 31**, Virginia Institute of Marine Science Resolution to Approve 2020-2026 Six-Year Capital Plan; **Resolution 32R**, William & Mary Resolution to Approve 2020-2026 Six-Year Capital Plan; **Resolution 33**, Resolution of the Board of Visitors of the College of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/One Tribe Place; **Resolution 34**, Resolution of the Board of Visitors of the College of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/Botetourt Complex and Jefferson Hall; **Resolution 35**, Resolution of the Board of Visitors of the College of William & Mary 2019 9(C) Revenue Bond Program Participation: Renovate Dormitories/One Tribe Place, Botetourt Complex and Jefferson Hall; **Resolution 36**, Resolution to Approve the Roles and Responsibilities of the Design Review Board; **Resolution 37**, Resolution of the Board of Visitors of the College of William & Mary: Revised Endorsement of the Compton Drive Multi-Use Pathway Project; and **Resolution 44**, Resolution to Approve Highland Visitor Center for the 2020-2022 Biennium Under the 2020-2026 Capital Plan. Motion was seconded by Mr. Buck and approved by voice vote of the Committee. (**Resolution 32R** and **Resolution 44** are appended.)

After action on the Board resolutions, Mr. Jones provided an update on the 2018 Employee Climate Survey. Noting the seven broad categories evaluated, where employees rated the university high and low, where there was a significant range of responses among groups and highlighting opportunities for improvement.

Mr. Payne move that the Committee on Administration, Buildings and Grounds of William & Mary convene in Closed Session for discussion of the evaluation of specific personnel, as provided for in Section 2.2-3711.A. 1. of the Code of Virginia. Motion was seconded by Mr. Buck and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 8:56 a.m.

The Committee reconvened in open session at 9:02 a.m. Mr. Payne reviewed the topic discussed in closed session and moved the adoption of the **Resolution** certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Buck and approved by roll call vote conducted by Secretary to the Board Michael Fox. (**Resolution** is appended.)

There being no further business, the Committee adjourned at 9:03 a.m.

**WILLIAM & MARY
RESOLUTION TO APPROVE
2020-2026 SIX-YEAR CAPITAL PLAN**

WHEREAS, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget (DPB), requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

WHEREAS, the university has developed its proposed six-year capital outlay plan for the biennia 2020-2026 based on the Governor's historical guidance regarding such; and

WHEREAS, the 2020-2026 Capital Plan was developed and informed by application of the 2015 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, adjacency, replacement, and highest and best use as determined during master planning; and

WHEREAS, biennium 2020-2022 will be the focus of potential action by the 2020 legislature, and thus reflects the consistent, rolling capital priorities of the university as well as the success of projects that were funded by the 2018 General Assembly; and

WHEREAS, the university provided the Administration, Buildings, & Grounds Committee of the Board of Visitors with a draft six-year capital plan at its February 2019 meeting; and

WHEREAS, the university expects to make submittals on the 2020-2026 Capital Plan to the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) from June through September of 2019; and

WHEREAS, in the course of that process, university staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves the 2020-2026 Six-Year Capital Plan as recommended; and

BE IT FURTHER RESOLVED, that the Board of Visitors authorizes the Senior Vice President for Finance and Administration to take the actions necessary to fulfill the university's response to the Governor and supporting agencies with respect to the 2020-2026 Six-Year Capital Plan submittal.

**WILLIAM & MARY
2020-2026 CAPITAL PLAN**

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	<p>Major Repairs and Maintenance Reserve Provides continued funding of major repair and replacement projects in facilities across campus. Includes roof repairs and other permissible corrective actions intended to extend the useful life of plant, property, or equipment.</p>	\$ 7,500,000 GF
2	<p>Construct: Integrated Science Center 4 (ISC 4) This fourth phase of the Integrated Science Center (ISC) will house Mathematics, Computer Science, Kinesiology, and Design/Engineering. The project will construct 124,000 GSF of new space and renovate 10,000 GSF of existing space in order to connect to the adjacent ISC facility.</p>	\$ 74,950,000 GF
3	<p>Renovate: Swem Library for Studio for Teaching & Learning Innovation Renovation of the ground floor of the Earl Gregg Swem Library in order to create a collaborative teaching and learning center to replace underutilized, ineffective areas with spaces devoted to development and experimental teaching.</p>	\$ 11,250,000 GF
4	<p>Renovate: Ewell Hall Renovations to update life safety and other building systems, achieve current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use.</p>	\$ 21,550,000 GF
5	<p>Construct: Ecology and Endocrinology Laboratory Replacement of the Population Lab and Indoor Aviary with a 12,000-15,000 GSF facility. This facility allows students from a variety of disciplines to perform small animal studies and research, but needs to be replaced in order to enable accreditation, thereby providing improved opportunities for research grants.</p>	\$ 8,900,000 GF
6	<p>Construct: Fine Arts, Phase 3 The third phase of the "Arts Quarter" contains the renovation of Andrews Hall (32,000 GSF) and construction of a new facility (33,000 GSF) and will complete the co-location of the arts departments to foster interdisciplinary collaboration, coordination, and creativity.</p>	\$ 42,100,000 GF

2022-2024 BIENNIUM

- 1b Major Repairs and Maintenance Reserve \$ 8,000,000 GF**
Provides continued funding of major repair and replacement projects in facilities across campus. Includes roof repairs and other permissible corrective actions intended to extend the useful life of plant, property, or equipment.
- 14 Renovate: Washington Hall \$ 33,500,000 GF**
Repair and replacement of deteriorated building systems, installation of a fire sprinkler system, upgrade of building accessibility, and other improvements to meet the demands of the modern teaching environment.
- 15 Construct: Replace Trinkle Hall \$ 36,750,000 GF**
Replacement of Trinkle Hall to take advantage of departments relocating to the new Sadler West Addition. Enables the consolidation of many administrative and institutional support areas to allow for greater collaboration and efficiency.
- 16 Renovate: Campus Center \$ 13,450,000 NGF**
Renovation of the current crescent-shaped portion of the Campus Center to create much needed areas for dining and retail operations.
- 17 Renovate: Adair Hall \$ 21,800,000 NGF**
Renovation of the 1962-era building to update and reconfigure existing space to enable the facility to functionally meet recreation and athletic needs. Supports the 2015 Campus Master Plan to accommodate an increase in recreational programs and participants.
- 18 Renovate: Dormitories \$ 16,650,000 NGF**
Continuation of the university's ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, sanitary, and functional residential environment is maintained.

2024-2026 BIENNIUM

- 1c Major Repairs and Maintenance Reserve \$ 8,500,000 GF**
Provides continued funding of major repair and replacement projects in facilities across campus. Includes roof repairs and other permissible corrective actions intended to extend the useful life of plant, property, or equipment.
- 19 Replace: Jones & Morton Halls \$ 55,150,000 GF**
Consistent with the 2015 Campus Master Plan, combines two outdated academic buildings into one general academic facility.
- 20 Improve: Athletic Facilities \$ 5,000,000 NGF**
Supports umbrella projects for various non-general fund athletic facilities to address replacement and renovation needs. The list of projects will be rolling, dependent upon priority, urgency, and funding availability.
- 21 Construct: Dillard Athletic Fields & Track \$ 7,300,000 NGF**
Creates a designated track and field area, co-located with other athletic venues such as soccer and baseball. Project will be dependent upon funding availability.
- 22 Replace: Facilities Management Complex \$ 11,200,000 GF**
Comprehensive solution for demolition and replacement of old facility maintenance shops in order to create an area that is functional, efficient, accessible, and sustainable.
- 23 Replace: Commons Dining Hall \$ 23,500,000 NGF**
Supports replacement of the current Commons Dining Hall with a more efficient, functional space to meet the needs of the campus community.
- 24 Renovate: Dormitories \$ 20,650,000 NGF**
Continuation of the university's ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, sanitary, and functional residential environment is maintained.

William & Mary Capital Outlay Plan 2020-2026

2020-2026 Request						
Priority	Project Name	Fund	2018-24 Request	General Funds	Non-General Funds	Total Project Request
1a	Maintenance Reserve	0100	Yes	\$ 7,500,000	\$ -	\$ 7,500,000
2	Construct: Integrated Science Center 4 (ISC 4)	0100	Yes	\$ 74,950,000	\$ -	\$ 74,950,000
3	Renovate: Swim Library for Studio for Teaching & Learning Innovation	0100	Yes	\$ 11,250,000	\$ -	\$ 11,250,000
4	Renovate: Ewell Hall	0100	Yes	\$ 21,550,000	\$ -	\$ 21,550,000
5	Construct: Ecology and Endocrinology Laboratory	0100	Yes	\$ 8,900,000	\$ -	\$ 8,900,000
6	Construct: Fine Arts, Phase 3	0100	Yes	\$ 42,100,000	\$ -	\$ 42,100,000
7	SEE RESOLUTION 44: Construct: James Monroe's Highland Visitor Center	0100	No	\$ 5,125,000	\$ -	\$ 5,125,000
8	Construct: Sanitary Sewer Repairs	0100	Yes	\$ 3,750,000	\$ -	\$ 3,750,000
9	Improve: Handicapped Access	0100	Yes	\$ 8,850,000	\$ -	\$ 8,850,000
10	Construct: Economic & Entrepreneurial Development Center (Newport News)	0100	No	\$ 22,650,000	\$ -	\$ 22,650,000
11	Improve: Kaplan Arena	0815	Yes	\$ -	\$ 55,000,000	\$ 55,000,000
12	Construct: Parking Facilities	0815	No	\$ -	\$ 11,300,000	\$ 11,300,000
13	Renovate: Dormitories	0813	Yes	\$ -	\$ 11,850,000	\$ 11,850,000
2020-2022 Biennium Totals						
				\$ 203,625,000	\$ 78,150,000	\$ 281,775,000

2022 - 2024 Capital Program Request						
Priority	Project Name	Fund	2018-24 Request	General Funds	Non-General Funds	Total Project Request
1b	Maintenance Reserve	0100	Yes	\$ 8,000,000	\$ -	\$ 8,000,000
14	Renovate: Washington Hall	0100	Yes	\$ 33,580,000	\$ -	\$ 33,580,000
15	Construct: Replace Trinkle Hall	0100	Yes	\$ 36,750,000	\$ -	\$ 36,750,000
16	Renovate: Campus Center	0815	Yes	\$ -	\$ 13,450,000	\$ 13,450,000
17	Renovate: Adair Hall	0815	Yes	\$ -	\$ 21,800,000	\$ 21,800,000
18	Renovate: Dormitories	0813	Yes	\$ -	\$ 16,650,000	\$ 16,650,000
2022-2024 Biennium Totals						
				\$ 78,250,000	\$ 51,900,000	\$ 130,150,000

2024 - 2026 Capital Program Request						
Priority	Project Name	Fund	2018-24 Request	General Funds	Non-General Funds	Total Project Request
1c	Maintenance Reserve	0100	No	\$ 8,500,000	\$ -	\$ 8,500,000
19	Replace: Jones & Morton Halls	0100	Yes	\$ 55,150,000	\$ -	\$ 55,150,000
20	Improve: Athletic Facilities	0815	Yes	\$ -	\$ 5,000,000	\$ 5,000,000
21	Construct: Dillard Athletic Fields & Track	0815	Yes	\$ -	\$ 7,300,000	\$ 7,300,000
22	Replace: Facilities Management Complex	0100	Yes	\$ 11,200,000	\$ -	\$ 11,200,000
23	Replace: Commons Dining Hall	0815	No	\$ -	\$ 23,500,000	\$ 23,500,000
24	Renovate: Dormitories	0813	Yes	\$ -	\$ 20,650,000	\$ 20,650,000
2024-2026 Biennium Totals						
				\$ 74,850,000	\$ 68,450,000	\$ 131,300,000

Grand Totals						
				\$ 356,725,000	\$ 186,500,000	\$ 543,225,000

**WILLIAM & MARY
RESOLUTION TO APPROVE HIGHLAND VISITOR CENTER
FOR THE 2020-2022 BIENNIUM
UNDER THE 2020-2026 CAPITAL PLAN**

RESOLVED, That the Board of Visitors of the College of William & Mary hereby authorizes the Senior Vice President for Finance and Administration to take the necessary actions to fulfill the university's response to the Governor and supporting agencies with respect to the 2020-2026 Six-Year Capital Plan submittal and include the following project in the 2020-2022 Biennium submission as Priority number 7.

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
7	Construct: James Monroe's Highland Visitor Center Creation of a dedicated space to welcome visitors and serve as an educational exhibition area. Also includes retail space and will serve as an economic driver for Highland and the surrounding area.	\$ 5,125,000 GF

April 26, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors' Committee on Administration, Buildings and Grounds 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;

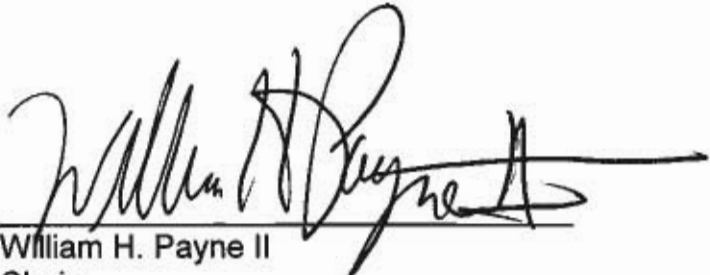
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Administration, Buildings and Grounds, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in 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 Administration, Buildings and Grounds.

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:



William H. Payne II
Chair
Committee on Administration, Buildings
and Grounds

**RESOLUTION OF THE BOARD OF VISITORS
OF WILLIAM & MARY
TO APPROVE MODIFICATION TO
2020-2026 SIX-YEAR CAPITAL PLAN**

WHEREAS, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget (DPB), requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

WHEREAS, the Board of Visitors approved the 2020-2026 Six-Year Capital Plan during the April 2019 meeting; and

WHEREAS, after that meeting, estimates were obtained for the repair and replacement of approximately 100 windows at Earl Gregg Swem Library due to the fact that the windows are failing and allowing damaging moisture to infiltrate the building; and

WHEREAS, the estimated cost of the project classified it as a project for inclusion in the 2020-2026 Six-Year Capital Plan;

THEREFORE, BE IT RESOLVED, to modify as passed, Resolution 32(R) and Resolution 44 to include the Replace: Swem Windows project and establish it as priority number five, renumbering the subsequent priorities as appropriate; and

BE IT FURTHER RESOLVED, That the Board of Visitors authorizes the Senior Vice President for Finance and Administration to continue to take the actions necessary to fulfill the university's response to the Governor and supporting agencies with respect to the 2020-2026 Six-Year Capital Plan submittal.

**WILLIAM & MARY
2020-2026 CAPITAL PLAN MODIFICATION**

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
5	Replace: Swem Windows Repair and replacement of approximately 100 windows at Earl Gregg Swem Library. The seals at the windows are old, failing, and allowing moisture to infiltrate the building, causing damage to the interior walls and flooring of the building as well as to the windows themselves.	\$ 3,300,000 GF

**RESOLUTION OF THE BOARD OF VISITORS OF
WILLIAM & MARY
DECLARING THE INTENTION TO REIMBURSE
THE COST OF CERTAIN EXPENDITURES: RENOVATE DORMITORIES**

WHEREAS, WILLIAM & MARY (the "Institution") has undertaken the construction of its RENOVATE DORMITORIES, 204-18100 (the "Project"); and

WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. **The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**

2. **The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 11,000,000 for this authorization (plus \$16,000,000 authorized in 2014 and \$13,637,000 authorized in 2017).**

3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: _____

Sue H. Gerdelman
Secretary of the Board of Visitors
William & Mary

**RESOLUTION OF THE BOARD OF VISITORS OF
WILLIAM & MARY
DECLARING THE INTENTION TO REIMBURSE THE COST OF
CERTAIN EXPENDITURES: IMPROVE ATHLETIC FACILITIES**

WHEREAS, WILLIAM & MARY (the "Institution") has undertaken the construction of its IMPROVE ATHLETIC FACILITIES, 204-18220 (the "Project"); and

WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. **The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**

2. **The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 5,000,000.**

3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: _____

Sue H. Gerdelman
Secretary of the Board of Visitors
William & Mary

**RESOLUTION OF THE BOARD OF VISITORS OF
WILLIAM & MARY
VIRGINIA COLLEGE BUILDING AUTHORITY FINANCING AUTHORIZATION:
IMPROVE ATHLETIC FACILITIES**

WHEREAS, pursuant to and in furtherance of Chapter 12, Title 23.1 of the Code of Virginia of 1950, as amended (the "Act"), the Virginia College Building Authority (the "Authority") developed a program (the "Program") to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia ("Participating Institutions" and each a "Participating Institution") to finance or refinance projects of capital improvement ("Capital Projects" and each a "Capital Project") included in a bill passed by a majority of each house of the General Assembly of Virginia (the "General Assembly");

WHEREAS, under the Program the Authority from time to time issues its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) ("Pooled Bonds") to finance the purchase or refunding of debt instruments issued by Participating Institutions to finance or refinance Capital Projects;

WHEREAS, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 1208, Title 23.1 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

WHEREAS, the Board of Visitors (the "Board") of William & Mary (the "Institution") from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the "Note") to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the "Loan Agreement"), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the General Assembly: the Improve Athletic Facilities (Project Code 204-18220) (collectively, the "Project"); and

WHEREAS the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement,

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the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

Section 1. The Project is hereby designated to be undertaken and financed or refinanced by the Authority and, accordingly, the *President, Senior Vice President for Finance & Administration, and Vice President for Finance & Technology* (the "Authorized Officers") are each hereby delegated and invested with full power and authority to approve the forms of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), and any pledge to the payment of the Note and any amendment thereto of total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and nongeneral fund appropriations and other revenues not required by law or previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the Loan Agreement, subject to the provisions of Section 3 hereof.

Section 2. Subject to the provisions of Section 3 hereof, the Authorized Officers are each hereby delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Institution, (a) the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), with approval of such documents in accordance with Section 1 hereof evidenced conclusively by the execution and delivery of the respective document, and (b) any other documents, instruments or certificates as may be deemed necessary or desirable to finance or refinance costs of the Project through and participate in the Program, and to further carry out the purposes and intent of this resolution. The Authorized Officers are authorized and directed to take such steps and deliver such certificates in connection with delivery of the Note, and any amendment thereto, as may be required under any existing obligations, including bond resolutions relating to any outstanding general revenue pledge bonds, and to notify Virginia Department of Treasury representatives serving as Authority staff at least 60 days in advance of a pledge of any amounts pledged to the payment of the Note in accordance with Section 1 hereof to, or as security for, the payment of any other Institution obligations issued or entered into after the date hereof for so long as the Note and any amendments thereto remain outstanding.

Section 3. The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original

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issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed \$5,000,000 as the same may be so increased; (c) the aggregate interest rate payable (i) under a tax-exempt Note shall not exceed a "true" or "Canadian" interest cost more than 50 basis points higher than the interest rate for "AA" rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index for tax-exempt yields, as of the date that the interest rates are determined, taking into account any original issue discount or premium and (ii) under a taxable Note shall not exceed a "true" or "Canadian" interest cost more than 50 basis points higher than the interest rate for "AA" rated securities with comparable maturities, as reported by MMD or another comparable service or index for taxable yields, as of the date that the interest rates are determined; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

Section 4. The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23.1-1211 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

Section 5. The Board agrees that if the Authority determines the Institution as a Participating Institution shall be subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission with respect to any Pooled Bonds, (a) an Authorized Officer shall, and is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and (b) the Institution will comply with the provisions and disclosure obligations contained therein.

Section 6. The Board designates the Senior Vice President for Finance & Administration to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any loan agreement between the Institution as a Participating Institution and the Authority, including the Loan Agreement and any amendments thereto, related to maintaining tax-exempt status for federal income tax purposes of interest on any Pooled Bonds, including without limitation monitoring the use of any portion of all Capital Projects for the Institution financed or refinanced with such Pooled Bonds and compliance with any applicable federal income tax remedial action requirements in connection with certain changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

Section 7. This resolution shall take effect immediately upon its adoption.

Adopted: _____, 2019

Sue H. Gerdelman

**SECRETARY OF THE BOARD OF VISITORS
OF WILLIAM & MARY**

**WILLIAM & MARY
RESOLUTION TO APPROVE
UNIVERSITY WORKFORCE PLANNING AND DEVELOPMENT REPORT**

WHEREAS, Code of Virginia §2.2-1209 directs public institutions of higher education to prepare workforce planning, development, and succession plans for presentation to their boards of visitors and to share copies with the Commonwealth Department of Human Resource Management; (“DHRM”); and

WHEREAS, DHRM developed a succession plan template in 2018 and substantially updated that template in 2019 to focus on data gathering, key personnel and executive positions; and

WHEREAS, some translation is required to comply with a template and process that is primarily focused on state agencies instead of institutions of higher education. Nonetheless, the planning exercise underpinning the report is useful in prompting the institution to evaluate key positions and aspects of operations that warrant forethought and succession planning considerations; and

WHEREAS, the report provides a dashboard of information that is useful for institutional workforce planning with key findings as follows:

- Approximately 10% of employees are eligible for retirement and a total of 29% within 5 years. However only 1% of this total is in identified critical positions.
- While the institutional turnover rate is 12% it masks the fact that intentional one-year appointments inflate the average. The average time to fill vacant positions is higher than the statewide average, though this pattern is more reflective of the differences in how higher education works compared to state agencies than any other factor.
- Two percent of employees report being veterans. There are no disparate impact indicators related to minority employees.
- A very high percentage of employees participated in training activities last year, both on and off campus.
- The planning process has helped to identify a number of activities worthy of further review. A salary study will be conducted to evaluate our competitiveness, career paths will be more clearly articulated, technology use and process improvements will be pursued along with other human resources related activities to enhance the employee work experience.

WHEREAS, the university's Office of Human Resources is working with key leadership to identify factors that may have an impact on talent requirements and operational continuity and is responding appropriately, now

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the submission of the university's 2019 workforce planning and development report to DHRM with a copy to the Secretary of Education; and

BE IT FURTHER RESOLVED, That the Board of Visitors requests periodic updates to the university's workforce development and planning process.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

September 26, 2019

10:30 – 11:45 a.m.

Board Room - Blow Memorial Hall

**Sue H. Gerdelman, Chair
Anne Leigh Kerr, Vice Chair**

- I. Opening Remarks – Ms. Gerdelman
- II. Approval of Minutes – April 25, 2019
- III. Campaign Update – Vice President Lambert
- IV. Positioning Study Results – Vice President Henry R. Broaddus and Elizabeth Scarborough Johnson
- V. Closed Session (if necessary)
- VI. Adjourn

**COMMITTEE ON INSTITUTIONAL ADVANCEMENT
MINUTES – APRIL 25, 2019**

MINUTES
Committee on Institutional Advancement
April 25, 2019
Board of Visitors Room – Blow Memorial Hall

Attendees: Sue H. Gerdelman, Chair, Anne Leigh Kerr, Vice Chair; Victor K. Branch, Thomas R. Frantz, and H. Thomas Watkins III. Board members present: Mirza Baig, Warren W. Buck III, S. Douglas Bunch, James A. Hixon, Rector John E. Littel, William H. Payne II, Lisa E. Roday, J.E. Lincoln Saunders, Karen K. Schultz and Brian P. Woolfolk; Faculty Representative Catherine A. Forestell, Student Committee Representative Rachel Becker and Staff Liaison Jennifer C. Fox.

Others attending: President Katherine A. Rowe, Alumni Association President Sue Manix, Virginia M. Ambler, Henry R. Broaddus, Katherine Conley, Kent B. Erdahl, Michael J. Fox, Fanchon P. Glover, Heather E. Golden, Samantha K. Huge, Samuel E. Jones, Matthew T. Lambert, Jeremy P. Martin, Marilyn W. Midyette, Carrie S. Nee, Roscoe C. Roberts, Amy S. Sebring, Colin A. Smolinsky, Virginia J. Torczon, Lillian H. Stevens, John T. Wells, Brian W. Whitson, Sandra J. Wilms and Janice L. Zeman.

Also attending: Elizabeth Simpson Johnson and Emma Miller of SimpsonScarborough.

Vice Chair Anne Leigh Kerr called the meeting to order at 9:50 a.m. She welcomed Sue Manix and noted that the agenda was a full one with a lot of material to cover.

Recognizing that a quorum was present, Ms. Kerr asked for a motion to adopt the minutes of the November 15, 2018, Committee meeting as well as the February 9, 2019 Campaign Steering Committee meeting. Motion was made by Ms. Gerdelman, seconded by Mr. Watkins and approved by voice vote of the Committee.

Ms. Kerr introduced Vice President Matthew Lambert who provided an Advancement update and reviewed the *For the Bold* campaign goals.

After announcing that there will be two more Campaign celebrations coming up in May, Mr. Lambert introduced Vice President Henry Broaddus.

Mr. Broaddus advised the Committee that William & Mary has retained consulting firm SimpsonScarborough to conduct a positioning study which will help the university better understand how it is perceived in the marketplace in advance of strategic planning and communication efforts.

Mr. Broaddus introduced Elizabeth Simpson Johnson of SimpsonScarborough. Ms. Johnson thanked the Committee for inviting her and introduced her Alexandria-headquartered company to those present. She discussed trends in reputation management in higher education, and delivered

Committee on Institutional Advancement
MINUTES
Page 2

a comprehensive presentation of what her firm has been engaged to accomplish and where they are in those efforts. She then engaged Board members in a general discussion regarding the image and reputation of William & Mary.

There being no further business, the Committee adjourned at 11:00 a.m.

COMMITTEE ON THE STUDENT EXPERIENCE

September 26, 2019

2:00 – 3:30 p.m.

Room 201 – Blow Memorial Hall

Lisa E. Roday, Chair

H. Thomas Watkins III, Vice Chair

- I. Introductory Remarks –Ms. Roday and Mr. Watkins
- II. Approval of Minutes – April 25, 2019
- III. Report from Vice President for Student Affairs Virginia Ambler
 - A. Health & Wellness at W&M: Quantitative and Qualitative Data from the McLeod Tyler Wellness Center's First Year" – Vice President for Student Affairs Ginger Ambler, Associate Vice President for Health & Wellness Kelly Crace, and Director of Student Affairs Planning and Assessment Anna Mroch
- IV. Report from Director of Athletics
 - A. Tribe 2025: The Path Forward. *Pre-Read*
- V. Closed Session (if necessary)
- VI. Other Business
- VII. Adjourn

**COMMITTEE ON THE STUDENT EXPERIENCE
MINUTES – APRIL 25, 2019**

MINUTES
Committee on the Student Experience
April 25, 2019
Board Room – Blow Memorial Hall

Attendees: H. Thomas Watkins III, Chair, Lisa E. Roday, Vice Chair; S. Douglas Bunch, Thomas R. Frantz, Sue H. Gerdelman, Karen Kennedy Schultz, faculty committee representative Rowan Lockwood and student committee representative Samir Talaware, staff liaison Jennifer C. Fox. Board member present: Rector John E. Littel, Warren W. Buck III and James A. Hixon. Others present: Virginia M. Ambler, W. Fanchon Glover, Jim Golden, Jeremy P. Martin, Matthew Lambert, Sue Manix, Sarah Melchior, Marjorie Thomas, Brian W. Whitson, Sandra J. Wilms and other university staff.

Chair Tom Watkins called the meeting to order at 1:15 p.m. briefly reviewed the agenda. Ms. Roday thanked the outgoing students a wonderful year of representation and congratulated the incoming Student Assembly president and vice president, Kelsey Vita and Ellie Thomas. A round of applause was offered.

Recognizing that a quorum was present, Mr. Watkins asked for a motion to adopt the minutes of the meeting of the Committee on the Student Experience from February 7, 2019. Motion was made by Mr. Frantz, seconded by Ms. Roday and approved by voice vote of the Committee.

Vice President for Student Affairs Ginger Ambler reported on the WCWM-FM Annual Report contained in the pre-reads.

Director of Athletics Samantha Huge presented a PowerPoint report on the Athletics strategic planning process and reviewed the Strategic Planning timeline. Ms. Huge noted that both Ms. Roday and Mr. Watkins are members of the committee.

Following a brief discussion, Mr. Watkins moved that the Committee on the Student Experience convene in Closed Session for the purpose of discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.9., of the Code of Virginia. The motion was seconded by Ms. Roday and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 1:32 p.m.

The Committee reconvened in open session at 2:02 p.m. Mr. Watkins moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. The motion was seconded by Ms. Roday and approved by roll call vote conducted by Chair Tom Watkins. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 2:04 p.m.

April 25, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on the Student Experience 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 the Student Experience, 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 the Student Experience.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:



H. Thomas Watkins III

Chair

Committee on the Student Experience

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

September 26, 2019

2:00 – 3:30 p.m.

Board Room - Blow Memorial Hall

Brian P. Woolfolk, Chair

Barbara L. Johnson, Vice Chair

- I. **Introductory Remarks – Mr. Woolfolk**
- II. **Approval of Minutes – April 25, 2019**
- III. **Report from Director of Internal Audit – Kent B. Erdahl**
- IV. **Report from Chief Compliance Officer – Pamela H. Mason**
- V. **Closed Session (if necessary)**
- VI. **Discussion**
- VII. **Adjourn**

**COMMITTEE ON AUDIT, RISK AND COMPLIANCE
MINUTES – APRIL 25, 2019**

MINUTES
Committee on Audit, Risk and Compliance
April 25, 2019
Room 201—Blow Memorial Hall

Attendees: Brian P. Woolfolk, Chair; Mirza Baig, Victor K. Branch, William H. Payne II, J.E. Lincoln Saunders. Barbara L. Johnson, Vice Chair participated telephonically. Other Board member present: Rector John E. Littel: Others present: President Katherine A. Rowe, President Debbie L. Sydow, Kent B. Erdahl, Paul Edwards, Michael J. Fox, Samuel E. Jones, Pamela H. Mason, Amy Sebring, Roscoe C. Roberts, Senior Assistant Attorney General Carrie S. Nee, Eric Sandridge of the Auditor of Public Accounts, and others.

Chair Brian Woolfolk called the meeting to order at 1:15 p.m. and welcomed committee members and other audience members present.

Mr. Woolfolk advised that Vice Chair Barbara Johnson was in San Diego at a previously scheduled conference which she is chairing and unable to attend this meeting but had requested to participate by phone. The Board *Bylaws* set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting compliance with the Board *Bylaws*, Mr. Woolfolk asked for a motion that the Committee approve the remote participation of Barbara Johnson. Motion was made by Mr. Payne, seconded by Mr. Branch and approved by voice vote. Mr. Woolfolk welcomed Ms. Johnson to the meeting.

Recognizing that a quorum was present, Mr. Woolfolk asked for a motion to approve the minutes of the meeting of February 6, 2019. Motion was made by Mr. Payne, seconded by Mr. Saunders and approved by voice vote.

Mr. Woolfolk welcomed Eric Sandridge of the Auditor of Public Accounts (APA) and asked for his report. Mr. Sandridge communicated that the fiscal year 2018 APA audit is substantially complete. He explained that the APA audits William & Mary, Richard Bland College, and the Virginia Institute of Marine Science as a group audit and the consolidated audit report will receive an unmodified opinion. Mr. Sandridge explained that the APA evaluates internal controls and as part of their audit and reported that Richard Bland College will receive two material weaknesses and six significant deficiencies. Mr. Baig noted that both the material weaknesses are repeat findings and expressed concern. Mr. Sandridge agreed that this is an area of concern. He attributed significant turnover of accounting staff at Richard Bland College as a factor that contributed to the repeat findings. Mr. Sandridge communicated the importance of documented policies and procedures as an important success factor for Richard Bland College. He thanked the staff of both William & Mary and Richard Bland College for their assistance. Mr. Woolfolk thanked the APA for their work.

Mr. Woolfolk asked the Interim Chief Compliance Officer, Pamela Mason for her report. Ms. Mason provided the Committee with an update on the Department of Education proposed regulations for Title IX compliance. Ms. Mason also presented FY '19 second quarter Title IX/VAWA data on reports received, type of misconduct alleged and disposition of reports. A brief discussion ensued.

Mr. Woolfolk asked Director of Internal Audit, Kent Erdahl for his report. Mr. Erdahl provided a brief overview of the Provost Office audit and the Financial Aid audit. He reported that a vacant Senior Auditor position has recently been filled. He communicated that the Internal Audit department budget addresses all department training and other resource needs. He reported that the Internal Audit department is organizationally independent.

Mr. Erdahl recommended adding an IT Security review at Richard Bland College to this year's audit plan. The APA had identified this as an improvement area; Internal Audit staffing now includes IT audit experience which enables the performance of this review.

Mr. Woolfolk moved that the Committee on Audit, Risk and Compliance of William & Mary convene in closed session for the purpose of discussing specific personnel matters, the performance and evaluations of specific executive employees; to discuss internal investigations, which discussion will include discussion of personnel matters including performance or discipline of specific employees and which will involve the disclosure of information contained in a scholastic record of one or more students; for consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation and for consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, as provided for in Section 2.2-3711.A. 1., 2., 7., and 8., of the Code of Virginia.. Motion was seconded by Mr. Payne and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 2:09 p.m.

The Committee reconvened in open session at 3:00 p.m. Mr. Woolfolk reviewed the topics discussed in closed session and moved the adoption of the **Resolution** certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Payne and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.).

Mr. Woolfolk moved to approve directing the Rector to negotiate a salary increase for the Director of Internal Audit with particular consideration of the competitive marketplace. Motion was seconded by Mr. Payne and approved by voice vote.

There being no further business, the Committee adjourned at 3:01 p.m.

April 25, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Audit, Risk and Compliance 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 Audit, Risk and Compliance, 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 Audit, Risk and Compliance.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:



Brian P. Woolfolk
Chair
Committee on Audit, Risk and Compliance

**AD HOC COMMITTEE ON
ORGANIZATIONAL SUSTAINABILITY & INNOVATION**

September 26, 2019

3:45 – 5:15 p.m.

Board Room – Blow Memorial Hall

**H. Thomas Watkins III, Chair
Mirza Baig, Co-Chair**

- I. Opening Remarks – Mr. Watkins and Mr. Baig
- II. Faculty Career Pathway Analysis and Diversity Dashboard. *Pre-read*
- III. Strategic Planning Update
- IV. Tech Talent and Institutional Partnership Performance Agreement Update
- V. Closed Session (if necessary)
- VI. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS

September 27, 2019

8:00 – 9:30 a.m.

Board Room – Blow Memorial Hall

James A. Hixon, Chair

Mirza Baig, Vice Chair

- I. Introductory Remarks - Mr. Hixon
- II. Approval of Minutes - April 25, 2019
- III. Report from Senior Vice President for Finance and Administration Samuel E. Jones and Vice President for Finance and Technology Amy S. Sebring
 - A. 2020-2026 Six-Year Plan. **Resolution 19** .
 - B. 2020-2026 Six-Year Plan Narrative. *Pre-read.*
 - C. 2020-2022 Operating Budget Requests. **Resolution 20** .
 - D. 2019-2020 Operating Budget Summary. *Pre-read.*
 - E. Revision to the Investment and Spending Policy for Endowment. **Resolution 21** .
 - F. Statement of Endowment Funds - June 30, 2018. *Pre-read*
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
 - A. 2020-2026 Six-Year Plan. **Resolution 22** .
 - B. 2020-2022 Operating Budget Requests. **Resolution 23** .
 - C. 2019-2020 Operating Budget Summary. *Pre-read.*
- V. Investments Subcommittee Report – Mr. Baig
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

**COMMITTEE ON FINANCIAL AFFAIRS
MINUTES – APRIL 25, 2019**

MINUTES
Committee on Financial Affairs
April 25, 2019
Blow Memorial Hall – Room 201

Attendees: James A. Hixon, Chair; Mirza Baig, Vice Chair, S. Douglas Bunch, Anne Leigh Kerr, H. Thomas Watkins III; faculty committee representative Tom Ward; and student committee representative Patrick Canteros. Others in attendance: President Kathrine Rowe, Provost Michael Halleran, Senior Vice President for Finance and Administration Sam Jones, Vice President for Finance/Chief Financial Officer Amy Sebring and other university staff.

Mr. Hixon called the meeting to order at 8:30 a.m., welcoming Committee members as well as staff. He then requested approval of the minutes from the February 7, 2019 committee meeting. Motion was made by Mr. Baig, seconded by Mr. Bunch and approved by voice vote of the Committee.

Mr. Hixon noted that the April meeting of the Committee/Board is when it typically approves operating budgets and related tuition and fees for the upcoming year. As a result the Committee will consider four resolutions recommended by the William & Mary and Virginia Institute of Marine Science (VIMS) administrations supporting FY 2020 operations.

The Chair brought particular attention to **Resolution 27** revising the FY 2020 tuition rate for incoming in-state undergraduate students. While the Board approved an FY 2020 tuition increase for in-state undergraduates at its November 2018 meeting, subsequent funding provided by the General Assembly allows the Board to reverse its prior action and maintain tuition for these students at the current year level.

Mr. Hixon then called on Sam Jones and Amy Sebring to provide an overview of FY 2020 revenue, proposed expenditure budgets and related tuition and fees recommendations.

Mr. Jones provided an overview of the various revenue sources supporting university activities, noting an increase of 10% in state funds. These funds allow the Board to reverse its November action that increased tuition on in-coming in-state undergraduate students. Since all in-state undergraduates now have guaranteed tuition under the William & Mary Promise, there will be no tuition increase for any in-state undergraduate. The additional state funds also allow for investment in high demand areas including data and computer science.

Ms. Sebring then provided an overview of the budget process and resulting spending priorities. Overall, \$10.6 million is available to address core, strategic and compliance needs. A major portion of the funds support salary increases of 3% across the board for faculty and staff, with the state portion of these increases subject to revenue availability. She noted that the budget also includes raising the university's starting salary to \$12 for all permanent full-time and hourly positions.

Strategic investments largely followed state allocations for additional degrees in computer and data science and other programs.

John Wells, Dean Director of the Virginia Institute of Marine Science, then provided an overview of the proposed FY 2020 budget for the Institute. Beyond the salary actions, the state provided incremental funds in several research areas.

Noting that the Committee was deferring action on **Resolution 29** regarding the Tech Talent Investment Program since this proposal would be discussed in detail during the upcoming Ad Hoc Committee meeting, Mr. Hixon moved adoption as a block of **Resolutions 26**, William & Mary FY 2019-20 Operating Budget Proposal; **Resolution 27**, Revise FY 2020 Tuition Rate for Incoming In-State Undergraduate Students; **Resolution 28**, FY 2019-20 Tuition and Fee Structure for Full- and Part-Time Students; and **Resolution 30**, Virginia Institute of Marine Science FY 2019-20 Operating Budget Proposal. Motion was made by Mr. Watkins, seconded by Mr. Bunch and approved by the voice vote of the Committee.

Mr. Hixon then called on Mr. Baig for a report from the Investments Subcommittee. Mr. Baig reported that the Subcommittee received a report from Wells Fargo's Optimal Services Group, the Board investment advisor. Wells Fargo noted a strong recovery in the first calendar quarter with the BOV endowment returning 8.6%, exceeding both the target and policy benchmarks. Overall, the endowment is up 1.6% for the fiscal year as this more recent performance offset a challenging first two fiscal quarters. The overall value of BOV endowment now stands at \$84.3 million.

The Subcommittee spent most of its time reviewing a risk analysis with a focus on how the portfolio would response if there was a significant decline in the market. The President asked for staff to look at what the impact might be on actual spending in support for the university.

At this point, the Subcommittee proposes no changes to its asset allocation. It did support rebalancing at the end of each fiscal year to insure that investments remained in line with policy.

Wells Fargo proposed one change in the Board's Investment Policy which will be brought to the full board at its next meeting.

There being no further business, Mr. Hixon asked for a motion to adjourn, motion was made and seconded and the Committee adjourned at 9:45 a.m.

WILLIAM & MARY**2020-2026 SIX-YEAR PLAN**

The Commonwealth of Virginia requires public colleges and universities to submit a draft six-year financial plan on July 1 of each odd numbered year with an emphasis on planned revenue, expenditures, and enrollments for the upcoming biennium. Once submitted, the draft plan is reviewed by key executive and legislative officials and their staffs including:

1. Secretary of Finance
2. Secretary of Education
3. Director, Department of Planning and Budget
4. Director, Senate Finance Committee Staff
5. Director, House Appropriations Committee
6. Executive Director, State Council of Higher Education for Virginia (SCHEV)

The group is referred to as the "Op Six".

Each institution then presented its draft plan to the Op Six in late summer, so the group has an opportunity to ask questions, seek clarifications and provide feedback prior to final submission of the plan by October 1.

William & Mary submitted its draft Six-Year Plan to SCHEV on June 28, 2019 focusing on the 2020-22 biennium. The university's initial submission included a summary of its Tech Talent Pipeline proposal, which was submitted through a separate process in May. SCHEV requested that the university resubmit the draft Six-Year Plan to exclude the Tech Talent proposal, since it is being evaluated through a separate process. The revised draft plan, submitted July 11, 2019, included the following assumptions for FY21 and FY22:

- Incremental in-state enrollment growth tied to the pipeline of Virginia high school graduates while providing flexibility in out-of-state enrollments.
- Reducing, over time, the anticipated cost increases for in-state undergraduate students by modifying the existing tuition guarantee to limit year over year tuition increases to no more than 3% annually.
- Incremental support for in-state undergraduate, need-based aid to continue W&M's commitment to ensuring accessibility for Virginia low- and middle-income students.
- Merit-based increases in faculty and staff salaries to remain competitive regionally and nationally.
- Incremental funding for strategic initiatives including: increased graduate student stipends, expansion of the Studio for Teaching and Learning, new student internship opportunities, the launch of a professional master's degree program in computer science, investments in information technology, and enhanced programs to support entrepreneurship in the region.

The plan also includes requests for additional state general fund support in the 2020-2022 biennium to:

- continue expansion of the university's new data science major,
- provide matching funds for the expansion of student internships,
- launch a faculty industry-partners fellowship program (described below), and
- provide for the state share of the operation and maintenance (O&M) costs of new facilities coming online during the 2020-2022 biennium.

Since the submission of that draft plan in July, the Board has continued to discuss how best to align its operational and financial models as the university looks to develop its next strategic plan. In addition, based on additional conversations with members of the Op Six on the state's interest in performance pilots authorized in Chapter 795, 2019 Acts of Assembly, the final Six-Year Plan proposed herein includes two additional requests:

- **Expedited Academic Program Approval Process.** As W&M looks to expand its summer semester offerings, the university seeks the ability to develop academic programs that provide students with customizable offerings that may differ from the standard 15-week semester course. W&M is seeking flexibility from the state to be able to develop these new programs to meet workforce needs through an expedited SCHEV program review.
- **State Support to Develop a Performance Pilot for Faculty Industry-Partner Fellows.** W&M seeks to develop a program that will embed five faculty the first year and up to 10 in subsequent years in industries throughout the Commonwealth. Through a faculty fellows program, the university will work with industry partners to provide faculty with "real world" experiences that they can bring back to the classroom to enhance student learning. Partner industries will benefit from having in-house faculty expertise in areas of strategic importance to the company.

Before submission, the final plan must be approved by the Board of Visitors.

WHEREAS William & Mary's Six-Year Plan is rooted in the university's long tradition of providing an exceptional liberal arts and sciences education;

WHEREAS William & Mary's Six-Year Plan aligns with the Commonwealth's goals of ensuring affordable and predictable educational opportunities for its citizens, meeting the state's workforce needs, developing an informed citizenry, and fostering innovation and entrepreneurial activity;

WHEREAS, the Six-Year Year plan outlines the academic and financial plan to support the university's goals as it meets the Commonwealth's objectives;

THEREFORE, BE IT RESOLVED that upon recommendation of the President, the Board of Visitors approves William & Mary's 2020-2026 Six-Year Plan with revisions as described herein in accordance with the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education for Virginia.

WILLIAM & MARY 2020-2026 SIX-YEAR PLAN: NARRATIVE**OCTOBER 1, 2019****Section A. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals**

In her first year as the 28th president of William & Mary (W&M), Dr. Katherine A. Rowe embarked on "Thinking Forward" – a community-wide listening tour engaging students, faculty, staff, and alumni. President Rowe asked the W&M community to reflect on the future in three domains: 1) The Future of Knowledge, 2) The Future of Work, and 3) The Future of Service. (Detailed feedback from those sessions can be found at <https://www.wm.edu/about/administration/president/reflections/moving-forward-together.php>).

With the information gleaned from "Thinking Forward," W&M launched a strategic planning process in August 2019. The new strategic plan will be targeted in scope. Rather than a document that addresses all aspects of the university, the plan will focus on transformative change that will be essential for W&M to thrive in an increasingly complex and rapidly changing environment. The yearlong process will focus on:

- 1) Revisiting, reaffirming, or revising the university's mission and vision statements (<https://www.wm.edu/about/administration/provost/about/mission/> <https://www.wm.edu/about/administration/strategicplanning/vision/>) and adopting a values statement;
- 2) Conducting an environmental scan to develop a shared understanding of the university's challenges and opportunities; and
- 3) Developing strategies to address the most significant opportunities for the university in the coming decade.

Among the goals for developing the upcoming strategic plan, W&M will seek to:

- Advance a whole-institution mindset that leverages its distinctive assets as a liberal arts institution and its track record of excellence to address key business and social issues with creativity,
- Embrace and expand on its history of innovation by encouraging entrepreneurship and disciplined experimentation, and
- Position the university for long-term financial sustainability that is consistent with both its academic mission and its commitment to access and affordability.

The plan will build on the success of W&M's current strategic plan in a manner that honors its core values and maintains its mission as a leading public university.

Recent accomplishments that have supported key statewide goals contained in the Virginia Plan and the Virginia Higher Education Opportunity Act of 2011 (TJ21) include:

Providing Low- and Middle-Income Virginians with Affordable Access

- On a net-price basis, W&M is the fourth most affordable public, four-year option in the Commonwealth for Virginia' families at all income levels. (See Section E for additional detail.)
- In collaboration with Richard Bland College (RBC), W&M has created the Promise Scholars program, which provides funding and targeted resources to a cohort of RBC honors students who are Pell-eligible and are committed to transferring to W&M to complete their bachelors' degrees. (See Section I for additional detail.)

Strengthening Academic Programs to Ensure Graduates are Prepared for Work and Life

- With the completion of the 2018-19 academic year, W&M has fully implemented its core general education requirements for all undergraduate students. The College Curriculum (COLL) integrates the study of substantive knowledge with inquiry-based, experiential learning that requires students to apply new knowledge actively through individual research projects conducted under faculty supervision. (See Section I for additional detail.)
- W&M has strengthened its curriculum while maintaining among the highest graduation rates in the Commonwealth compared to other Virginia public, four-year institutions. Based on recent SCHEV data, 85% of first-time W&M freshmen graduate within four-years and over 90% graduate within six years compared to an average four-year graduation rate of 55% and six-year graduation rate of 72% across Virginia public institutions. <http://research.schev.edu//gradrates/cohortgradratesB.asp>
- Similarly, W&M's retention rate for first time, full-time students is at 95%, second only to the University of Virginia. http://research.schev.edu//retention/ftf_retention.asp.
- A recent survey of 2018 W&M graduates confirms that the work its students are doing during their time at W&M is translating effectively into the workforce.
 - Capturing data on 72% of its 2018 graduates, over 75% of those receiving a bachelor's degree between August 2017 and May 2018 are working across 49 different industries – with the military/government and nonprofit sectors reported most often.
 - Another 17% are pursuing graduate school with over half choosing to pursue an advanced degree within the Commonwealth or DC metro area.
 - Only 8% of the respondents are either still seeking employment or focused on other opportunities.

Engaging Adult Learners and Veterans

- W&M has also had significant success in engaging adult learners and veterans through a targeted expansion of online programs including:
 - Master of Business Administration,
 - Master of Science in Business Analytics,

- Certificate in Military and Veterans Health, Policy and Advocacy offered through the School of Law – its first online program, and
- A new master's in counseling for veterans and their families offered through the School of Education. (See additional detail under Sections D and I below.)

Enhancing Economic Prosperity through Change and Innovation

- W&M is establishing an entrepreneurship hub central to the campus by renovating more than 4,400 square feet at Tribe Square, a building owned by the William & Mary Real Estate Foundation. This new space will more than triple the size of the space currently devoted to an entrepreneurship center for students and faculty. Approximately \$500,000 has been committed to the renovation, mostly in private funds from an anonymous donor. This prominent location and expanded programming will draw a larger and broader cross-section of the student body and make entrepreneurial thinking an even greater focus and strength for W&M.
- Additionally, James City County, the City of Williamsburg, and York County will be entering into a management agreement with W&M to pay the university to operate Launchpad, an incubator for local startups in a space adjacent to the new entrepreneurship hub at Tribe Square. This co-location of the regional business incubator and the university's entrepreneurship hub will create new opportunities for faculty and students to work directly with local entrepreneurs and to spur economic growth in the region. Shared space will be available for use by tenants of the Launchpad, and joint programming for resident entrepreneurs and student entrepreneurs will enhance the experiences of both.
- In the 2018-2019 academic year, W&M convened regular meetings of the entrepreneurship directors from W&M, VCU, and ODU in order to identify new ways to develop a more robust entrepreneurship ecosystem spanning the I-64 corridor from Richmond to Virginia Beach. At the midpoint between two metropolitan service areas, W&M intends to work with other universities in the region to strategically expand, coordinate, and connect the opportunities offered by each in the domain of entrepreneurship. A regional showcase is being planned for Spring 2020 at W&M, in partnership with the entrepreneurship centers of VCU and ODU, to feature the best entrepreneurial ideas identified through pitch competitions and other events on all three campuses throughout the fall.
- Already the host for meetings of the Richmond-Hampton Roads Collaborative, W&M will play an even bigger role in regional collaboration for entrepreneurship over the next six years. (See a recent article on the Collaborative and W&M's role: https://pilotonline.com/inside-business/news/economic-development/article_b92028ac-7cfd-11e9-b9d9-c73054c5d414.html)

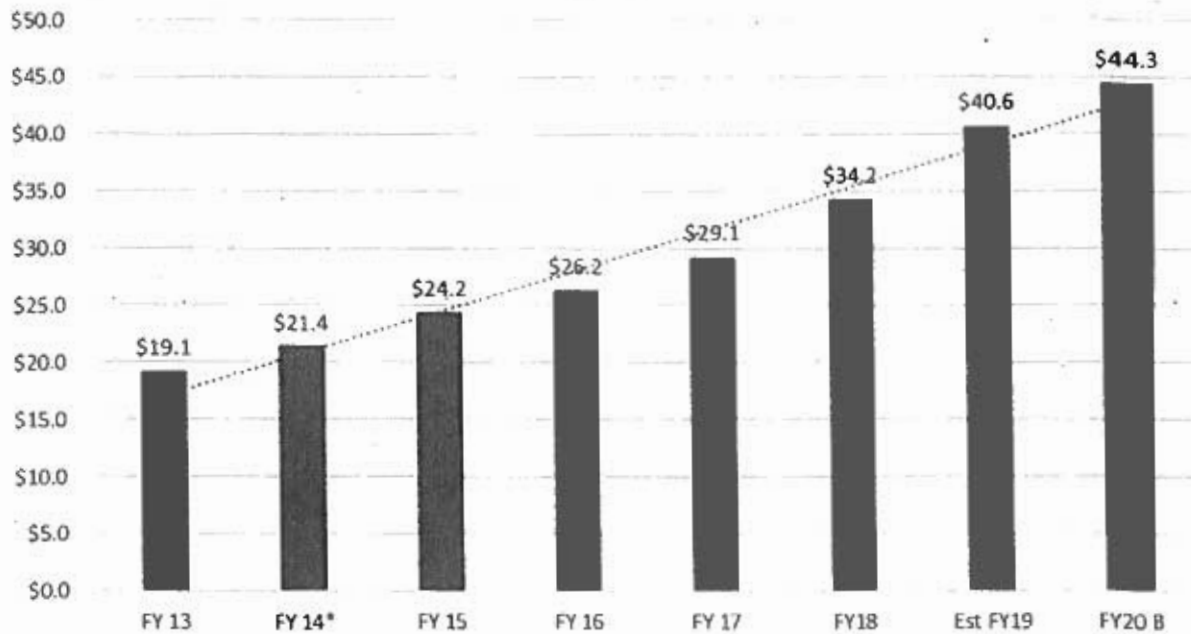
Section B. Tuition and Fees Predictability Plans

Since 2013, tuition predictability has been a key component of the William & Mary Promise (the Promise). Approved by the Board of Visitors on April 19, 2013, the Promise had multiple goals, including improving predictability in tuition through a four-year tuition guarantee for Virginia students and increasing affordability by increasing the university's investment in need-based financial aid and reducing assumptions about student use of loans.

Intended to support both low- and middle-income families, the definition of “middle income” used in the Promise encompasses more than 70% of Virginia households and reflects the recommendation of the Higher Education Advisory Committee established under TJ21.

The positive impact for students has been substantial. Since the Promise was adopted in 2013, W&M has been among the most affordable institutions in the Commonwealth on a “net price” basis, particularly for students from families with incomes below \$110,000. The institution’s commitment to need-based undergraduate financial aid has been a cornerstone of W&M’s financial plan over the last six years. Since FY13, the university’s undergraduate financial aid budget has increased over \$25 million from \$19.1 million in FY13 to \$44.3 million in FY20 as shown below, with virtually all of the increase going to in-state students. Approximately \$16 million of the new funding has come from incremental tuition revenue with the remainder coming primarily from private philanthropy.

Undergraduate Financial Aid Has More than Doubled Since Inception of the Promise (\$ in Millions)



* W&M first implemented the Promise in FY14.

Recognizing the importance of ensuring that W&M remains an affordable option for low- and middle-income students, the university has spent the last 24 months modeling the potential impact of the university’s current tuition model on student cost over time. With a four-year tuition guarantee under the Promise, the annual increase for the incoming class has ranged from 4.4% to 20.2% between FY14 and FY19, averaging 12.5% during that time period. Based on W&M’s current market, the university believes the increase going forward will need to average 6.5% for each incoming class, which is equivalent to roughly an annual 1.6% over a four-year time period. At 6.5%, however, W&M’s tuition would increase by over 45% in seven years: from \$17,434 for the incoming class in FY20 to \$25,439 for the incoming class in FY26. We believe this approach is untenable both for Virginia families and for the institution.

Seeking to reduce such increases while maintaining predictability, W&M has explored two options that are reflected in its Tuition and Fee Predictability Plan.

1. **Modified Tuition Guarantee.** As an alternative to the Promise and in the absence of state funding to maintain tuition at current levels, W&M is considering adopting a new tuition model for in-state undergraduate students beginning with the incoming class in FY21. Under this plan, W&M would cap annual tuition increases at 3.0%. Assuming a 3% year-over-year increase, tuition for the incoming class in FY26 would be set at \$20,817 – almost \$5,000 below the projected rate if we were to continue the Promise as described above.
2. **Continuation of State Funding for Tuition Moderation.** The Governor and General Assembly provided W&M with \$1.45 million from the general fund (GF) in base E&G funding which enabled W&M to maintain tuition at FY19 levels for all incoming undergraduate Virginia students. Going forward, W&M can hold tuition flat for Virginia undergraduates if additional state support is provided in the university's base budget to offset incremental tuition revenue that has historically been needed to:
 - a. keep salaries at market,
 - b. provide merit-based increases for high performing faculty and staff,
 - c. cover anticipated increases in health insurance premiums, retirement benefits, and other benefit rates set by the state, and
 - d. support strategic investments as the university responds to the changing business environment and the needs of its students.

In order to maintain undergraduate, in-state tuition going forward, W&M estimates that it would need an additional \$1.45 million in base GF in FY21 and an additional \$2.55 million GF in FY22 for a total increase of \$4.0 million in FY22 over the FY20 base.

Of course, tuition is only a portion of the cost of attendance for Virginia students and their families. W&M remains committed to maintaining fee increases at or below the 3.0% level set forth in the Appropriation Act (See §4-2.01a.8.a., Chapter 854, 2019 Acts of Assembly), recognizing that in the absence of state funding, fees remain the primary source of revenue for covering compensation for state employees who work in auxiliary services and debt service for buildings that are funded exclusively by the university.

In addition, the university is actively exploring opportunities to reduce student fees and out-of-pocket costs as it looks at alternative pricing structures and new sources of revenues for an array of items and services. Such innovations aim to reduce the reliance on student fees for debt service.

Section C. Other Budget Items

W&M has included four general fund (state supported) requests for FY21 and FY22 as follows:

- **Request 1 – Continue Expansion of the Data Science Major:** The Governor and General Assembly generously provided \$570,000 GF to support three faculty lines as W&M expands its Data Science minor to a major. As described below, the university is already actively recruiting for new faculty in this area. The university requests an additional \$380,000 GF in

FY21 and FY22 to fund an additional two faculty so that W&M can expand the program to meet student and industry demand.

- **Request 2 – Expand Student Internship Opportunities:** Consistent with the university's on-going discussions with legislative and executive branch leaders, W&M seeks \$401,900 GF in FY21 and \$466,700 GF in FY22 as the 50% match to institutional funds, which will provide stipends for full-time internships during the Fall, Spring or Summer semester and funding for a new internship coordinator position. Internships are critical to retaining graduates within the Commonwealth.
- **Request 3 - Faculty Industry-Partner Fellows Program:** W&M requests funding to launch a new pilot program that will embed 5 faculty members in regional industries during FY21 and up to 10 faculty in the following years. By working in leading and emerging industries around the Commonwealth, faculty will be able to bring "real world" experience to their teaching and research. Concurrently, regional corporations will benefit from having in-house expertise in academic disciplines that complement their permanent workforce. William & Mary requests \$200,000 GF in each year to support this effort (see Section H for more detail).
- **Request 4 - O&M for New Facilities:** W&M requests funding to support the operation and maintenance of new facilities coming on line in the 2020-2022 biennium. The request includes \$77,900 GF in FY21 to support full year funding for the renovated Alumni House. In FY22, the university requests \$507,700 GF to cover the ongoing cost of the Alumni House plus full year costs associated with the Fine and Performing Arts Complex, Phases 1 and 2.

As directed, we have not included a request for general fund support for the university's tech talent initiative proposal that is being reviewed through a separate process. If the Commonwealth does not select William & Mary for funding in the first wave of proposals, it will submit a budget request to the Department of Planning and Budget to provide \$1.53 million GF in FY21 and \$2.23 GF million in FY22 to begin expansion of its computer science programs, which are anticipated to increase the annual number of undergraduate degrees awarded from 70 in FY20 to 160 per year by FY29. These funds will also support the launch of a new professional Master's Degree in Computer Science with 35 graduates expected annually by FY26.

In addition to requests for additional general fund support, for purposes of this Six-Year Plan, W&M has assumed the Modified Tuition Guarantee (Option 1 above) with growth in tuition rates for out-of-state undergraduate students at 3.5% annually and growth in tuition rates for graduate and professional students ranging between 2% and 4.5% annually. W&M has also assumed undergraduate enrollments consistent with the university's proposed Performance Plan outlined in Section H below.

With incremental tuition revenue, W&M plans to provide for the following:

- **Priority 1 — Maintain the university's commitment to provide need-based grant aid to low- and middle-income Virginians.** The university's academic and financial plan includes \$2.5 million in incremental support for need-based financial aid in FY21 and an additional \$2.8 million in FY22 or \$5.3 million across the biennium.
- **Priority 2 — Continue to support competitive faculty salaries based on merit.** W&M has consistently ranked faculty salaries among its top priorities. In FY19, the university was unable

to provide increases given the demands for need-based financial aid. In FY20, with generous support from the state, the university provided its nongeneral fund share to support the 3% across-the-board increase required by the Governor and General Assembly. For FY21 and FY22, the university has targeted an average annual 3% increase for faculty based on merit and has assumed 100% nongeneral fund support in this plan.

- **Priority 3 — Provide competitive staff salaries.** As with faculty, the university has emphasized the need to provide competitive staff salaries between FY13 and FY18, annual salary increases averaged 3% based on merit. Again, in FY19, the university provided no salary increases given its focus on ensuring sufficient need-based aid for Virginia undergraduates. For FY20, the university provided the state-mandated 2.75% base increase for classified staff along with the average 2.25% merit-based increase set forth in the Appropriation Act. For all other staff, the university leveraged incremental state funds along with institutional resources to provide a 3% across-the-board salary increase. For FY21 and FY22, the university has targeted an average merit-based increase of 3% for all university staff and has assumed 100% nongeneral fund support in this plan.
- **Priority 4 — Reallocate existing resources and increase funding to support the operations of the new Studio for Teaching and Learning Innovation.** W&M has a long history of high-quality teaching and learning for undergraduates and graduates. As with all institutions of higher education, W&M is confronting accelerated change related to population demographics, technological evolution, and economic challenges. The new Studio will focus on three goals: 1) strengthening the student educational experience, 2) reducing inequities in the use of technology across both student and faculty groups, and 3) maximizing the value of investments in teaching and learning. The university will launch the studio's operations in FY20 by reallocating resources from existing programs. As W&M looks to FY21 and FY22, the university will provide an additional \$100,000 in institutional funds to expand the studio's efforts. In addition, W&M will be requesting state support to renovate space in Swem Library that will provide a physical home to this effort (see details in Section F below). In reviewing more than 50 comparable institutions, W&M found that 98% of institutions had designated physical space for this type of effort.
- **Priority 5 — Expand internship opportunities for students, particularly those in computer science related fields.** As noted in the GF requests above, in addition to funds requested from the state for a new staff position to support an expanded internship program, W&M will provide 50% matching funds (\$302,400 in FY21 and \$367,200 in FY22) to provide additional paid internship opportunities for undergraduate students, particularly in the fields of computer and data science.
- **Priority 6 — Launch a professional master's program in computer science.** As part of the university's Tech Talent Pipeline proposal, W&M included the creation of a new Master of Computer Science degree that will be an applied, professional program that prepares students to go directly into the workforce. W&M's current master's level work in computer science is more research intensive, focusing on preparing students for doctoral programs. The Six-Year Plan includes \$383,000 in FY21 and \$690,500 in FY22 in institutional matching funds for enrollment growth, faculty salaries and faculty start-up packages.

- **Priority 7 – Provide competitive stipends for graduate students, particularly in STEM-related disciplines.** In order to attract the best and the brightest graduate students, W&M must provide competitive stipends. Over the last two years, the university has found that among those candidates who declined offers of admissions, that the level of financial aid, stipends and the lack of health insurance coverage has been a major determinant in their decisions to attend another university. W&M has included \$250,000 in FY22 to increase graduate stipends.
- **Priority 8 – Invest in information technology (IT) infrastructure.** The university recently engaged an outside entity to assess its IT hardware, data architectures, use of software and applications, vendor relationships and organizational structure. Based on those findings, the university anticipates needing to make significant investments in its IT platforms throughout the 2020-2026 Six-Year Plan time horizon.
- **Priority 9 – Enhance regional development and entrepreneurship.** As described in the university's institutional performance pilot/partnership agreement in Section H, W&M is working enthusiastically across the region to identify economic development opportunities in a way that leverages its resources as well as those of other higher education institutions, industry partners and governments. The plan includes \$150,000 in FY22 in anticipation of additional investments that will likely be needed as W&M's efforts and presence in this area expand.
- **Priority 10 – Provide funding to keep pace with library acquisition costs.** W&M has moved aggressively to renegotiate its library material contracts and electronic subscriptions over the last several years. The university also leverages the Virtual Library of Virginia (VIVA) and actively collaborates with sister institutions to access needed library materials. Despite these efforts, W&M continues to see cost escalations in this field and anticipates annual cost increases of \$100,000 to ensure that W&M meets the needs of its students and faculty.
- **Priority 11 – Support the operation and maintenance of new facilities coming on line.** The Alumni House Addition, which was funded through generous philanthropic gifts, will come on line in late FY20. Approximately 75% of that facility will be used for E&G purposes. In addition, the university's Fine and Performing Arts project is expected to be completed in June 2021, requiring a full year of operating and maintenance costs in FY22. W&M will also be completing the construction of an addition to Phi Beta Kappa in late FY21. For planning purposes, the university has assumed the full cost of O&M for these facilities in the appropriate fiscal year they are opening as part of its Six-Year Plan financial plan, but will request the state general fund share of these facilities through the Commonwealth's budget process.
- **Priority 12 – Cover the institutional costs of state-mandated increases in fringe benefits and other contractual obligations.** W&M has set aside incremental non-general funds as part of its academic-financial plan to buffer against likely increases in the rate of employee health insurance, retirement contributions or other fringe benefits required by the state. In addition, many of W&M's contracts, particularly facilities and equipment contracts have annual cost escalators that require incremental funding if existing dollars cannot be reallocated. These funds are represented in the "Non-general Fund for Current Operations" row on the Six-Year Plan.

Section D. Programs and Instructional Sites

Over the last several years, W&M has moved into the online graduate degree market as a means to address the growing need for working professionals to advance and adapt in their careers. Today, the university offers the following programs online or in a hybrid format, that combines online and face-to-face instruction:

- Master of Business Administration,
- Master of Science in Business Analytics,
- Master of Education in Counseling, and
- Executive Doctorate of Education (EdD) in Educational Policy with concentrations in gifted administration, higher education administration, K-12 administration, and school psychology.

Over the next several years, W&M expects to launch new online programs in the following areas:

- Master of Science in Marketing (planned for fall 2020)
- Master of Science in Finance with a concentration in real estate (planned for fall 2020 or spring 2021)
- Master of Science in Accounting/Accounting Analytics (planned for fall 2021)
- Concentration in Military and Veteran Mental Health within the Master of Education in Counseling (launching Fall 2019)
- Master of Education in Curriculum and Instruction (under development)
- Master of Law (LLM) degree (planned for 2020)

Beyond online efforts, W&M is in the midst of curricular changes that respond to areas of growing opportunity for its graduates, in the Commonwealth, nation, and world -- converting its current education minor into an undergraduate major; creating a doctorate in educational psychology; and launching three new bachelor degrees -- a Bachelor of Science in Data Science, a Bachelor of Science in Computational & Applied Mathematics and Statistics, and a Bachelor of Arts in Linguistics. The university also plans to launch a professional Master of Computer Science degree, as described in Section H below and is also exploring several graduate level certificate programs.

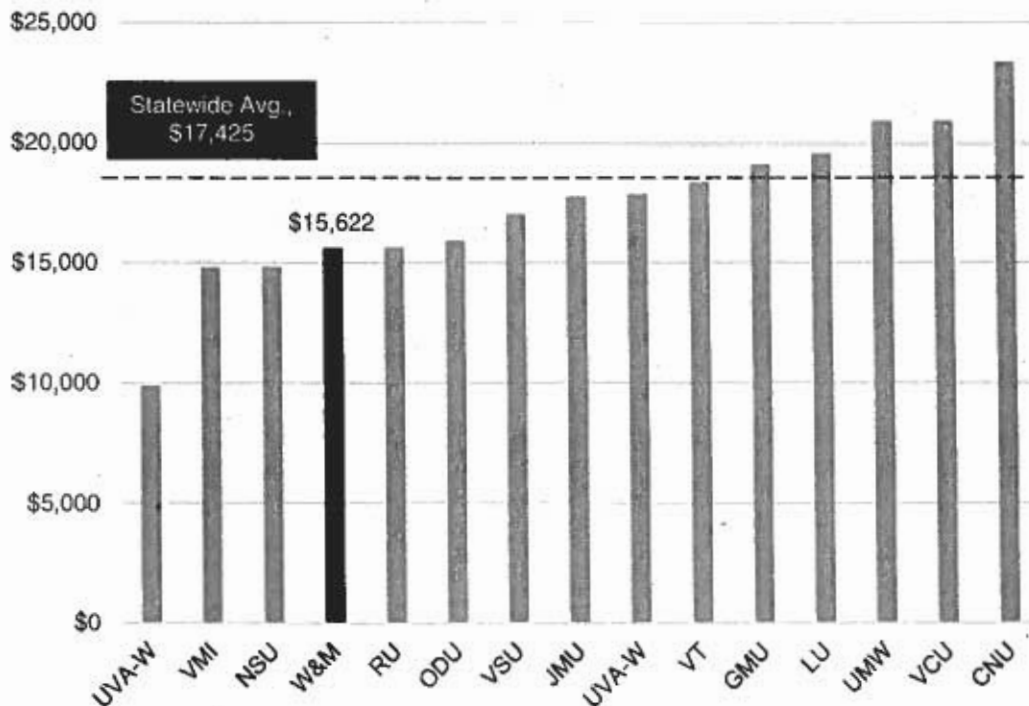
In addition, academic programs are routinely assessed for quality, outcomes and robustness. In Spring 2019, W&M suspended admissions to its Master's in Public Policy program due to low enrollments. The university is currently reviewing the program to assess whether changes to the curriculum, delivery modality, and/or location would increase enrollments and maintain program quality and outcomes.

Finally, W&M is considering options to expand its footprint beyond the Williamsburg campus and its higher education centers in Newport News and Washington, D.C. Preliminary discussions are underway about opportunities to expand continuing education offerings in the Northern Virginia-DC Metro area, Richmond, or Hampton Roads. Those discussions may include collaborations with other Virginia institutions and industry and will help inform the upcoming strategic planning process.

Section E. Financial Aid

Financial aid remains a top priority for W&M. One of the tenets of the Promise was that the university would commit to using institutional funds to ensure that W&M remained accessible for low- and middle-income Virginia students. In FY18, W&M’s average net price was the fourth lowest in the state across all income levels and more than \$1,800 less than the average for all Virginia public universities.

Fourth Lowest Net Price Among VA Four-Year Publics



Note: Data provides a weighted average for all low- and middle-income categories. Source: U.S. Dept. of Education, IPEDS, Financial Aid component, 2017-18.

Additionally, W&M has grown its share of in-state, Pell-eligible undergraduates in recent years to 16.2% of all in-state undergraduates in the 2017-18 academic year.

Section F. Capital Outlay

In April 2019, the Board of Visitors approved the university’s 2020-2026 Six-Year Capital Plan. The top E&G project for the 2020-2022 biennium continues the work already underway to construct the Integrated Science Center, Phase 4. A brief description of that project follows below:

Construct: Integrated Science Center, Phase 4 (ISC 4) \$ 74,950,000 GF

This fourth phase of the Integrated Science Center (ISC) will house Mathematics, Computer Science, Kinesiology, and the Design/Engineering Initiative. The project will construct 124,000 GSF of new space and renovate 10,000 GSF of existing space in order to connect to the adjacent, existing ISC facility. The

2016 General Assembly added the project to the Commonwealth's long-term capital plan and authorized planning, using university funds. In addition, the university has requested \$2.6 million in supplemental funds to provide incremental faculty offices and support space related to its Tech Talent Pipeline proposal. Without the additional funding, W&M will reconsider the departments assigned to this facility.

The next two priority projects within the E&G program are as follows:

Renovate: Swem Library Studio for Teaching & Learning Innovation **\$ 11,250,000 GF**

Renovation of the ground floor of the Earl Gregg Swem Library in order to create a collaborative teaching and learning center to replace underutilized areas with spaces devoted to development and experimental teaching. The Studio for Teaching & Learning Innovation (6,700 GSF) will serve as a hub that will catalyze innovative teaching across the university, building upon W&M's rich tradition and dedication to exceptional teaching and transformative learning experiences. The new space will be programmed to foster peer-to-peer collaborations across disciplines, scale up best practices, and support faculty in utilizing traditional and next-generation digital resources for improving teaching, enhancing learning outcomes, and advancing scholarship in these areas. In addition, the Center will serve as a university-wide incubator for online learning.

Renovate: Ewell Hall **\$ 21,550,000 GF**

Renovations to update life safety and other building systems, achieve current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use. The building, largely occupied by the Music Department, will become partially vacant when Music moves to its new home in the Fine & Performing Arts Quarter. The vacancy provides an opportune time to complete necessary renovations to the building with the least disruption to campus. Once renovated, the space could potentially house the Modern Languages and Literatures Department, as recommended by a comprehensive review on long-term space planning for the campus. This strategic move would pave the way for renovations needed in other academic buildings and optimize the academic use of these spaces.

As demonstrated by both renovation projects for the Studio for Teaching & Learning Innovation and Ewell Hall, state funding to support the renovation and revitalization of aging E&G facilities is essential to ensure that the physical plant can be utilized efficiently and effectively. In addition, on-going support through the maintenance reserve program ensures that W&M addresses essential repairs in critical facilities, extending the useful life of E&G buildings.

Section G. Restructuring

Since its implementation, restructuring has provided significant benefits to W&M, other Virginia institutions of higher education, and the Commonwealth. The university continues to support the goals of restructuring and encourages exploration of additional areas where operational flexibility can better serve both the institutions and the state. With more than a decade of experience under restructuring, W&M has identified at least six key areas where additional flexibility would improve business operations and benefit both the institution and the Commonwealth.

1. **Procurement.** W&M remains committed to the principles outlined in its management agreement with the Commonwealth, which stipulates that the university maintain the principles of public, transparent, competitive procurement to the maximum extent feasible. In addition, the university has embraced the Commonwealth's efforts to provide increased opportunities for small, women,

and minority-owned (SWaM) businesses as evidenced by the university's repeated success at meeting the state's SWaM goals. Based on the experience from other Tier III institutions, W&M believes there is ample opportunity to expand its efforts under restructuring in procurement as it looks to leverage its spend more strategically and to streamline procurement from the beginning of the buying process through the receipt and payment of goods. William & Mary intends to pursue the Implementation of a procure-to-pay system during the 2020-2022 biennium.

2. **Employee Compensation.** The flexibility provided to W&M and other Tier III institutions to provide salary increases with institutional funds has been essential to the university's success over the last decade. As the number of classified employees continues to shrink at W&M, the university would welcome the ability to bring classified employees under the university's staffing structure. Maintaining two different staffing models has become increasingly burdensome and inefficient, as the number of classified employees has dropped to less than 150 or 9.7% of W&M's overall staff. In addition, it has created different compensation structures for employees often doing the exact same work. Having the ability to convert all classified employees to staff positions within the university system of human resources would allow W&M to manage its workforce more effectively.
3. **Enrollment Management.** State policy requires the university to maintain its ratio of in-state and out-of-state undergraduate students at current levels. Although W&M remains committed to serving Virginia students, the university would welcome the opportunity, as exists in many states, to increase the number of out-of-state students it serves **while ensuring that the number of in-state students served remains at or above current levels.** The state's requirement to maintain the current ratio between in-state and out-of-state students restricts the university's ability to manage its enrollment based on market demands and programmatic needs. (See Section H below for more detail.)
4. **Tuition Management.** Given fluctuations in state funding and declining growth in overall state support over the last decade, it is essential to W&M's financial health that the Board of Visitors maintains the ability to set tuition and fees for its students. The Board of Visitors is uniquely positioned to understand the institution's operational model, financial needs, and market position relative to peer institutions both within and outside of the Commonwealth. (See Section B above.)
5. **Carryforward of E&G Funds.** The university's ability to carry forward E&G funds from year-to-year is essential given the uncertainties of state funding and the volatility of higher education markets. Institutions must be able to manage funds prudently without fear of penalty if they spend less than budgeted in a given year. With that assurance, institutions can more effectively manage and establish reasonable reserves to ensure they remain financially solvent during economic downturns and do not have to seek additional state support or burden students with additional costs to cover those gaps. Language included under Section 4-1.05c of the Appropriation Act recognizes the importance of this issue as universities seek to improve institutional planning and cost predictability for students and their families, but it limits carryforward to 3% of E&G general fund appropriation. W&M requests that this be expanded to 3% of all total E&G appropriation.
6. **Expedited Program Approval.** W&M will begin piloting a full summer semester in Summer 2020. Although still under development, the university plans to adopt an innovative and flexible model for the semester that enables and fosters truly transdisciplinary learning. It is anticipated that the student summer workload will be structured based on a customizable program framework that

includes foundation and specialization course modules from a variety of disciplines rather than standard 15-week semester courses. As W&M looks to develop these new transdisciplinary and multimodal programs, that would not only include coursework but also rely on fully integrated experiential learning opportunities, the university requests flexibility to be able to develop these novel programs to meet workforce needs through an expedited SCHEV program review, where applicable.

Section H. Performance Pilots

On March 11, 2019, President Katherine Rowe wrote to Governor Ralph Northam stating W&M's intent to include a performance pilot/partnership agreement proposal in its preliminary Six-Year Plan. In anticipation of the passage of legislation, then under consideration by the General Assembly, and the enactment of "Tech Talent Investment Program" legislation and related budget provisions, President Rowe stated that the university's proposal would address – in an integrated fashion – the following:

- Expanded support of the Commonwealth's workforce and economic development needs, including the tech talent pipeline and internships,
- Enrollment management, including the university's commitment to in-state, undergraduate enrollment,
- Access, affordability, and cost predictability, and
- Degree completion.

Specifically, W&M proposes a coordinated effort to:

- **Expanding Support of the Commonwealth's Workforce and Economic Development Needs** – W&M responded enthusiastically to the Commonwealth's call for proposals to participate in the **Tech Talent Investment Program**. The university is fully committed to advancing state efforts to increase the number of bachelor's and master's degrees awarded by Virginia public institutions in computer science (CS) and related fields. W&M approaches these efforts holistically, with the Tech Talent Pipeline and Six-Year Plan as key elements of the larger performance pilot. While it recognizes that the State's consideration of W&M's tech talent proposal is on a separate track from the Six-Year Plan, each are integral to the university's ability to deliver on the proposed performance pilot. Under the tech talent umbrella, W&M will more than double the number of undergraduate computer science degrees from 70 to 160 per year; establish a professional master's program in computer science awarding at least 35 MS degrees per year to students who intend to move directly into the workforce, and establish an undergraduate Data Science major. Over the next 20 years, this increased computer science degree production will generate 1,965 new degrees above William & Mary's current baseline, or nearly 8% of the state's needed growth.

W&M brings a particular strength in its ability to attract students from outside the typical pool of computer science students – a key to meeting the Commonwealth's degree goals. That strength depends on W&M's curricular model: a student-oriented education with relatively small class sizes and a high degree of faculty engagement. This model produces graduates that are highly sought by top companies including Amazon, Microsoft and Google. The liberal arts and sciences

foundation of W&M graduates, along with their technical skills, allows them to serve as “Business Translators”, bridging the gap between senior business leadership and data teams.

W&M will modify and update its Six-Year Plan and this performance pilot as necessary once confirmation is received of state action relative to the university’s Tech Talent submission.

In addition, W&M recognizes that the availability of clear and meaningful internship opportunities is key to keeping W&M’s talented graduates in the Commonwealth. While the Commonwealth has provided some funding to the State Council of Higher Education in this area, within this performance pilot W&M will establish an internship program that offers opportunities for computer science and data science students. Funding for this program will be provided by a matching grant program to be funded in part by partner corporations, the university and/or state funds. President Rowe is visiting employers throughout the region, building relationships to support this initiative.

- **Aligning Enrollment Management with Needed Growth** – Judicious enrollment growth is a fundamental element of the university’s Tech Talent proposal, expanding educational opportunity while providing a world-class education in the liberal arts and sciences even as W&M prepares students with the skills and nimbleness for success in the future economy. As noted in the April 2019 Board of Visitors resolution approving William & Mary’s proposal, “the university plans to grow its in-state and out-of-state enrollment as necessary to support the additional eligible degrees.” As a result, a significant element of this performance pilot is the university’s commitment to increase the number of incoming Virginia undergraduates consistent with the overall growth in the number of state high school graduates. Should high school graduation rates decline, the university will not reduce incoming freshman or freshman/transfer enrollment below the FY19 level; however, the remainder of any growth would come from out-of-state students.

The Tech Talent legislation was driven by the Commonwealth’s recognition of an on-going and negative trend: significant out-migration of talent. Since that time, the Commonwealth’s success in attracting Amazon’s east coast headquarters has increased its visibility to out-of-state students while emphasizing the need to grow the tech talent pipeline generated from its public universities. An important way to grow the talent pipeline will be to expand the enrollment of high-quality out-of-state students into Virginia’s universities. The competition for these students is fierce. As part of this proposal, W&M will enroll additional out-of-state students which, when coupled with robust internship opportunities, will result in these students remaining in the Commonwealth, meeting its workforce needs. Current budget language limiting the overall percentage of out-of-state undergraduates will need to be modified or eliminated to support this effort.

As noted above, the university is also targeting growth in graduate programs that support the Commonwealth’s workforce needs. In addition to the initial focus on computer science, graduate programs in math and computational science and business analytics will be critical to workforce transformation. In addition, as part of W&M’s efforts to increase enrollments and internship opportunities, the university is exploring opportunities to better utilize its summer semester in ways that would allow W&M to increase the total number of undergraduate students it educates while providing students with more opportunities to participate in internships during the traditional academic year.

- **Providing Access, Affordability, and Cost Predictability** – As noted elsewhere in this narrative, tuition predictability has been a key component of the Promise. Approved by the Board of Visitors in 2013, the Promise improved tuition predictability by providing a four-year tuition guarantee for Virginia students and increased affordability through the university's investment in need-based financial aid while reducing the university's reliance on student loans to meet financial need. As implemented, the Promise reflects the income definitions recommended by the Higher Education Advisory Committee established under TJ21 and would have improved affordability for more than 70% of Virginia households had they all chosen to send their students to W&M.

While the university has worked hard to keep net price below average for in-state students in Virginia, we continue to model the impact of potential tuition increases under the Promise. Based on W&M's current market and expected spending needs, the Promise would provide for an average annual increase of 6.5%, with each year's tuition then being guaranteed for four years. (This is the equivalent of 1.6% annually over the period of a four-year degree.) Applying this model going forward, the university projects tuition would increase by over 45% in the next 7 years: from \$17,434 for the incoming class in FY20 to \$25,439 for the incoming class in FY26. The university believes this approach is untenable both for Virginia families and the institution.

In order to slow the rate of growth while maintaining year-to-year tuition predictability for students and their families, this performance pilot includes a revised tuition guarantee for in-state undergraduate students. Promise 2.0 would begin with the incoming FY21 class. Under this plan, W&M would cap year-to-year tuition resets at 3.0% and guarantee no more than a 3% annual tuition increase over the four-year period. Under the Promise 2.0 model, tuition for the incoming class in FY26 would be \$20,817 – almost \$5,000 below the projected rate if W&M continues the Promise in its current form.

- **Promoting Degree Completion** – As noted above, student success and keeping both in-state and out-of-state students within the Commonwealth is critical to growing the State's pool of talent. In support of this goal, W&M will continue providing students with a liberal arts and sciences education that places a strong emphasis on student-centered education, small class sizes and a high degree of faculty engagement. This model supports an overall graduation rate that exceeds 90%, providing a reliable pipeline of talent into the workforce. As noted in Section A, over 90% of W&M graduating seniors are either working or in graduate school within a year of completing their bachelors' degrees. The university expects this level of student success even as it increases both in-state and out-of-state enrollment.

In addition, W&M proposes a pilot program for **Faculty Industry-Partners Fellows** that will embed five (5) faculty members in regional industries during FY21 and up to ten (10) faculty in the following years. By working in leading and emerging industries around the Commonwealth, faculty will be able to bring "real world" experience to their teaching and research. Concurrently, regional corporations will benefit from having in-house expertise in academic disciplines that complement their permanent workforce. Consider the potential impact of a data science faculty specializing in big data integration doing a residency with a healthcare company that develops diagnostic solutions requiring the combination and analysis of data from multiple and dissimilar sources, like free-form doctor notes embedded in a patient file coupled with quantitative laboratory test results and patient demographic data. Or, imagine how an environmental science faculty can help Amazon moderate the impact of its new headquarters and the relocation of thousands of new employees on the natural and urban environment around their new location.

Conversely, the knowledge that a social science professor will gather by being embedded in a software development company or government contractor developing internet search modules or studying suspicious behaviors online will allow him or her to infuse actual industry experiences into STEM curricula in a manner that makes learning relevant and contemporary. This program will increase W&M's ability to produce tech-savvy graduates who can also tackle social issues of rising importance like privacy and ethics, health care disparities and environmental sustainability. As technology continues to permeate our everyday lives, new graduates will be increasingly called up to develop and use novel technologies in an ethical manner -- a much-needed competency that is in high demand but short supply.

Faculty assignments would be tailored to the needs of the host business likely ranging from a minimum of 4 weeks up to 12 months. Upon completion of the program, faculty would develop new curricular modules to expand students' understanding of current challenges impacting Virginia's business community and look for opportunities to develop sustainable solutions to address industry needs. Faculty would also be positioned to serve as faculty mentors to students who concomitantly or subsequently intern in those same businesses through W&M expanded internship program. Another potential outcome of the industry immersion program for faculty would be the creation of student-led startup companies that would support the established and emerging industries in the Commonwealth by providing needed solutions in specific areas that complement existing industry expertise.

W&M seeks \$200,000 in state general fund support in each year of the biennium to initiate and fund this program. The university intends to use these funds to provide academic and logistical support to the selected faculty and their home departments. This support may include a summer stipend for the selected faculty to develop materials aligned with the orientation and particular interests of the host company; partial support for adjunct positions to backfill teaching and advising assignments on campus; a stipend for those who may need temporary housing if selected to work with an industry partner located more than 50 miles from their home residence; and, funding to hire a support position to help coordinate faculty placement in the program. If successful, beginning in FY23, W&M will start absorbing the on-going costs of the program in a gradual manner, and will seek funding from industry partners or philanthropic donors to offset temporary expenses related to the program.

In order to assess W&M's progress in meeting the objectives of its performance pilot agreement, it will track the following metrics over the course of the Six-Year Plan:

- Growth in in-state undergraduate slots consistent with the high school graduation rates.
- Reduction in the rate of increase in in-state, undergraduate tuition between 2020-2026 and the prior six-year period (2014-2020).
- Growth in number of high demand degrees awarded, particularly those identified in the tech talent pipeline.
- Growth in the number of students participating in internships.
- Growth in the number of companies providing matching dollars to support paid internships.
- Creation of a faculty industry-partners fellows program with up to 10 faculty embedded in companies throughout the Commonwealth.

Section I. Evaluation of Previous Six-Year Plan

In its revised 2018-2024 Six-Year Plan, W&M set forth the following priorities:

Priority 1—William & Mary Promise

As described in Sections A, B, and E, the Promise has delivered on its goals to provide predictability, affordability, and access to Virginia students. Funding to support incremental need-based financial aid has remained the top priority for the university since the plan was adopted.

Priority 2—Increase Faculty Salaries

In addition to promoting access and affordability, the Promise's financial model has allowed W&M to put significant resources into its faculty and staff. Prior to the Promise, average salaries for teaching and research faculty at W&M lagged behind its peer institutions by more than 20%. Since the inception of the Promise, the university has increased faculty salaries 4.4% per year on average, which has helped to close the gap. Given the unanticipated increase in financial aid in FY18, W&M did not provide a salary increase in FY19 as it looked to rebalance its base budget to reflect changes in the federal financial aid calculations and resulting awards for students. For FY20, with generous support from the state for its share of salary increases, the university provided a 3% across-the-board increase to all faculty who meet the criteria outlined by the Virginia Department of Human Resources.

Priority 3—Provide Competitive Staff Salaries

As with faculty, the Board of Visitors has emphasized the need to increase staff salaries to a competitive, market-based level since the inception of the Promise. Between FY13 and FY18, salaries for administrative and professional faculty and university (operational) staff have increased, on average, 3% with classified staff salaries increasing by an estimated 1.5% as authorized by the state. For FY19, the university provided no increases for staff salaries as it dealt with the base budget issues outlined above. Again, given the state's generous support for across-the-board increases of 2.75% for all staff, the university was able to budget additional non-general funds to bring university staff increases to 3%, commensurate with faculty increases. For classified staff, the university also provided its share of the average 2.25% merit-based increase required under Chapter 854, 2019 Acts of Assembly.

Priority 4— New Undergraduate Curriculum

As described in Section A, the university has completed implementing its core (COLL) curriculum, which continues its commitment to a liberal arts and sciences education while providing the skills necessary to succeed in the 21st-century workforce. The COLL Curriculum is designed to provide students with the fundamental knowledge needed to undertake advanced study in one or more academic disciplines, to inspire scholarly inquiry, and to get students "to think rigorously about important ideas." The curriculum is intentionally interdisciplinary in nature and focuses on students developing strong communication, analytical, and problem-solving skills. (For more detail see: <https://www.wm.edu/as/undergraduate/coll/index.php>)

Priority 5 and 5A— Degree Production in High Demand Fields and Expansion of Data Science Programs

The 2018-2020 Appropriation Act provided \$1.2 million in GF support in FY20 to increase the production of degrees in high demand fields. Although the funds for degree production were not available until July 1, 2019, W&M proactively recruited faculty to support greater degree production in these fields. Over the

past year, the university has conducted faculty searches leading to the hiring of eight new faculty throughout the areas of high-demand degree production.

In addition, given the immediate success of the Data Science minor, the faculty voted unanimously this year to add a major in this area given anticipated and continued interest in this field. W&M is awaiting program approval from SCHEV and has already recruited one faculty member in anticipation of the incremental \$570,000 GF appropriated in FY20 by the Governor and General Assembly during the 2019 General Assembly session for the expansion of this program. The incremental funds allow W&M to ramp up the program more rapidly to meet the pent up demand of students who are seeking credentials in this area.

Finally, the university is continuing to expand its Engineering and Design Initiative, which will be essential to preparing graduates for the future workforce. Over the last two years, W&M has revamped its applied science curriculum and has added the Engineering, Physics and Applied Sciences curriculum as a track within its Physics major. As the university expands Engineering and Design into other parts of the curriculum, its goal is to ensure that students become familiar with "design thinking" so that they can work comfortably in design studios or entrepreneurial incubators across a broad array of industries.

Priority 6— Expand eLearning

As described in Section D, the university has established a strong presence with specific online programs in the School of Business and the School of Education. The university continues to explore new programs across all of its academic units to the extent online delivery can meet student demand effectively.

Priority 7 – RBC Promise Scholars

The Promise Scholars program is a collaborative program between RBC and W&M that seeks to mentor high-achieving, low-income students who have committed to transferring to the university. Under the program, RBC selects a cohort of up to 15 rising second-year students who are Pell-eligible at the time of selection and have high potential to be successful transfers to W&M. Transfer admission to W&M is guaranteed, pending the satisfaction of a GPA requirement in the students' second year at RBC and completion of the associate degree.

In addition, two W&M faculty members are named each academic year as Promise Fellows. In that capacity, each faculty member teaches one required W&M freshman, general education course (COLL 100 or COLL 150) on the RBC campus, giving Promise Scholars the opportunity to experience W&M classes while at RBC. The Promise Fellows continue working as advisers to the Promise Scholars during their time at W&M.

Finally, the Promise Scholars program seeks to make college more affordable for its participants. During their second year at RBC, W&M provides each Promise Scholar with a \$2,000 scholarship. The scholarship increases to \$3,500 for each of the two years at W&M. This increased scholarship offsets the loan component of their financial aid package and provides a debt-free path to a four-year degree.

W&M welcomed the first cohort of 10 Promise Scholars this fall. They arrived on campus with the combined benefits of a merit scholarship, faculty advisers with whom they already have taken courses at RBC, and a cohort of supportive peers with whom they will continue their education at W&M. (Another five students from RBC will transfer to W&M through the standard transfer process. This total of 15

transfer students from RBC reflects substantial overall growth, as the five-year annual average from 2014-2018 was approximately seven students per year.)

Priority 8 – Improve Student Services

Recent and continuing enrollment growth, combined with W&M's focus on financial aid and enhancing the student experience, have contributed to the need for additional resources to support the financial aid office and student affairs activities. Over the last several years, W&M has used institutional funds to add staff positions in Financial Aid, Counseling and Career Advising, and Student Health Services to meet not only enrollment growth, but also increasingly complex student needs.

Priority 9 – Increase Academic Support

The Mason School of Business has instituted a number of new programs including the Online Master of Business Administration and Master of Science in Business Analytics mentioned in the eLearning section over the past couple of years. Over the last three years, the university has provided \$450,000 in institutional funds to provide additional support for the growth in undergraduate business majors and has reallocated incremental revenue from online programs to support the rapid expansion of graduate students.

Priority 10 – Creative Adaption Program

After six successful years of the Creative Adaptation Program (CAP) stimulating innovation, the university paused it this year and decided to devote these resources to innovation in another domain. As shown in W&M's 2020-2026 Six-Year Plan, the university is inaugurating a Studio for Teaching and Learning Innovation in Fall 2019. Funds previously used for the CAP will be dedicated to the new studio, with a special, but not exclusive, focus on digital pedagogy.

Priority 11—Support Base Operations and Continue Business Innovation

Base Operations provides funding to support essential services in selected areas, including academic support, student services, administrative functions, and plant operations as well as incremental funding needed to support the non-general fund share of fringe benefit increases and workers compensation. Funds have also been used to add additional police and security staff, implement required compliance training and add staff to support diversity and inclusion.

Priority 12 - Whole of Government

In 2015, Virginia's Secretary of Veterans Affairs commissioned a report, "Growing the Military Mission in the Commonwealth of Virginia", which called for the creation of a "Whole of Government" Center of Excellence (COE) at William & Mary. The report envisioned this effort as the foundation of what could become the Harvard Kennedy School of the South, bringing a focus to issues particularly of interest to the military. The COE would bring to bear the best of W&M's academic efforts in public policy, law, business, and other areas and build on strong connections to the military and its facilities in the region. This effort, in part, would help the military, among others, recruit, retain and develop the next generation of military and civilian talent in defense of the nation. With support from the Secretary's office, the Hampton Roads Military and Federal Facilities Alliance (HRMFFA), state appropriations, and the reallocation of university funding, the university has begun to implement the report's call to action. Faster than many predicted, W&M has a student fully funded by the National Counterterrorism Center as well as other students from

across the university participating in COE activities. The first full class will follow new curricular developments, to include potentially shorter certificates and a one-year degree program, and Memorandums of Understanding with the military and interagency organizations. The 2018-2020 Appropriation Act includes funding in FY20 for W&M to develop online curriculum, which will reduce the on-campus requirements for the program to one year and enhance e-opportunities. Once implemented, W&M anticipates that the online, first-year curriculum will also increase interest for potential students in other university graduate degrees who cannot currently commit to a two-year, full-time, on-campus program. The COE is exploring broadening engagements for students and external research funding.

Priority 13 - Counseling Veterans and Their Families

The 2018-2020 Appropriation Act includes funding for W&M to develop a veterans and military concentration in its Master's in Counseling program at the School of Education and to create a certificate program for those already certified as counselors but who want to work specifically with military members, veterans and their families. Work is underway and the program launched this fall. The university is in the final stages of recruiting a director for this program who will work to finalize the course outlines into syllabi and establish internship sites with military bases both in the Commonwealth and nationally.

Section J. Economic Development Annual Report (Due October 1):

Employing more than 2,700 faculty and staff, and enrolling more than 8,500 students, William & Mary is a strong contributor to the regional and state economy. According to a Weldon-Cooper study conducted by the Virginia Business Higher Education Council (VBHEC), the total economic contribution resulting from William & Mary operations during FY15 was \$955 million in GDP, and the total state revenue contribution was \$101 million – more than double the General Fund appropriation for W&M in the same year.

The university also contributes to economic development efforts through the following groups and organizations:

- University Based Economic Development officers (UBED)
- Greater Williamsburg Chamber and Tourism Alliance (and the Business Council)
- Virginia Economic Developers Association (VEDA)
- Greater Williamsburg Partnership (GWP)
- Launchpad, Greater Williamsburg Regional Business Incubator
- Historic Triangle Collaborative (HTC)
- Southeastern Universities Research Association (SURA)
- Richmond-Hampton Roads Megaregion Collaborative

William & Mary's Mason School of Business is home to the Alan B. Miller Entrepreneurship Center. The Center exists to educate, inspire, and support individuals in developing the skills and mindset of an entrepreneur. This fall William & Mary will open an expanded entrepreneurship hub for students at a mixed-use property, Tribe Square, owned by the William & Mary Real Estate Foundation. The renovation is funded largely with private dollars and will more than triple the footprint of the current space and locate it on a central part of the campus. Furthermore, Launchpad, the region's business incubator for the City of Williamsburg, James City County and York County, will relocate to the entrepreneurship hub and has entered into a management agreement with the university to contribute to the cost of the incubator's

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operation. Through this initiative, resident entrepreneurs working on real startups will be colocated with undergraduates who are learning to think like entrepreneurs.

This university hub will be supported by the existing Alan B. Miller Entrepreneurship Center at the Raymond A. Mason School of Business and will offer students programming, co-working space, makerspace access, networking opportunities, mentorship and additional support as they pursue not just business start-ups, but entrepreneurial projects and ways of thinking across disciplines. Launchpad will work in conjunction with the hub with W&M managing staffing and programming for the incubator.

William & Mary often serves as a leader and convener of programs benefiting the region and state. For example, William & Mary representatives serve as members of the Richmond-Hampton Roads Megaregion Collaborative, which meets on campus to bring together business leaders from the two regions to enhance connectivity and spur regional collaboration. Additionally, President Rowe has developed strong relationships with corporate partners such as Newport News Shipbuilding. Their Digital Shipbuilding Mobile Experience Trailer was on campus this spring, and CEO Jennifer Boykin co-wrote an op-ed in the *Daily Press* in support of stronger collaboration between higher education, industry partners and state government.

Each year William & Mary students volunteer for more than 245,000 hours of service. Calculated at minimum wage that amounts to nearly \$2 million in contributed labor in areas of need, often financially distressed communities. William & Mary's School of Education offers graduate courses to provide in-depth training to teachers in preparation for serving as math specialists in K-5 schools. These school divisions are rural, have been cited for deficiencies in mathematics by the Virginia Department of Education, and are characterized as low socio-economic status areas. Further, as a university recognized as being military friendly, William & Mary not only encourages enrollment by veterans but also provides assistance to them through the Puller Veterans Benefits Clinic at the law school.

[NOTE: THIS PARAGRAPH WILL BE UPDATED WITH THE MOST RECENT DATA PRIOR TO SUBMISSION TO SCHEV ON OCTOBER 1.] William & Mary graduates in the Class of 2017 are working in 58 different industries, including high tech/information technology, consulting, education, financial services, government, healthcare, law, technology and many others. Those not joining the workforce enrolled in 132 distinct graduate programs. Through these graduates, the more than 140 executives from more than 30 industries collaborating with William & Mary's Mason School of Business as part of its Executive Partners Network, and nearly 11,000 employers working with the Cohen Career Center's Tribe Careers program, William & Mary has a broad reach that makes it an active, engaged partner in improving the economy of the Commonwealth.

WILLIAM & MARY
2020-2022 OPERATING BUDGET REQUESTS

William & Mary has received guidance from the Governor's Office, the Secretary of Education, and the Virginia Department of Planning and Budget (DPB) related to operating budget requests that will be considered by the Governor as part of the Commonwealth's 2020-22 budget development. Consistent with items outlined in the university's Six-Year Plan, William & Mary submitted four funding requests as described below and one requested language amendment to enable the university's desire to work with nongovernmental organizations interested in sponsoring research activities. The budget requests are outlined below:

PRIORITY 1 – CONTINUE TO EXPAND WILLIAM & MARY'S DATA SCIENCE MAJOR

Funding Request:

<u>FY21</u>	<u>FY22</u>
\$380,000 GF	\$380,000 GF
2.0 FTE	2.0 FTE

The Governor and General Assembly generously provided \$570,000 GF to support three faculty lines as W&M expands its Data Science minor to a major. The university is already actively recruiting for new faculty in this area. The university requests an additional \$380,000 GF in each year to fund an additional two faculty so that W&M can expand the program to meet student and industry demand.

PRIORITY 2 – EXPAND STUDENT INTERNSHIP OPPORTUNITIES

Funding Request:

<u>FY21</u>	<u>FY22</u>
\$401,900 GF	\$466,700 GF

Consistent with the university's on-going discussions with legislative and executive branch leaders, W&M seeks \$401,900 GF in FY21 and \$466,700 GF in FY22 as the 50% match to institutional funds, which will provide stipends for full-time internships during the Fall, Spring or Summer semester and funding for a new internship coordinator position. With these funds, W&M expects to place 70 undergraduate students in FY21 and 85 in FY22 into paid internships across the Commonwealth.

PRIORITY 3 – CREATE A FACULTY INDUSTRY-PARTNERS FELLOWS PROGRAM

Funding Request:	<u>FY21</u>	<u>FY22</u>
	\$200,000 GF	\$200,000 GF

W&M requests funding to launch a new pilot program that will embed 5 faculty members in regional industries during FY21 and up to 10 faculty in the following years. By working in leading and emerging industries around the Commonwealth, faculty will be able to bring “real world” experience to their teaching and research. Concurrently, regional corporations will benefit from having in-house expertise in academic disciplines that complement their permanent workforce. William & Mary requests \$200,000 GF in each year to support this effort. Funds will be used to provide temporary housing to faculty embedded in companies outside of the Williamsburg region, to hire adjunct faculty, if needed, to cover teaching loads on campus while faculty complete the program, and to support staffing costs associated with developing this program. If successful, William & Mary anticipates the program will be funded through institutional resources in the 2022-2024 biennium and beyond.

PRIORITY 4 – O&M FOR NEW FACILITIES

Funding Request:	<u>FY21</u>	<u>FY22</u>
	\$ 77,900 GF	\$507,700 GF

W&M requests funding to support the operation and maintenance of new facilities coming on line in the 2020-2022 biennium. The request includes \$198,200 GF in FY21 to support full year funding for the renovated Alumni House. In FY22, the university requests \$1,291,900 GF to cover ongoing cost for the Alumni House plus full year costs associated with the Fine and Performing Arts Complex, Phases 1 and 2.

LANGUAGE AMENDMENT ONLY – ACCOMMODATE RESEARCH FUNDING

William & Mary requests the following language be added to Section 4-2.01 of the Appropriation Act to allow institutions of higher education to accept binding arbitration and to acknowledge the application of laws of another jurisdiction when entering into agreements or contracts with nongovernmental organizations (NGOs):

INSERT: Section 4-2.01 a. 5) “In furtherance of Va. Code 23.1-1019.E and notwithstanding any other provision of law, public institutions of higher education may enter into agreements or contracts with non-governmental organizations that provide funding for research or other mission-related activities and require use of binding arbitration or application of the laws of another jurisdiction.”

WHEREAS, the requested budget amendments are consistent with the university's Six-Year Plan; and

WHEREAS, it is in the mutual interest of the Commonwealth of Virginia and the university to be able to enter into contracts with nongovernmental organizations that provide funding for research or other mission-related activities,

NOW THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the administration's proposed operating budget requests and requested language amendment.

WILLIAM & MARY
REVISION TO THE
INVESTMENT AND SPENDING POLICY FOR ENDOWMENT

The Board of Visitors (hereinafter called "the Board") is responsible for the investment of the endowment funds contributed to William & Mary (hereinafter called "the University"). The Committee on Financial Affairs of the Board has the delegated fiduciary responsibility to oversee the policies and practices associated with endowment management.

It is the practice of the University to periodically review its operational policies and guidelines to ensure that the authorizations contained therein are in keeping with the current thinking of the Board. The last revision was done in November 2017.

THEREFORE, BE IT RESOLVED, That the following Revision to the Investment and Spending Policy for Endowment be adopted as the policy by which the Committee on Financial Affairs governs the management of the endowment funds belonging to the University.

I. STATEMENT OF PURPOSE AND OBJECTIVES

- A. This policy is issued by the Committee on Financial Affairs of the Board. The purpose of the policy is to not only foster clear understanding of the Board's investment objectives and practices, but also provide clear guidelines for action.
- B. The University was established in 1693 under British royal charter. In 1906 it became a public institution affiliated with the Commonwealth of Virginia. The University is an active public charity and accepts private donations to supplement and enhance the quality of the educational environment available to students, faculty, and the community.
- C. This statement applies to those pooled endowment funds for which the Board has investment responsibility (hereinafter called the "Endowment"). At this time, only one investment portfolio is used for endowments maintained by the University.
- D. This document can be modified as necessary by the full Board upon recommendation by the Committee on Financial Affairs and should be formally reviewed by the Committee not less than once every three years.

II. DEFINITIONS

Endowment funds are contributions given to the University with a donor-imposed restriction that the funds are not to be expended but are to be invested for the purpose of producing income and capital gains. Unless otherwise stated by the donor the principal of the funds is to be maintained in perpetuity. The donor may also place restrictions on the purpose or purposes for which the income may be expended.

Funds functioning as endowment (quasi endowments) are funds that the Board has designated not to be expended but are to be invested for the long term purpose of producing income and capital gains. Where expendable funds from donors have been designated by the Board as quasi endowment, provisions may allow for Board approved distributions of principal. Quasi endowments can be either unrestricted or donor restricted for a particular purpose.

Total return is the sum of realized and unrealized gains and losses and current income achieved in the form of interest, dividends, and rents. **Real total return** is total return adjusted for inflation as measured by the Higher Education Price Index (HEPI), or the CPI + 1%, when the HEPI statistic is unavailable. **Real growth** in the endowment is real total return less that of annual spending and management fees.

III. FIDUCIARY RESPONSIBILITIES

In addition to other responsibilities assigned by the Rector, the Committee on Financial Affairs has oversight responsibility for the University's endowment funds. Toward that responsibility, the Committee on Financial Affairs has created an Investments Subcommittee, comprised of members from the larger Committee and/or the Board at large, who meet and interact with the University's Senior Vice President for Finance and Administration, Vice President for Finance and Technology, and the Investment Consultant on a more frequent basis, conducting oversight and executing duties on behalf of the Committee as permitted by this policy. This Subcommittee has the standing responsibility to monitor investment performance; periodically review the Board's investment guidelines and allocations; and after thorough evaluation recommend to the full Board the retention and dismissal of investment counsel, annual spending from the endowment (rates and dollar amounts), and amendments to existing investment guidelines. The Subcommittee may authorize the Investment Consultant to conduct searches for new or replacement investment managers as required. The Subcommittee may also direct tactical shifts or rebalancing among asset classes so long as the changes are within the asset allocation ranges included in Section VII of this policy. Under normal conditions only the Board, or the Executive Committee acting between meetings of the Board, shall have the power to employ or discharge investment advisors for the University's endowment. However, if the Chair of the Committee on Financial Affairs, senior University administrators, or the Investment Consultant to the Board, believe that any portion of the endowment is in immediate and undue risk by its investment with any manager, then the Chair of the Committee on Financial Affairs shall have the power to immediately terminate that relationship and/or give instructions to reduce or eliminate the perceived threat to the invested endowment. The Board will then be apprised of the circumstances that required immediate action at its next regularly scheduled meeting.

Members of the Board also have a legal responsibility to manage funds in compliance with The Uniform Prudent Management of Institutional Funds Act, passed by the Virginia legislature in 2012. With respect to fiduciary responsibilities, Chapter 11 of Title 64.2 Section 1101 of The Code of Virginia (1950 as amended) specifies the following standards of conduct in managing and investing an institutional fund:

- A. Subject to the intent of a donor expressed in a gift instrument, an institution, in managing and investing an institutional fund, shall consider the charitable purposes of the institution and the purposes of the institutional fund.
- B. In addition to complying with the duty of loyalty imposed by law other than this chapter, each person responsible for managing and investing an institutional fund shall manage and invest the fund in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.
- C. In managing and investing an institutional fund, an institution:

1. May incur only costs that are appropriate and reasonable in relation to the assets, the purposes of the institution, and the skills available to the institution; and
 2. Shall make a reasonable effort to verify facts relevant to the management and investment of the fund.
- D. An institution may pool two or more institutional funds for purposes of management and investment.
- E. Except as otherwise provided by a gift instrument, the following rules apply:
1. In managing and investing an institutional fund, the following factors, if relevant, shall be considered:
 - a. General economic conditions;
 - b. The possible effect of inflation or deflation;
 - c. The expected tax consequences, if any, of investment decisions or strategies;
 - d. The role that each investment or course of action plays within the overall investment portfolio of the fund;
 - e. The expected total return from income and the appreciation of investments;
 - f. Other resources of the institution;
 - g. The needs of the institution and the fund to make distributions and to preserve capital; and
 - h. An asset's special relationship or special value, if any, to the charitable purposes of the institution.
 2. Management and investment decisions about an individual asset shall be made not in isolation but rather in the context of the institutional fund's portfolio of investments as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to the fund and to the institution.
 3. Except as otherwise provided by law other than this chapter, an institution may invest in any kind of property or type of investment consistent with this section.
 4. An institution shall diversify the investments of an institutional fund unless the institution reasonably determines that, because of special circumstance, the purposes of the fund are better served without diversification.
 5. Within a reasonable time after receiving property, an institution shall make and carry out decisions concerning the retention or disposition of the property or to rebalance a portfolio, in order to bring the institutional

fund into compliance with the purposes, terms, and distribution requirements of the institution as necessary to meet other circumstances of the institution and the requirements of this chapter.

6. A person that has special skills or expertise, or is selected in reliance upon the person's representation that the person has special skills or expertise, has a duty to use those skills or that expertise in managing and investing institutional funds.

Employees of the University, or others engaged by the University in any business or advisory capacity, are expected to uphold and abide by the University's Code of Ethics.

IV. INVESTMENT OBJECTIVES

- A. The Board seeks to achieve maximum long-term total returns within prudent levels of risk. Returns are expected not only to preserve but enhance the real value (inflation-adjusted purchasing power) of the Endowment after funds are released for current use. To meet these goals, the investment objective is to achieve real growth of 2% over the long term (i.e., real total return less that of annual spending and management fees). The measure of inflation to be used in adjusting for real purchasing power should be the Higher Education Price Index, a measure of college and university costs.
- B. Risk should be reduced with a broadly diversified portfolio of asset classes, which may include the following: common and preferred shares of domestic and foreign corporations listed and traded on public markets, convertible bonds or debentures or preferred shares which are convertible into corporate stock, warrants or rights to equity securities, domestic or foreign fixed income traded on public markets, cash or cash-equivalent securities, public and private real estate investment trusts, and limited partnerships in the following: hedge funds *with sufficient transparency and history satisfactory to the Committee on Financial Affairs*, venture capital, buyouts, distressed debt, timber, oil and gas, managed futures, and other private equity type of investments. Investment risks will be considered within the context of the whole Endowment portfolio.
- C. All investment portfolios will be managed and evaluated from a basis of total return. All management fees will be born by the individual portfolios from interest income, dividends, and realized capital gains.
- D. Prospective investments in alternative assets will take into consideration required disclosure needs for reporting at the end of the fiscal year, recognizing that some managers employ highly sophisticated and proprietary strategies and some have underlying holdings that cannot be readily priced in the market; in such cases, these managers do not release sufficient information that can be validated, tested, and relied upon during the course of an audit. Consequently, investments in alternative assets will require rigorous screening before being admitted into the portfolio.

V. ENDOWMENT SPENDING POLICY

The fiscal year payout will be calculated as a percentage of the average market value of the investment portfolio for the three previous calendar year-ends. Following review and recommendations from the Investments Subcommittee, the payout percentage and the annual overhead expense for internal management costs will be decided or adjusted as deemed prudent by the Committee on Financial Affairs as the annual private funds budget is prepared.

Guidelines for spending from an institutional fund are addressed by UPMIFA in Chapter 11 of Title 64.2 Section 1102 of the Code of Virginia (1950 as amended):

- A. Subject to the intent of a donor expressed in the gift instrument, an institution may appropriate for expenditure or accumulate so much of an endowment fund as the institution determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. Unless stated otherwise in the gift instrument, the assets in an endowment fund are donor-restricted assets until appropriated for expenditure by the institution. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:
1. The duration and preservation of the endowment fund;
 2. The purposes of the institution and the endowment fund;
 3. General economic conditions;
 4. The possible effect of inflation or deflation;
 5. The expected total return from income and the appreciation of investments;
 6. Other resources of the institution; and
 7. The investment policy of the institution.
- B. To limit the authority to appropriate for expenditure or accumulate under subsection A, a gift instrument shall specifically state the limitation.
- C. Terms in a gift instrument designating a gift as an endowment, or a direction or authorization in the gift instrument to use only "income," "interest," "dividends," or "rents, issues, or profits," or "to preserve the principal intact," or words of similar import:
1. Create an endowment fund of permanent duration unless other language in the gift instrument limits the duration or purposes of the fund; and
 2. Do not otherwise limit the authority to appropriate for expenditure or accumulate under subsection A.

VI. DELEGATION OF MANAGEMENT AND INVESTMENT FUNCTIONS

Chapter 11 of Title 64.2 Section 1103 of the Code of Virginia (1950 as amended) addresses those considerations in the delegation of management and investment functions:

A. Subject to any specific limitation set forth in a gift instrument or in law other than this chapter, an institution may delegate to an external agent the management and investment of an institutional fund to the extent that an institution could prudently delegate under the circumstances. An institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, in:

1. Selecting an agent;
2. Establishing the scope and terms of the delegation, consistent with the purposes of the institution and the institutional fund; and
3. Periodically reviewing the agent's actions in order to monitor the agent's performance and compliance with the scope and terms of the delegation.

B. In performing a designated function, an agent owes a duty to the institution to exercise reasonable care to comply with the scope and terms of the delegation.

C. An institution that complies with subsection A is not liable for the decisions or actions of an agent to which the function is delegated.

D. By accepting delegation of a management or investment function from an institution that is subject to the laws of the Commonwealth, an agent submits to the jurisdiction of the courts of the Commonwealth in all proceedings arising from or related to the delegation of the performance of the delegated function.

E. An institution may delegate management and investment functions to its committees, officers, or employees as authorized by law of the Commonwealth other than this chapter.

Consistent with the authorizations cited above in the Code of Virginia, the Board has accordingly selected through the public procurement process an Investment Consultant which is responsible for advising the Board on matters of constructing a prudent policy portfolio, asset allocation, manager selection and diversification, strategic and tactical allocations, portfolio rebalancing, performance calculation and reporting, risk and expected return assessments, and advice on general business and economic outlook.

The Investment Consultant is responsible for recommending to the Board the engagement and disposition of investment managers and reporting investment performance to the Board, at the fund level as well as on a manager specific level. More specific delegation of duties is addressed later on in this policy.

VII. PORTFOLIO COMPOSITION AND ASSET ALLOCATION

- A. Asset allocation is the single most important component of investment strategy. For purposes of investment policy, the endowment assets shall be classified in three parts: Equities, Fixed Income, and Alternatives. The Committee will establish for equities, fixed income, and alternatives a long-term policy range or band, as well as long-term target allocation.
- B. Equities are intended to provide long-term capital appreciation and a growing stream of income. It is recognized that equities will likely entail the assumption of greater price variability than fixed income and alternative investments. The purposes of fixed income investments are to provide a hedge against deflation, to provide a source of current income, and to help diversify the total endowment. The purposes of alternatives are to help diversify the total endowment and utilize a combination of less correlated investments when the metrics for equities and fixed income are not attractive.
- C. Asset allocation ranges for the portfolio's investments in each asset class are established by the full Board and listed below. Within the approved ranges, the Committee on Financial Affairs may change the normative policy allocations whenever it deems necessary or desirable; such changes may be enacted by a simple majority of the full Committee on Financial Affairs at an announced meeting which attains a quorum. Allocations can also be changed between announced meetings of the Committee on Financial Affairs when a simple majority of the full Committee approves said action as detailed in an official mailing or telephone ballot distributed to the full Committee. Normative policy allocations are noted below as long-term target allocations which reflect the Committee on Financial Affairs' long-term strategic objectives. It is the responsibility of the Endowment's external Investment Consultant to monitor the allocations of the overall portfolio and report any deviations, should they develop, to the Investments Subcommittee. Should deviations occur within the allocations to equities, and/or fixed income and/or alternatives before the next full meeting of the Subcommittee, then notification will be sent to the Chair of the Committee on Financial Affairs who is authorized to approve any actions that will put the portfolio back into compliance.

ASSET ALLOCATION

	LONG-TERM TARGET ALLOCATION	RANGE
<u>Equities</u>	5%	35-75%
U. S. Common Stock	31%	15-45%
Non-U.S. Common Stock	22%	0-35%
Publicly Traded REITs	2%	0-5%
<u>Alternatives*</u>	10%	0-20%
<u>Fixed Income</u>	35%	25-60%
U. S. Bonds	24%	15-45%
Non U.S. Bonds	11%	0-15%
<u>Cash</u>	0%	0-25%

* Alternatives is a general term referring to equity or equity-like investments characterized by longer time horizons, less liquidity, no readily available market price, and often less transparency. Such investments may include, for example, private real estate investments and limited partnerships in private equity investments, hedge funds, managed futures, venture capital, distressed debt, timber, and oil and gas.

- D. Based on the recommendation of the Investment Consultant, new cash flow shall be forwarded to investment managers on a quarterly basis, or when sufficient contributions are received. As a general rule, new cash will be used to rebalance the total fund in the direction of the long-term targets currently in place.

VIII. SOCIAL RESPONSIBILITY

The Board may from time to time feel it necessary and prudent to incorporate into its investment platform elements of social responsibility that reflect the Board's thinking on important societal issues. Accordingly, the Board may direct its Investment Consultant and University staff to implement certain restrictions, impose constraints, or otherwise create separate accounts that take into consideration specific goals and objectives of social investing.

The Board has taken a position on conditions in Darfur and given direction to the Investment Consultant to monitor the security holdings in the separate account relationships, making sure that the underlying securities are not on any known and respected lists of companies that suggest support of the current Sudanese government. Companies that are known to conduct substantive business in Sudan will be prohibited in any Board separately managed account.

Secondly, the Board has approved the creation of a separate endowment account, called the Green Account, which will be funded from student fees. This investment account will be invested and monitored by the Investment Consultant according to guidelines that specify and promote environmental "green" initiatives.

IX. MANAGER GUIDELINES

When securities are commingled into investment pools with multiple participants, the Committee on Financial Affairs will evaluate the investment pool as a whole for its overall asset quality, stability, and historical performance. In such cases, if the Board decides to participate, the investment policies and practices of the commingled pool will override the Board's policies and guidelines required of actively managed separate accounts. However, where applicable, the Committee on Financial Affairs will measure its commingled pool investments according to equity and fixed income guidelines established for separately managed accounts.

When active investment management responsibilities are delegated to an investment advisor for a separately managed account the Committee on Financial Affairs will establish guidelines regarding the quality and suitability of assets allowed in the portfolio. These guidelines are as follows:

GUIDELINES FOR EQUITIES

- A. The overall investment objective of active Equities is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual active managers may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the Investment Consultant.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs

will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the equity portfolio.

- C. Common stock managers may at their discretion hold cash equivalents, exchange-traded funds or bonds to the extent provided by the allocation ranges in Section VII, with the understanding that their performance will be measured against equity benchmarks which are fully invested.
- D. No more than 5% of the aggregate market value in equity may be invested in the securities of any one company at cost except by written exception. It shall be the responsibility of the Investment Consultant to monitor the fund's overall exposure to individual securities and report any violations immediately to the Chair of the Committee. If a violation exists, the Chair of the Committee is granted the authority to approve any changes that will bring the portfolio back into compliance.
- E. Financial futures, option contracts, and other financial derivative instruments may not be employed without the Committee's prior permission
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

GUIDELINES FOR FIXED INCOME

- A. The investment objective of active Fixed Income is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual active managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the fixed income portfolio.
- C. Money market instruments and fixed income-like exchange-traded funds may be used, but equities are excluded.

- D. Securities in the fixed income portfolio must be rated a minimum of "BBB" by two of the following three major rating organizations: Fitch, Moody's or Standard & Poor's. The weighted average of the fixed income portfolio shall be "A-" or higher. The prospect of credit risk or risk of permanent loss must be avoided. The investment manager shall inform the Board's engaged Investment Consultant, or the Chair of the Committee on Financial Affairs if no consultant is employed, if a held security has been downgraded below investment grade by two rating agencies and the Chair shall decide whether the security is retained or sold.
- E. In general, fixed income must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the aggregate market value in fixed income may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

GUIDELINES FOR ALTERNATIVES

- A. The investment objective of Alternatives is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the alternative portfolio.
- C. In general, alternatives must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the aggregate market value in alternatives may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- D. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual

fund guidelines and restrictions will supersede those outlined above.

X. GUIDELINES FOR TRANSACTIONS

Except under unusual circumstances, all transactions should be entered into on the basis of best execution, which means best realized net price. Notwithstanding the above, commissions may be designated for payment of services rendered to the endowment in connection with its management; however, under normal business conditions it shall be the standing policy of the University and its Board not to direct brokerage, and such practice will be directed only with prior approval from the Chair of the Committee on Financial Affairs.

XI. MONITORING OF OBJECTIVES AND RESULTS

- A. If at any time the Investment Consultant believes that any policy guideline contained herein inhibits investment performance, or puts the Endowment at undue risk, it is that consultant's responsibility to communicate this view to the Committee. In the event that an Investment Consultant believes that circumstances warrant immediate exception to any standing instructions or guidelines cited in this policy, the consultant will so notify the Chair of the Committee on Financial Affairs or, in his/her absence, the Rector. If the request is verbal it will be necessary for the Investment Consultant to later document the request in writing to include the reason for exception and its prospective duration. The Chair of the Investment's Subcommittee, the Chair of the Committee on Financial Affairs will have the authority to use his/her best judgment in deciding the matter unilaterally or deferring the decision to the Rector. The issue of the exception and the decision rendered would be reported to the Committee by the Chair of the Committee on Financial Affairs at the next scheduled meeting of the Board.
- B. The investment manager(s) will provide selected performance and accounting information at the end of each calendar quarter to the Board's administrative staff, the engaged custodian, and the engaged Investment Consultant. This information will include relevant historical performance data and sufficient commentary to explain current strategy and investment returns. The manager(s) will also provide, as needed, detailed information to the administrative staff, custodian, and Investment Consultant pertaining to unit valuation, capital appreciation, realized gains or losses, income earned, and income distributed back to the University.

- C. The Investment Consultant will meet with the Investments Subcommittee or the larger Committee on Financial Affairs at least on an annual basis. The Investment Consultant will be expected to include the following in presentation to the Committee:
1. Review performance of the respective portfolios (or commingled fund pools) owned by or in which the University participates. Performance review will include at least the latest quarter, six-months, year, and since inception. Relevant statistical benchmarks as requested by the Committee will also be provided for comparison purposes.
 2. Explain to the Committee's satisfaction how and why performance differed from the relevant benchmarks.
 3. Disclose to the Committee the level of market risk inherent in the portfolio (e.g., the beta of the portfolio, Sharpe ratio, up quarters versus down quarters) and the means and methodology by which risk is monitored and controlled.
 4. Discuss investment strategy (or that of the firm) and relate how such strategy complies or conflicts with the Committee's established investment guidelines. Review the current and prospective economic climate and discuss what implications this has on the University's invested endowment.
 5. Recommend to the Committee any modifications to further improve the performance and efficiency of assets under management.

XII. BENCHMARKS FOR PERFORMANCE MEASUREMENT

In order to measure and evaluate the individual investment performance of the University's retained investment advisor(s), and that of investment performance in the aggregate, the Committee on Financial Affairs has established the following benchmarks by which the advisor(s) will be evaluated. The investment advisor(s) will be notified prior to inception which objective(s) apply to them.

Asset Class	Benchmark	Peer Group
Large Cap Core	S&P 500 Index	Morningstar US OE Large Cap
Large Cap Growth	Russell 1000 Growth Index	Morningstar US OE Large Cap Growth
Large Cap Value	Russell 1000 Value Index	Morningstar US OE Large Cap Value
Mid Cap Core	Russell Mid Cap Index	Morningstar US OE Mid Cap
Mid Cap Growth	Russell Mid Cap Growth Index	Morningstar US OE Mid Cap Growth
Mid Cap Value	Russell Mid Cap Value Index	Morningstar US OE Mid Cap Value
Small Cap Core	Russell 2000 Index	Morningstar US OE Small Cap
Small Cap Growth	Russell 2000 Growth Index	Morningstar US OE Small Cap Growth
Small Cap Value	Russell 2000 Value Index	Morningstar US OE Small Cap Value
Real Estate	FTSE NAREIT (Equity REITs) Index	Morningstar US OE Real Estate
International Developed Markets	MSCI EAFE Index	Morningstar US OE Foreign Large Blend
International Emerging Markets	MSCI Emerging Markets (Free) Index	Morningstar US OE Diversified Emerging Market
International Small Cap	MSCI ACWI ex USA Small Cap Index	Morningstar US OE Foreign Small-Cap
Alternative Investments	HFRI Fund-of-Funds Composite Index	NA
U.S. Fixed Income	Barclays US Aggregate Bond Index	Morningstar US OE Intermediate-Term Bond
Global Fixed Income	Citigroup World Government Bond Index	Morningstar US OE World Bond
Emerging Markets Fixed Income	JPM EMBI Global Diversified Index	Morningstar US OE Emerging Markets Bond

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In order to measure and evaluate the Total Account investment performance, the Committee on Financial Affairs has established the following benchmarks by which the Total Account will be evaluated.

Total Account	10.0% S&P 500 Index 10.0% Russell Mid Cap Index 11.0% Russell 2000 Index 13.0% MSCI EAFE Index 6.0% MSCI Emerging Markets Index 3.0% MSCI ACWI ex US Small Cap Index 2.0% FTSE NAREIT (Equity REITs) Index 24.0% Barclays U.S. Aggregate Bond Index 6.0% Citigroup World Gov't Bond Index 5.0% JPM EMBI Global Diversified Index 10.0% HFRI Fund-of-Funds Composite
Total Domestic Equity	100.0% Russell 3000 Index
Total International Equity	100.0% MSCI ACWI ex US Index
Total Fixed Income	100.0% Barclays Global Aggregate Bond Index
Alternative	100.0% HFRI Fund-of-Funds Composite

In order to measure and evaluate the how the Total Account investment performance has fared over long periods of time, maintaining consistent exposures to the broad market, the Committee on Financial Affairs has established a long-term blended policy benchmark in which the following indexes will be represented by weight.

Total Account	33.0% Russell 3000 Index 22.0% MSCI ACWI ex US 35.0% Barclays Global Aggregate Bond Index 10.0% HFRI Fund-of-Funds Composite
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VIRGINIA INSTITUTE OF MARINE SCIENCE

2020-2026 SIX-YEAR PLAN

WHEREAS, in response to the Commonwealth's direction that the Virginia Institute of Marine Science (VIMS) prepare a separate Six-Year Plan from William & Mary; and

WHEREAS, VIMS has developed said plan consistent with the requirements outlined in the Higher Education Opportunity Act of 2011; and

WHEREAS, VIMS has identified those expenditures necessary to support its research, education, advisory service, and administrative operations, has prioritized those expenditures, and has recommended funding primarily through Commonwealth revenue.

THEREFORE, BE IT RESOLVED, That upon recommendation of the Dean and Director of VIMS and the President of the College, the Board of Visitors of the College of William & Mary approves VIMS' Six-Year Plan as outlined in the subsequent pages.

VIRGINIA INSTITUTE OF MARINE SCIENCE**2019 SIX-YEAR PLAN: NARRATIVE****OVERVIEW:**

The totality of the six-year plan should describe the institution's goals as they relate to goals of The Virginia Plan for Higher Education, the Higher Education Opportunity Act of 2011 (TJ21) and the Restructured Higher Education Financial and Administrative Operations Act of 2005. The instructions under institutional mission and alignment to state goals, below, ask for specific strategies around four priority areas. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. *Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.*

Section A. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals: Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following areas: (1) access and enrollment, particularly for underrepresented students; (2) retention, completion and time to degree; (3) affordability and funding; and (4) workforce alignment and retention of graduates. Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets.

RESPONSE:

The Mission of the Virginia Institute of Marine Science is to seek and broadly communicate knowledge in marine and coastal science to the Commonwealth of Virginia, the nation, and the world through research, education, and advisory service.

As a nationally and internationally recognized premier marine science institute, our overarching goals in the VIMS Vision are to (1) make seminal advances in understanding marine and coastal systems through research and discovery, (2) translate research findings into practical solutions to complex issues of societal importance, and (3) provide new generations of researchers, educators, problem solvers, and managers with a marine-science education of unsurpassed quality.

Restore Saltwater Fisheries Survey Funding. Long-standing fisheries surveys by VIMS provide the scientific data on which saltwater fisheries in the Commonwealth of Virginia are managed. These surveys have been supported by a combination of state dollars and federal grants. Recent reductions in the state and federal funds resulted in five of our most important surveys being dramatically cut. Beginning in 2018, federal funding from the US Fish and Wildlife Service that flows through the Virginia Marine Resources Commission (VMRC) was reduced from \$1.8M to \$1.13M, largely as a result of a federal decision to alter the percentage split between freshwater and saltwater fish survey support provided to Virginia. At the same time, VMRC's source for providing their share of a 33% state match requirement (historically VMRC provided \$300K and VIMS provided \$300K of the required \$600K match for \$1.8M of federal funds) was reduced by the General Assembly so that most of those dollars could be used to support the Saltwater Fishing Tournament.

Secretary Strickler and the Commissioner Bowman managed to negotiate a slightly more favorable split in federal funds that resulted in a federal funding of \$1.4 M going to saltwater fisheries surveys, but the total loss between the state and federal sources was approximately \$700K. VIMS implemented austere cuts to these surveys, reduced personnel, and combined surveys to gain efficiency, but still fell \$230K short of having funding needed to sustain the surveys at a level to meet the needs of the Commonwealth. We are seeking to recover this lost support to maintain these surveys that are critical to wise management and economic viability of Virginia's saltwater fisheries.

Manage Aquatic Diseases. Recent outbreaks of disease have damaged economically important and ecologically sensitive marine resources in the Commonwealth and nation. Examples include mycobacterial infections in striped bass, dermo and MSX in oysters, *Hematodinium* in blue crabs, morbillivirus in dolphins, wasting disease in seastars, bacterial infections in scallops, and parasitic infections in eels, to name a few. The pathogens responsible for these outbreaks are not well known, their risks to marine life and potential to spread remain understudied, and their ecological impacts have been difficult to assess with existing resources. To meet the challenge of diseases in marine systems, this initiative will provide science-based guidance on the management of existing and emerging disease threats to critical fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. VIMS scientists have considerable expertise working with diseases of marine animals; however, we aim to leverage this expertise by establishing state and regional response protocols, identifying and liaising with key groups such as state and federal resource managers and public health officials, as well as the fishing and aquaculture industries, serving as a clearinghouse for information to policy makers, and developing modeling tools to mitigate the effects of disease outbreaks. The health of marine resources such as fish and shellfish is fundamental to the growth of industries and the revitalization of coastal communities dependent upon them. This initiative will provide expert guidance on the management and mitigation of existing and emerging disease threats to vital fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. It will significantly enhance our responses to known pathogens and provide a clear framework, based on state-of-the-art science, for addressing the dangers of emerging diseases.

Support Virginia Department of Health (VDH) and Virginia Marine Resources Commission (VMRC) Needs in Shellfish Aquaculture Management. Shellfish aquaculture is one of the fastest growing economic drivers in coastal Virginia, especially in rural areas. With this growth has come the need for new monitoring and assessment programs to support the work that VDH does in protecting human health and that VMRC does in managing the use of the state's aquatic resources. VIMS has the technical skills to conduct these new programs, but lacks the state-supported personnel to conduct the monitoring and some of the needed field sensors. Federal grant funding, which we employ with great success in supporting our research programs, is typically not available to support such monitoring programs. State support, in three separate monitoring programs, will allow us to meet the needs that have been expressed to us directly by VDH and VMRC.

1. Improve Risk Management of Vibriosis. A key threat to the growth and sustainability of shellfish aquaculture is the association of human-pathogenic *Vibrio* bacteria with product marketed for raw consumption, in particular oysters. Infections by the two *Vibrio* species of concern, *Vibrio vulnificus* and *Vibrio parahaemolyticus* (or vibriosis) are responsible for an estimated 80,000 illnesses and 100 deaths in the U.S. annually, with most of these infections associated with consumption of raw or undercooked shellfish. These bacteria can also have significant repercussions for the shellfish industry through product recall, closure of harvest beds and reduced opportunity for sales associated with negative publicity. With the rise in shellfish production and in consumption of shellfish, particularly oysters, as a raw product, as well as the likelihood for *Vibrio* species abundance to increase with warming seawater, favorable conditions are in place for an increase in vibriosis cases. Because these bacteria occur naturally in shellfish and their surrounding environment, preventing illnesses relies on a robust monitoring program. Within this context, increased monitoring of our local waters and shellfish

will enhance our understanding of the factors driving the distribution and abundance of these bacteria in the environment and in shellfish. We will collaborate with VDH to foster science-based risk management strategies.

2. **Determine Carrying Capacity for Shell Production.** Sustaining Virginia's shellfish aquaculture industry and enabling future expansion are dependent on an adequate food supply for the shellfish; this supply comes from primary production by phytoplankton which sets the amount of shellfish that can be grown in an area (carrying capacity). Increasingly, VMRC is seeking VIMS' guidance on the carrying capacity of shellfish growing areas throughout Virginia's coastal waters. To satisfy this request, we need accurate, up-to-date measurements of local rates of phytoplankton production, a quantity that changes as nutrient inputs and temperature vary. This initiative will allow us to conduct monthly surveys in shellfish growing waters throughout Tidewater Virginia to build and maintain a spatially-explicit database that can be used to develop carrying capacity estimates for oyster and clam production in these waters. In conjunction with this we will develop user-friendly decision support modeling tools that can be directly used by VMRC and the shellfish aquaculture industry to assess carrying capacity and make informed decisions about the production capacity of a given water body.
3. **Assess Coastal Acidification and its Impact on Shellfish Aquaculture.** Coastal acidification, caused by increased atmospheric CO₂, presents a serious and credible threat to the marine resources of the Commonwealth, including shellfish aquaculture industry, fisheries stocks, and health of Chesapeake Bay and the Eastern Shore ecosystems. In September 2018, the Northam administration joined the International Alliance to Combat Ocean Acidification, demonstrating its commitment to ensuring that Virginia is a leader in addressing coastal acidification issues. To meet this commitment, we need to assess the severity of coastal acidification, develop an early warning system for stakeholders, and predict its impacts on living resources. In recent years, VIMS has developed observational capacity, advanced modeling tools, and sophisticated experimental facilities that are capable of supporting the Commonwealth's commitment.

Establish a Molecular Core Lab. Rapidly advancing technology has led to a revolution in the realm of molecular biology and genomics, giving scientists much greater power to address complex problems in marine and estuarine systems. This revolution offers the opportunity for VIMS to improve its capabilities in fulfilling its advisory mission to the Commonwealth in the areas of fisheries and aquaculture, environmental health, and coastal ecology. Extremely large amounts of data can be generated in a relatively short period of time using this technology, offering unparalleled opportunities to create more sustainable environments, bolster regional economies, and protect human health.

Currently, VIMS researchers within three different departments use molecular approaches to address important research questions related to resource management and public health issues in Virginia, including fisheries and aquaculture management, harmful algae blooms, and shellfish health and safety. Key pieces of heavily used shared equipment are scattered across campus and are rapidly becoming outdated. VIMS' ability to accommodate this research, which requires massively high-throughput sequencing, digital PCR, transcriptomics and single cell genomics, is limited by the absence of a centralized facility with support.

We are seeking to upgrade critical instruments and to add technical expertise in advanced bioinformatics analyses, and dedicated technical staff to operate and coordinate the use of specialized equipment, and to advise researchers on appropriate strategies and approaches to answer their research questions. Almost all top-tier marine research institutions, including Woods Hole Oceanographic Institute, Scripps Institution of Oceanography, Rosenstiel School at University of Miami, University of Rhode Island, University of Washington, and others, support these types of core facilities with state-of-the-art equipment and technical expertise. As VIMS is in the process of designing and

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building a new science laboratory building, it is an excellent opportunity to acquire the needed equipment and additional staff to develop the molecular capabilities to remain competitive in the 21st Century and to provide the Commonwealth with state-of-the-art, science-based advice. VIMS has leveraged its existing molecular genetics capabilities for over \$5M in extramural research funds. Enhancing our capabilities further would expand our capacity to leverage even more extramural money in support of our research, education and advisory missions.

Support Commonwealth Fisheries Collection. The Nunnally Ichthyology Collection at VIMS is a library of preserved fishes from Virginia, the Chesapeake Bay, the North Atlantic, and the world beyond. The collection supports VIMS' institutional mission of research, education, and advisory service by engaging a broad community of scientists worldwide, providing the foundation for graduate education and research, and inspiring the public by sharing the biodiversity of fishes and the research that is being done to gain a better understanding of the natural world. The collection also serves as the only active, cataloged repository in the Commonwealth for voucher specimens of fishes collected by biologists at VIMS, numerous state (VDGIF, VMRC and DEQ) and federal agencies (NOAA and USFWS), Virginia Parks and Recreation (various counties), and the Virginia Aquarium.

The Nunnally Ichthyology Collection at VIMS also houses approximately 54,000 individual fish from institutions of higher education in Virginia that have divested their collections, including: Virginia Commonwealth University, University of Richmond, College of William & Mary, and George Mason University, and another approximately 52,000 fish formerly from the Chesapeake Biological Laboratory collection in Maryland. It is the only state collection for marine and freshwater fishes, and serves as the state repository for fishes collected in the Commonwealth. VIMS bears the responsibility of ensuring that this valuable resource is maintained on behalf of the Commonwealth. To date we have managed this through some allocation of our existing funds, federal grants and philanthropic gifts. As the size and value of this collection has grown, we lack the resources to ensure that the collection is adequately maintained and that it is available for use by state agencies and academic institutions.

Monitor Zooplankton and Larval Fish. Zooplankton (small marine organisms) serve both as trophic links between primary producers and higher trophic levels—such as commercially important fish and invertebrates. Furthermore, most commercially important fish and all shellfish in Chesapeake Bay have a pelagic, larval stage in the plankton—the survival of which exerts key control on the fisheries stock. However, for the past two decades there has been no systematic sampling of spatial and temporal variability in zooplankton or fish larval abundance in Virginia waters. The Commonwealth's current water quality monitoring programs and fisheries stock assessments completely exclude this key link in the estuarine and coastal food web. Indeed, predictive models of Bay water quality and fisheries stocks—if they include mid-trophic levels at all—are based on obsolete zooplankton data. Rising temperatures and changing salinity distributions in the Chesapeake Bay are certain to alter this important link in the food web.

With the Commonwealth's significant investment in the new R/V *Virginia*, recent upgrades and digitization of the Nunnally Ichthyology larval fish collection, and the wide expertise of faculty members including plankton and benthic ecology, ichthyology, and ecosystem modeling, VIMS is now uniquely poised to address this critical gap in our understanding of Bay and coastal food web dynamics. Recent advances in remote observation technology using an Underwater Vision Profiler and machine learning have also increased efficiency of zooplankton sampling, identification, and enumeration. This initiative will complete our fisheries monitoring program.

Establish Virginia Harmful Algal Bloom (HAB) Monitoring Consortium. Harmful algal blooms pose a significant threat to human and animal health, as well as to aquaculture, commercial fisheries, aquatic food webs and safe recreational water use. Recent increases in the frequency, severity and distribution of algal blooms have occurred worldwide and the threats posed by emerging HAB species are predicted to increase. Specifically, in Virginia's waters there are emerging HABs, as well as increases in the

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severity and distribution of several harmful species. Additional coordinated and intensive monitoring efforts are needed to gain a better understanding of the conditions that lead to blooms of HAB organisms and to more accurately predict the potential human health effects and impacts on aquatic life.

Virginia citizens would be best served by a HAB monitoring consortium where VIMS personnel would work cooperatively with other Virginia state agencies, particularly the Virginia Department of Environmental Quality (DEQ), Virginia Marine Resources Commission (VMRC) and the Virginia Department of Health (VDH). This consortium would coordinate a larger-scale HAB monitoring program in Virginia waters, engage in public education, and develop appropriate response and notification protocols for future HAB events. Currently the stations in VA estuarine and marine waters are typically monitored only monthly and more frequent monitoring is necessary, particularly during the peak bloom season of summer and early fall. More frequent monitoring is particularly important for shellfish growing areas where there is a risk to human and shellfish health. The role of VIMS scientists in this consortium would be species and toxin identification and quantification.

Expand Tetraploid Technology for Improved Yields of Oyster Aquaculture in Chesapeake Bay.

Virginia leads the east coast in aquaculture production of clams and oysters. These developments have been rooted in scientific advances and transfer of contemporary technologies to the industry by VIMS. In fact, VIMS has become a world leader in shellfish aquaculture technologies. One of those technologies has been a force in driving oyster aquaculture to the forefront: tetraploid technology.

Tetraploid oysters (which have 4 sets of chromosomes as opposed to normal diploid oysters with 2 sets) are used by commercial hatcheries to mate which produce sterile (spawnless) triploid oysters (3 sets of chromosomes), which comprises >90% of farmed oysters in Virginia, and increasingly, east coast states. This technology is part of the Intellectual Property portfolio of the Aquaculture Genetics and Breeding Technology Center at VIMS. To date we have used tetraploids largely for the purpose of mating them with diploids producing sterile oysters, while normal diploids have been the focus of our breeding efforts to produce faster-growing, disease resistant oysters.

That means that the remarkable progress that we have made to date in breeding an improved oyster has been accomplished through genetic selection on only one-third of the genetic material that makes up a triploid oyster. We have now produced thousands of tetraploid oysters and are prepared to make even greater advances by beginning to do selective breeding to improve the tetraploids.

This will increase the operational cost of the breeding program, but we expect it will lead to major advances in Virginia's oyster aquaculture industry. The initiative will allow us to expand the development of tetraploid strains by developing new genetic material for release to industry, all with the goal to ensure that Virginia maintains its world-leading role in research and development in support of oyster aquaculture.

Increase Base Operating Support. The normal formulas the state uses to assess and supply base operating support to higher education institutions does not readily apply to VIMS and, thus, disadvantages the Institute. Specifically, this request includes vital support for 1) service contracts for high tech scientific equipment purchased through the Equipment Trust Fund, 2) inflationary increases in general operating expenses, and 3) support for personnel services in support units.

Continue to Operate as a Year-round Facility. As an independent state agency that is heavily involved in research and graduate education, VIMS also provides advisory service to the Commonwealth in the form of expert scientific advice on marine-related issues throughout Chesapeake Bay and the coastal ocean. All three of our missions, the graduate program, research and advisory programs, are heavily operational for the entire 12-month calendar year, and in fact, all of our faculty hold 12-month appointments. Field research is most active between April and October, but most other

September 25-27, 2019

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activities occur equally throughout the year. VIMS always has been, and will continue to be, a year-round operation.

Section B. Tuition and Fees Predictability Plans: Provide information about the assumptions used to develop tuition and fee charges shown in PART 1. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors. Include information, if applicable, on tuition increase plans for program- and level-specific charges or on any other alternative tuition and fee arrangement.

RESPONSE:

Not Applicable

Section C. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE:

Not Applicable

Section D. Programs and Instructional Sites: Provide information on any new academic programs, including credentials and certificates, or new instructional sites, supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE:

Not Applicable

Section E. Financial Aid: TJ21 requires "plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans." Virginia's definitions of low-income and middle-income under TJ21 are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE:

Not Applicable

Section F. Capital Outlay: Provide information on your institution's top two Education and General Programs capital outlay projects, including new construction as well as renovations, that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated.

RESPONSE:

Construct New Fisheries Science Building. This request supports the construction of a new 38,000 square-foot state-of-the-art research laboratory building to replace the 29-year-old Nunnally/Fisheries Science Laboratory. It will include a fish processing laboratory, climate-controlled storage and faculty research offices and laboratories supporting the Department of Fisheries Science. The new building

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will consolidate most of the Fisheries Science Department into one location, improving the colloquy between faculty, staff and students of the department. Additionally, space for the Nunnally Ichthyology Collection will serve as the largest repository for freshwater, Chesapeake Bay and coastal fishes of Virginia. The New Fisheries Science Building will require a feasibility study to analyze the current program needs and identify opportunities to house complimentary institute programs not currently used by the facility. The building will be required to meet LEED Silver design standards, at a minimum. The total cost for this project is estimated at \$30M.

Construct Field Operations Complex. This request supports the construction of a new 10,000 square-foot field operations facility to replace several existing structures that are deteriorated, in need of much repair and, due to their location, prone to flooding during storm and high tide events. The facility will be constructed with a raised elevation that will take into consideration sea level rise and will consist of offices for the department's administrative staff, a training/instruction classroom, a workshop to support the dive equipment program, a maintenance repair shop to support the field operations equipment repair program, and field and equipment storage. The new Field Operations Complex will require a feasibility study to analyze the current program needs and will be designed to meet LEED Silver standards, at a minimum. The total cost for this project is estimated at \$6.6M.

Section G. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

Not Applicable

Section H. Performance Pilots (optional): For this topic, any institution that wishes to include a Performance Pilot and provided notification by April 1 to relevant parties, should select one or more of the strategies presented in the institution's Academic and Financial plan (PART 3) and General Fund Request (PART 4) that constitute(s) "one innovative proposal" as defined in subsection F of § 23.1-306. Describe the proposal, the proposed performance measures and the requested authority or support from the Commonwealth.

RESPONSE:

Not Applicable

Section I. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

RESPONSE:

Increase Graduate Financial Aid. VIMS faculty continue to aggressively pursue grant support from federal agencies and private donors, and recognize that meeting the need for graduate financial aid will require multiple sources of funds. In the 2019 General Assembly session, VIMS was provided \$200K for Commonwealth Coastal Research Fellows. This funding will support graduate student research to strategically advance areas such as aquaculture, fisheries management, storm surge modeling, shoreline adaptation, water quality research, and resilience management approaches. The additional state support is a critical element if we are to maintain our historic leadership in graduate education in marine science and take advantage of our strategic institutional goal of further increasing enrollment via a professional master's degree program.

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Increase Base Operating Support. In the 2018 General Assembly session, VIMS was provided with \$625K in each year of the biennium for operations and maintenance of new facilities coming online. This funding supports service contracts for high tech scientific equipment purchased through the Equipment Trust Fund, inflationary increases in general operating expenses, and technical support personnel.

Enhance Chesapeake Bay Water Quality Modeling and Monitoring. In the 2018 General Assembly session, VIMS was provided with \$893,753, starting in FY 2020, for water quality improvement work. The funding includes \$406,075 for on-going support, \$84,678 for debt service costs under the Master Equipment Leasing Program (MELP) associated with the modeling and assessment technologies, and \$403,000 for development of the State of the Elizabeth River Scorecard for pollution levels in the Elizabeth River.

Monitoring Bay Grasses. In the 2019 General Assembly session, VIMS was funded \$380K to monitor bay grasses, a critical living resource that must co-exist with aquaculture. These funds also provide VIMS with the resources needed to evaluate interactions between oyster aquaculture and bay grasses, and to develop Best Management Practices for this industry to reduce impacts on grasses.

Section J. Economic Development Annual Report (Due October 1): Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. If applicable, the information should include:

1. University-led or public-private partnerships in real estate and/or community redevelopment.
2. State industries to which the institution's research efforts have direct relevance.
3. High-impact programs designed to meet the needs of local families, community partners, and businesses.
4. Business management/consulting assistance.

RESPONSE:

VIRGINIA INSTITUTE OF MARINE SCIENCE

FY 2020-2022 OPERATING BUDGET REQUESTS

The Virginia Institute of Marine Science has developed operating budget requests as part of the Commonwealth's 2020-2022 budget development process consistent with the guidance set forth by the Governor's Office, the Secretary of Education, and the State's Department of Planning and Budget. All of the requests are included in the Institute's Six Year Plan.

THEREFORE, BE IT RESOLVED, that the Board of Visitors of William & Mary in Virginia approves the following operating and capital budget requests for the Virginia Institute of Marine Science for submission to the Commonwealth as part of the 2020-2022 budget development process.

VIRGINIA INSTITUTE OF MARINE SCIENCE
FY 2020-2022 OPERATING BUDGET REQUESTS

FY 2020-2021	FY 2021-2022
\$250,000	\$250,000

Restore Saltwater Fisheries Survey Funding. Long-standing fisheries surveys by VIMS provide the scientific data on which saltwater fisheries in the Commonwealth of Virginia are managed. These surveys have been supported by a combination of state dollars and federal grants. Recent reductions in the state and federal funds resulted in five of our most important surveys being dramatically cut. Beginning in 2018, federal funding from the US Fish and Wildlife Service that flows through the Virginia Marine Resources Commission (VMRC) was reduced from \$1.8M to \$1.13M, largely as a result of a federal decision to alter the percentage split between freshwater and saltwater fish survey support provided to Virginia. At the same time, VMRC's source for providing their share of a 33% state match requirement (historically VMRC provided \$300K and VIMS provided \$300K of the required \$600K match for \$1.8M of federal funds) was reduced by the General Assembly so that most of those dollars could be used to support the Saltwater Fishing Tournament.

Secretary Strickler and the Commissioner Bowman managed to negotiate a slightly more favorable split in federal funds that resulted in a federal funding of \$1.4 M going to saltwater fisheries surveys, but the total loss between the state and federal sources was approximately \$700K. VIMS implemented austere cuts to these surveys, reduced personnel, and combined surveys to gain efficiency, but still fell \$230K short of having funding needed to sustain the surveys at a level to meet the needs of the Commonwealth. We are seeking to recover this lost support to maintain these surveys that are critical to wise management and economic viability of Virginia's saltwater fisheries.

\$225,000	\$225,000
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Manage Aquatic Diseases. Recent outbreaks of disease have damaged economically important and ecologically sensitive marine resources in the Commonwealth and nation. Examples include mycobacterial infections in striped bass, dermo and MSX in oysters, *Hematodinium* in blue crabs, morbillivirus in dolphins, wasting disease in seastars, bacterial infections in scallops, and parasitic infections in eels, to name a few. The pathogens responsible for these outbreaks are not well known, their risks to marine life and potential to spread remain understudied, and their ecological impacts have been difficult to assess with existing resources. To meet the challenge of diseases in marine systems, this initiative will provide science-based guidance on the management of existing and emerging disease threats to critical fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. VIMS scientists have considerable expertise working with diseases of marine animals; however, we aim to leverage this expertise by establishing state and regional response protocols, identifying and liaising with key groups such as state and federal resource managers and public health officials, as well as the fishing and aquaculture industries, serving as a clearinghouse for information to policy makers, and developing modeling tools to mitigate the effects of disease outbreaks. The health of marine resources such as fish and shellfish is fundamental to the growth of industries and the revitalization of coastal communities dependent upon them. This initiative will provide expert guidance on the management and mitigation of existing and emerging disease threats to vital fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. It will significantly enhance our responses to known pathogens and provide a clear framework, based on state-of-the-art science, for addressing the dangers of emerging diseases.

<u>FY 2020-2021</u>	<u>FY 2021-2022</u>
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\$390,000	\$390,000
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Support Virginia Department of Health (VDH) and Virginia Marine Resources Commission (VMRC) Needs in Shellfish Aquaculture Management. Shellfish aquaculture in one of the fastest growing economic drivers in coastal Virginia, especially in rural areas. With this growth has come the need for new monitoring and assessment programs to support the work that VDH does in protecting human health and that VMRC does in managing the use of the state's aquatic resources. VIMS has the technical skills to conduct these new programs, but lacks the state-supported personnel to conduct the monitoring and some of the needed field sensors. Federal grant funding, which we employ with great success in supporting our research programs, is typically not available to support such monitoring programs. State support, in three separate monitoring programs, will allow us to meet the needs that have been expressed to us directly by VDH and VMRC.

1. **Improve Risk Management of Vibriosis.** A key threat to the growth and sustainability of shellfish aquaculture is the association of human-pathogenic *Vibrio* bacteria with product marketed for raw consumption, in particular oysters. Infections by the two *Vibrio* species of concern, *Vibrio vulnificus* and *Vibrio parahaemolyticus* (or vibriosis) are responsible for an estimated 80,000 illnesses and 100 deaths in the U.S. annually, with most of these infections associated with consumption of raw or undercooked shellfish. These bacteria can also have significant repercussions for the shellfish industry through product recall, closure of harvest beds and reduced opportunity for sales associated with negative publicity. With the rise in shellfish production and in consumption of shellfish, particularly oysters, as a raw product, as well as the likelihood for *Vibrio* species abundance to increase with warming seawater, favorable conditions are in place for an increase in vibriosis cases. Because these bacteria occur naturally in shellfish and their surrounding environment, preventing illnesses relies on a robust monitoring program. Within this context, increased monitoring of our local waters and shellfish will enhance our understanding of the factors driving the distribution and abundance of these bacteria in the environment and in shellfish. We will collaborate with VDH to foster science-based risk management strategies.
2. **Determine Carrying Capacity for Shell Production.** Sustaining Virginia's shellfish aquaculture industry and enabling future expansion are dependent on an adequate food supply for the shellfish; this supply comes from primary production by phytoplankton which sets the amount of shellfish that can be grown in an area (carrying capacity). Increasingly, VMRC is seeking VIMS' guidance on the carrying capacity of shellfish growing areas throughout Virginia's coastal waters. To satisfy this request, we need accurate, up-to-date measurements of local rates of phytoplankton production, a quantity that changes as nutrient inputs and temperature vary. This initiative will allow us to conduct monthly surveys in shellfish growing waters throughout Tidewater Virginia to build and maintain a spatially-explicit database that can be used to develop carrying capacity estimates for oyster and clam production in these waters. In conjunction with this we will develop user-friendly decision support modeling tools that can be directly used by VMRC and the shellfish aquaculture industry to assess carrying capacity and make informed decisions about the production capacity of a given water body.
3. **Assess Coastal Acidification and its Impact on Shellfish Aquaculture.** Coastal acidification, caused by increased atmospheric CO₂, presents a serious and credible threat to the marine resources of the Commonwealth, including shellfish aquaculture industry, fisheries stocks, and health of Chesapeake Bay and the Eastern Shore ecosystems. In September 2018, the Northam administration joined the International Alliance to Combat Ocean Acidification, demonstrating its commitment to ensuring that Virginia is a leader in addressing coastal acidification issues. To meet this commitment, we need to assess the severity of coastal acidification, develop an early warning system for stakeholders, and predict its impacts on living resources. In recent years, VIMS has

developed observational capacity, advanced modeling tools, and sophisticated experimental facilities that are capable of supporting the Commonwealth's commitment.

<u>FY 2020-2021</u>	<u>FY 2021-2022</u>
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\$225,000

\$225,000

Support Commonwealth Fisheries Collection. The Nunnally Ichthyology Collection at VIMS is a library of preserved fishes from Virginia, the Chesapeake Bay, the North Atlantic, and the world beyond. The collection supports VIMS' institutional mission of research, education, and advisory service by engaging a broad community of scientists worldwide, providing the foundation for graduate education and research, and inspiring the public by sharing the biodiversity of fishes and the research that is being done to gain a better understanding of the natural world. The collection also serves as the only active, cataloged repository in the Commonwealth for voucher specimens of fishes collected by biologists at VIMS, numerous state (VDGIF, VMRC and DEQ) and federal agencies (NOAA and USFWS), Virginia Parks and Recreation (various counties), and the Virginia Aquarium.

The Nunnally Ichthyology Collection at VIMS also houses approximately 54,000 individual fish from institutions of higher education in Virginia that have divested their collections, including: Virginia Commonwealth University, University of Richmond, College of William & Mary, and George Mason University, and another approximately 52,000 fish formerly from the Chesapeake Biological Laboratory collection in Maryland. It is the only state collection for marine and freshwater fishes, and serves as the state repository for fishes collected in the Commonwealth. VIMS bears the responsibility of ensuring that this valuable resource is maintained on behalf of the Commonwealth. To date we have managed this through some allocation of our existing funds, federal grants and philanthropic gifts. As the size and value of this collection has grown, we lack the resources to ensure that the collection is adequately maintained and that it is available for use by state agencies and academic institutions.

September 12, 2019

**WILLIAM & MARY BOARD OF VISITORS
OFFICERS AND COMMITTEES
2019-2018**

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EXECUTIVE COMMITTEE

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William H. Payne II, Vice Rector
Sue H. Gerdelman, Secretary
James A. Hixon
Lisa E. Roday
Karen Kennedy Schultz
Brian P. Woolfolk
Michael J. Fox

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Mirza Baig
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Catherine A. Forestell, faculty representative
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(Design Review Board – William H. Payne II, Warren W. Buck III)

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Amy S. Sebring

Investments Subcommittee:

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H. Thomas Watkins III, Vice Chair
James A. Hixon

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Brian P. Woolfolk
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Debbie L. Sydow

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Mirza Baig, Co-Chair
Peggy Agouris
Henry R. Broaddus
Samuel E. Jones

Board Liaison to MONROE LEGACY WORKING GROUP – Warren Buck

Board Liaison to 1619-2019 COMMEMORATION – Warren Buck

BOARD OF VISITORS
WILLIAM & MARY



BOARD MEETING

Board Room - Blow Memorial Hall

September 27, 2019

MEETING AGENDA
Board of Visitors
The College of William and Mary

September 27, 2019 – 9:30 - 11:45 a.m.
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector John E. Littel

- II. Approval of Minutes
 - A. April 24-26, 2019 Annual Board Meeting Mr. Littel
 - B. July 24-25, 2019 Board Retreat

- III. Opening Remarks Mr. Littel
President Katherine A. Rowe

- IV. Closed Session (if necessary) Mr. Littel

- V. Reports of Standing Committee chairs
 - A. Richard Bland College Committee Barbara L. Johnson
 - 1. **Resolution 1:** Resolution to Approve 2020-2026 Capital Outlay Budget *tab #1*
 - 2. **Resolution 2:** Resolution to Approve Unfunded Scholarships *tab #2*
 - 3. **Resolution 3:** Resolution to Approve 2020-2026 Six-Year Plan *tab #3*
 - 4. **Resolution 4:** Resolution to Approve FY21 Operating and Capital Budget Requests *tab #4*
 - 5. **Resolution 5:** Resolution to Approve Revisions to the Discrimination, Harassment, Sexual Misconduct & Retaliation Policy *tab #5*
 - 6. **Resolution 6:** Resolution to Approve the College Workforce Planning and Development Report *tab #6*
 - 7. **Resolution 7:** Appointments to Fill Vacancies in the Instructional Faculty *tab #7*
 - 8. **Resolution 8:** Appointments to Fill Vacancies in the Professional Faculty *tab #8*
 - B. Committee on Audit, Risk and Compliance Brian P. Woolfolk
 - C. Committee on Institutional Advancement Sue H. Gerdelman
 - D. Committee on the Student Experience Lisa E. Roday

Board of Visitors
MEETING AGENDA
September 27, 2019

E. Committee on Administration, Buildings and Grounds William H. Payne II

1. **Resolution 14:** Resolution to Approve Modification to 2020-2026 Six-Year Capital Plan) *tab #14*
2. **Resolution 15:** Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories *tab #15*
3. **Resolution 16:** Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Improve Athletic Facilities *tab #16*
4. **Resolution 17:** Resolution of the Board of Visitors of William & Mary Virginia College Building Authority Financing Authorization: Improve Athletic Facilities *tab #17*
5. **Resolution 18:** Resolution to Approve University Workforce Planning and Development Report *tab #18*

F. Committee on Financial Affairs James A. Hixon

1. **Resolution 19:** William & Mary 2020-2026 Six-Year Plan *tab #19*
2. **Resolution 20:** William & Mary 2020-2022 Operating Budget Requests *tab #20*
3. **Resolution 21:** Revision to the Investment and Spending Policy for Endowment *tab #21*
4. **Resolution 22:** Virginia Institute of Marine Science 2020-2026 Six-Year Plan *tab #22*
5. **Resolution 23:** Virginia Institute of Marine Science 2020-2022 Operating Budget Requests *tab #23*
6. Investments Subcommittee Mirza Baig

Board of Visitors
MEETING AGENDA
September 27, 2019

- G. Committee on Academic Affairs S. Douglas Bunch
1. **Resolution 9:** Appointments to Fill Vacancies in the Instructional Faculty *tab #9*
 2. **Resolution 10:** Designated Professorships *tab #10*
 3. **Resolution 11:** Faculty Leaves of Absence *tab #11*
 4. **Resolution 12:** Award of Academic Tenure *tab #12*
 6. **Resolution 13:** Resolution to Approve a Bachelor of Arts/
Bachelor of Science Program in
Health Sciences *tab #13*
- H. Ad Hoc Committee on Organizational Sustainability and Innovation H. Thomas Watkins III
Mirza Baig
- VI. Monroe Legacy Working Group Mr. Buck
- VII. Old Business Mr. Littel
- VIII. New Business Mr. Littel
1. **Resolution 24:** Revisions to the *Bylaws* of the Board of Visitors *tab #24*
- IX. Executive Session (if necessary) Mr. Littel
- X. Closing remarks
- XI. BoardEffect training Patty Herrera Cox
Information Technology Application Administrator
- XII. Adjournment Mr. Littel

BLOW HALL ROOM 201

12:30-1:30 p.m. Lunch

**FULL BOARD MEETING
MINUTES – APRIL 24-26, 2019**

**BOARD RETREAT
MINUTES – JULY 24-25, 2019**

MINUTES
Meeting of the Board of Visitors
William & Mary

April 24-26, 2019

The Board of Visitors of the College of William & Mary met on the campus in Williamsburg on Wednesday, Thursday and Friday, April 24-26, 2019.

On Wednesday, April 24, the Committee on Academic Affairs met from 3:00 to 5:15 p.m. in the Board Room and the Executive Committee met from 4:30 to 6:30 p.m. in the Board Conference Room. That evening the full Board convened in the Executive Dining Room at the Mason School of Business from 6:30 to 9:10 p.m.

Those present on Wednesday evening were:

Mirza Baig	John E. Littel
Victor K. Branch	William H. Payne II
Warren W. Buck III	Lisa E. Roday
S. Douglas Bunch	J.E. Lincoln Saunders
Thomas R. Frantz	Karen Kennedy Schultz
Sue H. Gerdelman	H. Thomas Watkins III
James A. Hixon	Brian P. Woolfolk
Anne Leigh Kerr	

Absent: Barbara L. Johnson
Todd A. Stottlemeyer

Also present was William & Mary President Katherine A. Rowe.

On Thursday morning, April 25, the Richard Bland College Committee met from 7:30 to 9:00 a.m. and the Committee on Institutional Advancement met from 9:50 to 11:00 a.m. in the Board Room. The Investments Subcommittee met from 7:30 to 8:30 a.m. and the Committee on Financial Affairs met from 8:30 to 9:45 a.m. in Blow Hall Room 201.

Those present on Thursday morning were:

Mirza Baig	Lisa E. Roday
Victor K. Branch	J.E. Lincoln Saunders
Warren W. Buck III	Karen Kennedy Schultz
S. Douglas Bunch	Todd A. Stottlemeyer
Thomas R. Frantz	H. Thomas Watkins III
Sue H. Gerdelman	Brian P. Woolfolk
James A. Hixon	Faculty Representatives: Catherine Forestell
Anne Leigh Kerr	Matthew Smith
John E. Littel	Student Representatives: Brendan Boylan
William H. Payne II	Kayla Hand

Absent: Barbara L. Johnson

Others present were:

Katherine A. Rowe
Debbie L. Sydow
Michael R. Halleran
Virginia Ambler
Henry C. Broaddus
Kent B. Erdahl
Michael J. Fox

W. Fanchon Glover
Samantha Huge
Samuel E. Jones
Jeremy Martin
Amy S. Sebring
Brian W. Whitson
Sandra J. Wilms

Also in attendance were W&M Staff Liaison Jennifer Fox, Special Counsel Roscoe C. Roberts, Senior Assistant Attorney General Carrie S. Nee and other faculty and staff.

At 11:00 a.m., the Board traveled to Swem Library and participated in the dedication of Munford Plaza in front of Swem Library, then moved to the Wellness Center Patio to participate in the Lemon Project Drum Circle and have lunch with participants, before returning to the Board Room at 1:00 p.m.

The Committee on the Student Experience met from 1:15 to 2:00 p.m. in the Board Room, while the Committee on Audit, Risk and Compliance met from 1:15 to 3:00 p.m. in Blow Hall Room 201.

At 3:15 p.m., the Rector convened the Board as a committee of the whole for the **ad hoc Committee on Organizational Sustainability and Innovation**. Mr. Frantz presided as chair and briefly outlined the agenda. Following brief opening remarks, Mr. Frantz called on Vice President for Strategic Initiatives and Public Affairs Henry Broaddus, who provided an update on the Dashboard. Provost Halleran provided an update on the two Tiger Team projects. Senior Vice President for Finance and Administration Sam Jones provided an update on the Institutional Partnership Performance Agreement and Tech Talent Program.

Following brief discussion, Mr. Frantz moved that the Committee on Organizational Sustainability and Innovation convene in Closed Session for discussion of the award of a public contract involving the expenditure of public funds where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the public body, as provided for in Section 2.2-3711.A. 29., of the Code of Virginia. Motion was seconded by Mr. Watkins and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 3:50 p.m.

The Committee reconvened in open session at 4:42 p.m. Mr. Frantz reviewed the topic discussed during closed session, then moved to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Roday and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** will be appended in the final minutes.)

At 4:43 p.m. the Rector convened the full Board for the purpose of considering **Resolution 29**, Approval of Adoption of the Commonwealth's Tech Talent Investment Program. Following a brief discussion of a proposed revision to authorize the President to negotiate and execute an MOU, Mr. Frantz moved adoption of **Resolution 29(R)**. Motion was seconded by

Mr. Stottlemeyer and approved by voice vote. (**Resolution 29(R)** will be appended in the final minutes.)

The Rector asked Ms. Schultz to report on **HANDOUT Resolution 38**, A Resolution in Honor of Provost Michael R. Halleran. Ms. Schultz and Mr. Bunch read the text of the resolution and moved its adoption. Motion was seconded by Ms. Roday and approved by voice vote with a standing ovation for Mr. Halleran. (**Resolution 38** will be appended in the final minutes.)

There being no further business, the Board recessed at 4:54 p.m. and moved to the Wren Yard for the annual faculty reception and picnic dinner.

On Friday, April 26, the Board reconvened in the Board Room. The Committee on Administration, Buildings and Grounds met from 8:15 to 9:00 a.m.

Following a short break, the Rector convened the annual meeting of the full Board at 9:12 a.m.

Those present on Friday were:

Mirza Baig
Victor K. Branch
Warren W. Buck III
S. Douglas Bunch
Thomas R. Frantz
Sue H. Gerdelman
Barbara L. Johnson – via phone
James A. Hixon
Anne Leigh Kerr
John E. Littel

William H. Payne II
Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
Todd A. Stottlemeyer
H. Thomas Watkins III
Brian P. Woolfolk
Faculty Representative: Catherine Forestell
Student Representative: Brendan Boylan

Others present were:

Katherine A. Rowe
Debbie L. Sydow
Michael R. Halleran
Virginia M. Ambler
Henry R. Broaddus
Samantha K. Huges
Samuel E. Jones
Matthew T. Lambert

Amy S. Sebring
Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jeremy P. Martin
Brian W. Whitson
Sandra J. Wilms

Also in attendance were Staff Liaison Jennifer C. Fox, Special Counsel Roscoe Roberts, Assistant Attorney General Carrie Nee, Dean Kate Conley, Dean Skip Niles, Dean John Wells and other William & Mary faculty and staff.

The Rector advised that Barbara Johnson was in San Diego at a previously scheduled conference that she is chairing and unable to attend this meeting, but had requested to participate by phone. The Board *Bylaws* set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting

compliance with the Bylaws, the Rector asked for a motion that the Board of Visitors approve the remote participation of Barbara Johnson by telephone. Motion was made by Ms. Roday, seconded by Ms. Schultz and approved by voice vote. The Rector welcomed Ms. Johnson to the meeting.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of February 6-8, 2019. Motion was made by Ms. Gerdelman, seconded by Mr. Stottlemeyer and approved by voice vote.

In his opening remarks, the Rector thanked the administrative team for organizing a productive meeting, thanked the Board members for their participation during the meetings, thanked the members of the administration for their efforts, and encouraged Board members to attend Commencement at both William & Mary and Richard Bland. The Rector recognized and thanked each of the faculty and student committee representatives, as well as staff liaison Jennifer Fox and the faculty and student Board representatives from W&M and RBC. He also thanked Mr. Frantz and Mr. Stottlemeyer for their service on the Board, noting that they had each served two terms.

In her opening remarks, President Katherine A. Rowe also commented on the productive conversations held over the last two days. The President noted that the design concept for the Memorial to the Enslaved has been selected. Professor Jody Allen was recognized for her leadership during the design competition. Several community members were also present. Professor Allen and Senior Lecturer of Art Edwin Pease briefly reported on the background of the Lemon Project Committee on Memorialization.

Chief Diversity Officer Chon Glover and Senior Vice President for Finance and Administration, Sam Jones, who co-chair the Building Committee, showed via a Power Point presentation the conceptual design. A general discussion ensued.

The Rector called on the Secretary of the Board. Ms. Gerdelman moved that the Board of Visitors of William & Mary convene in Closed Session for the purpose of approving personnel actions involving specific employees pertaining to the appointments, promotions, tenure, leaves and retirements of specific instructional faculty and appointments of specific executive employees; discussing specific personnel matters; discussing the evaluation of the performance of departments or schools; discussing specific recommendations related to fundraising initiatives, priorities and strategies, and for discussion of the award of a public contract involving the expenditure of public funds where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the public body as provided for in Section 2.2-3711.A.1., 9. and 29. of the Code of Virginia. Motion was seconded by Mr. Payne and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 10:05 a.m.

The Board reconvened in open session at 10:18 a.m. Mr. Littel reviewed the topics discussed during closed session for the benefit of the observers, and then asked for a motion to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification Resolution will be appended in the final minutes.)

The Rector called for the reports of the standing committees.

Mr. Hixon reported for the **Committee on Financial Affairs** and briefly reviewed the agenda.

Mr. Hixon moved adoption of **Resolution 26**, William & Mary FY 2019-20 Operating Budget Proposal; **Resolution 27**, Revise FY 2020 Tuition Rate for Incoming In-State Undergraduate Students; **Resolution 28**, FY 2019-20 Tuition and Fee Structure for Full- and Part-Time Students, and **Resolution 30**, Virginia Institute of Marine Science FY 2019-20 Operating Budget Proposal. Motion was seconded by Ms. Gerdelman and approved by voice vote.

Mr. Baig reported for the Investments Subcommittee and briefly reviewed the agenda. There were no action items.

The Rector noted for the record that **Resolution 29(R)**, Approval of Adoption of the Commonwealth's Tech Talent Investment Program; was approved by the Board yesterday.

Ms. Schultz reported for the **Committee on Academic Affairs** and briefly reviewed the agenda. Ms. Schultz moved adoption as a block of **Resolution 7(R)**, Appointment to Fill Vacancies in the Instructional Faculty; **Resolution 8**, Designated Professorships; **Resolution 9(R)**, Faculty Leaves of Absence; **Resolution 10**, Faculty Promotions; **Resolution 11**, Award of Academic Tenure; **Resolution 12**, Resolution to Modify the Faculty Retirement and Return to Work Policy; **Resolution 13**, Resolution to Modify the Constitution of the Faculty Assembly; **Resolution 14**, Resolution to Modify the Bylaws of the Faculty of Arts & Sciences; **Resolution 15**, Resolution to Approve a Bachelor of Arts in Education Program in Elementary Education, **Resolution 16** Resolution to Approve a Master of Computer Science Program in Arts & Sciences; **Resolution 17**, Retirement of Bruce B. Campbell, Department of Modern Languages & Literatures; **Resolution 18**, Retirement of James S. Heller, Law School; **Resolution 19**, Retirement of Deborah A. Hewitt, Mason School of Business; **Resolution 20**, Retirement of Lori Korinek, School of Education; **Resolution 21**, Retirement of Gail A. McEachron, School of Education; **Resolution 22**, Retirement of Lawrence J. Ring, Mason School of Business; **Resolution 23**, Retirement of William L. Stauffer, Mason School of Business; **Resolution 24**, Retirement of William R. Stewart, Jr., Mason School of Business and **Resolution 25**, Retirement of Robert H. Stowers, Mason School of Business. Motion was seconded by Ms. Roday and approved by voice vote. (**Resolution 7(R)** and **Resolution 9(R)** will be appended in the final minutes.)

Ms. Schultz asked for a motion to approve **HANDOUT Resolution 41**, Appointment to Fill Vacancy in the Executive Faculty. Motion was seconded by Ms. Roday and approved by voice vote. (**Resolution 41** will be appended in the final minutes.)

Ms. Schultz asked Provost Halleran to review **HANDOUT Resolution 42**, Resolution to Modify the Faculty Handbook and **HANDOUT Resolution 43**, Resolution to Modify the Bylaws of the Faculty Assembly. Following brief discussion, Ms. Schultz moved adoption of both resolutions. Motion was seconded by Mr. Stottlemeyer and approved by voice vote. (**Resolution 42** and **Resolution 43** will be appended in the final minutes.)

Vice Chair Lincoln Saunders reported for the **Richard Bland College Committee**, briefly reviewed the agenda and asked President Sydow for a report.

President Sydow commented on the strategic planning cycle that began in 2013 and the next five-year planning cycle. She expressed her appreciation for the assistance of President Rowe and the W&M senior leadership team as well as appreciation for the support of the Rector, the RBC Committee members and the Board for embracing the College's mission and supporting its students.

Mr. Saunders moved adoption of **Resolution 1**, Approval of Academic Promotion; and **Resolution 2(R)**, Approval of 2019-2020 Operating Budget Proposal; **Resolution 3(R)**, Approval of 2019-2020 Tuition & Fees; **Resolution 4**, Approval of Honorary Degree – Delegate Riley E. Ingram; **Resolution 5**, Approval of Honorary Degree – Justin G. Reid, and **Resolution 6**, Multi-Use Forest Management Plan. Motion was seconded by Ms. Roday and approved by voice vote. (**Resolution 2(R)** and **Resolution 3(R)** will be appended in the final minutes.)

Vice Chair Anne Leigh Kerr reported for the **Committee on Institutional Advancement** and briefly reviewed the agenda. There were no action items.

Mr. Watkins for the **Committee on the Student Experience** and briefly reviewed the agenda. There were no action items.

Mr. Woolfolk reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda. There were no action items.

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds** and briefly reviewed the agenda.

Mr. Payne called for discussion on **Resolution 44**, Resolution to Approve Highland Visitor Center for the 2020-2022 Biennium Under the 2020-2026 Capital Plan. Following discussion, Mr. Payne moved adoption of **Resolution 44**. Motion was seconded by Mr. Buck. Mr. Woolfolk requested a roll call vote which was conducted by Secretary to the Board Michael Fox. Mr. Branch, Mr. Buck, Mr. Bunch, Mr. Frantz, Ms. Gerdelman, Ms. Johnson, Mr. Hixon, Mr. Littel, Mr. Payne, Ms. Roday, Mr. Saunders, Ms. Schultz, Mr. Stottlemeyer and Mr. Watkins voted to approve; Mr. Baig, Ms. Kerr and Mr. Woolfolk voted no. The motion passed with 14 ayes and 3 nays. (**Resolution 44** will be appended in the final minutes.)

Mr. Payne moved adoption of **Resolution 31**, Virginia Institute of Marine Science Resolution to Approve 2020-2026 Six-Year Capital Plan; **Resolution 32(R)**, William & Mary Resolution to Approve 2020-2026 Six-Year Capital Plan; **Resolution 33**, Resolution of the Board of Visitors of the College of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/One Tribe Place; **Resolution 34**, Resolution of the Board of Visitors of the College of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/Botetourt Complex and Jefferson Hall; **Resolution 35**, Resolution of the Board of Visitors of the College of William & Mary 2019 9(C) Revenue Bond Program Participation: Renovate Dormitories/One Tribe Place, Botetourt Complex and Jefferson Hall; **Resolution 36**, Resolution to Approve the Roles and Responsibilities of the Design Review Board; and **Resolution 37**, Resolution of the Board of Visitors of the College of William & Mary: Revised Endorsement of the Compton Drive Multi-Use

Pathway Project. Motion was seconded by Mr. Hixon and approved by voice vote. (**Resolution 32(R)** will be appended in the final minutes.)

Mr. Frantz reported for the ad hoc Committee on Organizational Sustainability and Innovation and briefly reviewed the agenda. There were no action items.

The Rector moved adoption of **Resolution 39**, Investiture of Glenn Close '74, D.A.'89 as an Honorary Fellow of William & Mary. Motion was seconded by Ms. Roday and approved by voice vote. (**Resolution 39** will be appended in the final minutes.)

The Rector moved that the Board of Visitors officially confer the following honorary degrees for Commencement 2019:

Jane P. Batten - **Doctor of Humane Letters (L.H.D.)**
Denyce A. Graves - **Doctor of Arts (Arts.D.)**
Sybil S. Shainwald - **Doctor of Laws (LL.D.)**

Motion was seconded by Ms. Roday and approved by voice vote.

Staff Liaison Jennifer Fox gave a report on the activities of the Staff Assembly and the Professionals and Professional Faculty Assembly. Faculty representative to the Board Professor Cathy Forestell gave a report on the activities of the Faculty Assembly. Student representative to the Board Brendan Boylan gave a report on the activities of the Student Assembly. A brief discussion ensued.

Warren Buck reported as the Board representative on the Monroe Legacy Working Group and the 1619-2019 Commemoration Commission. He provided an update on the Highland visitor center planning, master plan review and upcoming events. A brief discussion ensued.

For the report on the 1619-2019 Commission, Mr. Buck reported on the planning underway for upcoming events as well as the development of the web site.

Under Old Business, Mr. Littel advised that the summer Retreat would be held at Town Center in Virginia Beach on Wednesday and Thursday, July 24-25, with dinner on Wednesday evening jointly sponsored by Mr. Hixon and himself.

Under New Business, the Rector noted that all of the retiring members will be honored at the September Board dinner.

The Rector called on the Secretary of the Board. Ms. Gerdelman moved that the Board of Visitors of William & Mary convene in Closed Session for discussion of the evaluation of specific personnel; discussing internal investigations involving identifiable students and/or employees; consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation and consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel as provided for in Section 2.2-3711.A.1., 2., 7., and 8. of the Code of Virginia. Motion was seconded by Mr. Payne and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 11:28 a.m.

The Board reconvened in open session at 12:15 p.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, and then moved adoption of the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Payne and approved by roll call vote conducted by the Secretary of the Board Ms. Gerdelman. (**Resolution** will be appended in the final minutes.)

The Rector moved adoption of **HANDOUT Resolution 40**, Richard Bland College Deferred Compensation Plan. Motion was seconded by Ms. Roday and approved by voice vote. (**Resolution 40** will be appended in the final minutes.)

Mr. Woolfolk moved that the Rector be authorized to negotiate a salary increase for the Director of Internal Audit with particular consideration of the competitive marketplace. Motion was seconded by Ms. Roday and approved by voice vote.

The Rector moved to approve an additional honorary degree as discussed in Closed Session; namely to award John W. Gerdelman the honorary **Doctor of Humane Letters (L.H.D.)** at the 2019 Commencement. Motion was seconded by Ms. Roday and approved by voice vote.

Following brief closing remarks, and there being no further business, the Board adjourned at 12:16 p.m.

April 25, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Organizational Sustainability and Innovation 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 Organizational Sustainability and Innovation, 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 Organizational Sustainability and Innovation.

VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Thomas R. Frantz
Co-Chair
Committee on Organizational Sustainability
and Innovation

WILLIAM & MARY
APPROVAL OF ADOPTION OF THE COMMONWEALTH'S TECH TALENT
INVESTMENT PROGRAM

WHEREAS, the 2019 General Assembly and Governor approved SB1617/HB 2490 amending the Code of Virginia by adding in Subtitle III of Title 23.1 a chapter numbered 12.1 relating to creation of the Tech Talent Investment Program; and

WHEREAS, the Commonwealth's Appropriation Act as amended by the 2019 General Assembly and approved by the Governor allocates funds to a Tech Talent Investment Fund to be used to support the efforts of qualified institutions to increase statewide the number of new eligible degrees by at least 25,000 by fiscal year 2039; and

WHEREAS, an eligible degree means a new bachelor's degree, master's degree, or certificate issued in association with a bachelor's degree, in the fields of computer science, computer engineering, or other closely related fields of study; and

WHEREAS, William & Mary is a qualified institution as defined in Chapter 12.1, and intends to increase its number of eligible degrees over time by 1) increasing the number of undergraduate Computer Science degrees from a baseline of 70 to at least 160 per year, 2) establishing a Professional Master's Degree in Computer Science awarding at least 35 MS degrees per year, and 3) establishing a Data Science major awarding at least 40 data science degrees per year; and

WHEREAS, the university recognizes that a key to retaining tech talent within the Commonwealth is to provide meaningful internship opportunities with Virginia-based companies, and therefore intends to provide such opportunities to all Computer Science and Data Science majors through a matching grant program to be funded in part by corporations and in part through the Innovative Internship Fund and Program established by SB1628/HB2653 as passed by the 2019 General Assembly and approved by the Governor; and

WHEREAS, the university plans to grow its in-state and out-of-state enrollment as necessary to support the additional eligible degrees.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William & Mary in Virginia approves the administration's plan to increase its number of Computer and Data Science degrees in support of the Commonwealth's need to expand its tech talent pipeline; and

BE IT FURTHER RESOLVED, That the Board approves the administration's request to the Commonwealth for support of the increased degrees from the Tech Talent Investment Fund and the Innovation Internship Fund and Program as appropriate; and

BE IT FURTHER RESOLVED, That the Board recognizes that the Tech Talent initiative will be documented in a Memorandum of Understanding (MOU) with the Commonwealth and that this MOU may serve, all or in part, as a performance pilot to be incorporated in an Institutional Partnership Performance Agreement (IPPA) as authorized in SB1628/HB2653.

BE IT FURTHER RESOLVED, That the President is hereby empowered, authorized and directed to negotiate and execute the MOU on behalf of the university, with the advice of University Counsel.

**A RESOLUTION IN HONOR
OF
PROVOST MICHAEL R. HALLERAN**

Michael R. Halleran became William & Mary's fifth provost on July 1, 2009. He is also a professor of classical studies. At the end of June 2019, Dr. Halleran will step down as Provost and resume his distinguished career as a teacher and scholar in the Department of Classical Studies.

A native of New York City, Dr. Halleran attended Kenyon College (A.B., 1975) where he graduated summa cum laude with high honors in Classics and was elected to Phi Beta Kappa. He received his master's degree (1978) and Ph.D. (1981) from Harvard University. His teaching and scholarship have focused on ancient Greek language, literature, intellectual history and mythology. He is the author of *Stagecraft in Euripides* (1985) and numerous scholarly articles, translations and commentaries on classical texts, primarily Greek tragedy.

As the university's chief academic officer, Dr. Halleran has been responsible for all academic and research programs, academic budgets, institutional planning, space allocation and faculty development. He co-chaired the university's strategic planning and business innovation committees and helped shape academic priorities in the university's capital fundraising campaign, *For the Bold*. He also developed and implemented a plan to fully integrate non-tenure-eligible faculty into the life of the university and expanded the diversity of the faculty.

Dr. Halleran played a leading role in implementing the William & Mary Promise, which increased access, affordability and predictability for in-state students while providing more resources for university priorities. He established the Creative Adaptation Fund for curricular innovation, expanded e-learning across the campus – spearheading W&M's efforts to incorporate digital technologies in the classroom – and, with the support of the Andrew W. Mellon Foundation, created the W. Taylor Reveley III Interdisciplinary Fellows Program. Dr. Halleran helped establish a Confucius Institute in partnership with Beijing Normal University, and has overseen a major increase in international students on campus and the success of the joint degree programme with the University of St Andrews, Scotland.

Shortly after arriving at William & Mary, Dr. Halleran launched a community-wide conversation based on the question, "What does it mean to be a leading liberal arts university in the 21st century?" The year-long conversation, which included events, town halls and featured guests, culminated in a white paper, authored by Dr. Halleran. The paper served as a foundation for what would become a faculty-driven process to revamp a general education curriculum that had not been revised in nearly 20 years. In 2015, William & Mary launched the new College Curriculum, or COLL. Comprising about a quarter of undergraduate credits, COLL courses emphasize rigorous thought, research, effective writing and speaking, interdisciplinary connections and global understanding.

THEREFORE, BE IT RESOLVED, That the Board of Visitors recognizes Michael R. Halleran's visionary commitment to the mission and values of public higher education, liberal arts education and William & Mary, as well as his thoughtfulness, his extraordinary intelligence and his collaborative leadership style; and acknowledges his outstanding contributions as William & Mary's fifth provost; and

BE IT FURTHER RESOLVED, That the Board of Visitors hereby expresses their deep appreciation for Dr. Halleran's tireless advocacy for our faculty, students and the excellence of a William & Mary education as well as his ability to look beyond the curve and lay groundwork for so many innovative initiatives during his ten-year tenure; and

BE IT FURTHER RESOLVED, That the Board of Visitors also wishes to thank Erin Halleran for her dedication to William & Mary and to her husband's work; and

BE IT FINALLY RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Michael R. Halleran with best wishes for continuing and creative work in the years ahead.

Συγχαρητήρια για μια καλή δουλειά.

Gratulationes nostras accipe ob officium bene factum.

Congratulations on a job well done!

Board of Visitors

April 26, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William & 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;

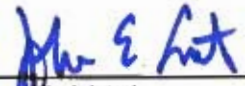
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Rector of the College

**WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY**

Vacancies in the Instructional Faculty of William & Mary have resulted because of resignations, terminations or the approval of additional positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the appointment of the following individuals to fill these positions effective with the dates listed below.

PEGGY AGOURIS, Professor of Computer Science without tenure, effective July 1, 2019

Dipl. Eng., National Technical University of Athens, Greece, 1986

M.S., The Ohio State University, 1988

Ph.D., The Ohio State University, 1992

George Mason University

Dean, College of Science, 2013-19

Acting Associate Provost for Graduate Education, 2012-13

Chair, Department of Geography and Geoinformation Science, 2008-13

Director, Center for Earth Observing and Space Research, 2007-19

Professor, 2006-19

Milcord Maine, LLC

Chief Scientific Officer, 2004-06

University of Maine

Associate Professor, 2001-06

Assistant Professor, 1995-2001

Swiss Federal Institute of Technology, Zurich, Switzerland

Postdoctoral Research Associate, 1993-95

ZACH S. CONRAD, Assistant Professor of Kinesiology and Health Sciences, effective August 10, 2019

B.A., Trent University, Canada, 2007

M.P.H. (2010), M.S. (2010) and Ph.D. (2015), Tufts University

United States Department of Agriculture

Postdoctoral Research Scientist, 2016-2019

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

KATHERINE MIMS CROCKER, Assistant Professor of Law, effective May 25, 2019

A.B., Harvard University, 2009

J.D., University of Virginia School of Law, 2012

Duke University School of Law

Olin-Smith Fellow and Postdoctoral Associate, 2017-2019

McGuireWoods LLP

Counsel, 2017-2019

Associate, 2014–2017

Supreme Court of the United States

The Honorable Justice Antonin Scalia, Clerkship, 2013–2014

U.S. Court of Appeals for the Fourth Circuit

The Honorable J. Harvie Wilkinson, III, Clerkship, 2012-2013

ROBIN ELLIS, Assistant Professor of Modern Languages and Literatures, effective August 10, 2019

B.A., Oberlin College, 2004

Ph.D., University of California, Berkeley, 2016

University of Virginia

Postdoctoral Research Associate and Lecturer, 2018-2019

Davidson College

Visiting Assistant Professor, 2016-2018

FAN GE, Assistant Professor of Mathematics, effective August 10, 2019

B.S., Nanjing University, 2009

M.S. (2014) and Ph.D. (2017), University of Rochester

University of Waterloo

Postdoc/ Instructor, 2017-2019

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

MYRISHA S. LEWIS, Assistant Professor of Law, effective May 25, 2019

A.B., Harvard University, 2008
J.D., Columbia University, 2011

Howard University School of Law
Assistant Professor, 2017-2019

Chicago-Kent College of Law, Illinois Institute of Technology
Visiting Assistant Professor of Law, 2015-2017

JENNIFER A. LORDEN, Assistant Professor of English, effective August 10, 2019

B.A., Westmont College, 2007
M.St., University of Oxford, 2008
Ph.D., University of California, Berkeley, 2018

Grinnell College
Visiting Assistant Professor, 2018-2019

LEANDRA PARRIS, Assistant Professor in School Psychology, effective August 10, 2019

B.S., Wofford College, 2007
M.Ed. (2009) and Ph.D. (2013), Georgia State University

Illinois State University
Assistant Professor, 2013-2019

FIONA SHEN-BAYH, Assistant Professor of Government, effective August 10, 2019

B.A., Vassar College, 2011
M.A. (2012) and Ph.D. (2018), University of California, Berkeley

University of Michigan
Postdoctoral Fellow, 2018-2019

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

ANTHONY STEFANIDIS, Professor of Computer Science without tenure,
effective August 10, 2019

Dipl.Eng., National Technical University of Athens, Greece, 1986
M.Sc. (1988) and Ph.D. (1993), The Ohio State University

George Mason University
Director, DHS Center of Excellence in Criminal Investigations and Network
Analysis, 2017-2019
Associate Professor, 2013-2019
Director, Center for Geospatial Intelligence, 2008-2017

University of Maine
Associate Professor, 2006-2007
Assistant Professor, 2001-2006
Assistant Research Professor, 1999-2001
Senior Researcher and Project Manager, 1996-1999

Swiss Federal Institute of Technology, Zurich, Switzerland
Senior Scientific Associate, 1993-1995

LESLIE A. STREET, Director of the Wolf Law Library and Clinical
Professor of Legal Research, effective July 10, 2019

B.A. (2000) and J.D. (2003), Brigham Young University
MLIS, University of Washington, 2008

Mercer University School of Law
Director of the Law Library, Associate Professor, 2017-2019

University of North Carolina, Chapel Hill
Assistant Director for Public Services, 2016-2017
Clinical Assistant Professor, 2011-2017
Assistant Director for Research and Instruction, 2014-2016
Assistant Director for Public Services, 2012-2014
Faculty Research/Reference Librarian, 2010-2012

Georgetown University Law Library
Adjunct Professor, 2009-2010
Reference Librarian, 2008-2010

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

LESLIE A. STREET (cont'd)

University of Washington
Library Intern, 2007-2008

Luce and Associates, P.S.
Associate Attorney, 2005-2007

New York City Law Department
Assistant Corporation Counsel, 2003-2005

ELIZABETH TALBOTT, Professor in Special Education, effective August 10, 2019

B.S., Virginia Polytechnic Institute and State University, 1982
M.Ed. (1985) and Ph.D. (1994), University of Virginia

University of Illinois at Chicago
Professor, 2018-2019
Associate Professor, 2001-2018
Assistant Professor, 1994-2001

TATE TWINAM, Assistant Professor of Economics, effective August 10, 2019

B.A., New College of Florida, 2010
M.A. (2011) and Ph.D. (2015), University of Pittsburgh

University of Washington Bothell
Assistant Professor, 2015-2019

PAUL AUGUST VIERTHALER, Assistant Professor of Modern Languages and Literatures, effective August 10, 2019

B.A., University of Kansas, 2005
M.A. (2008) and Ph.D. (2014), Yale University

Leiden University, Netherlands
Assistant Professor, 2016-2019

Board of Visitors

Resolution 7 (R)

April 24-26, 2019

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WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

PAUL AUGUST VIERTHALER (cont'd)

Boston College
Visiting Assistant Professor, 2015-2016

Harvard University
Postdoctoral Fellow, 2014-2015

WILLIAM & MARY
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or with partial pay during the 2019-20 academic year for the reasons given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves these leaves of absence:

R. BENEDITO FERRÃO, Assistant Professor of English and Asian & Pacific Islander American Studies, to accept a Fulbright Fellowship in India for the 2019-20 academic year.

JONATHAN GLASSER, Associate Professor of Anthropology, to accept a fellowship with the Paris Institute for Advanced Study during the 2019-20 academic year.

ADAM S. POTKAY, Professor of English and William R. Kenan, Jr. Professor of Humanities, to pursue professional activities during academic years 2019-20 and 2020-21.

CHITRALEKHA ZUTSHI, James Pinckney Harrison Professor of History, to participate in an exchange program with the University of Leiden, Netherlands during the Spring 2020 semester.

WILLIAM & MARY
APPOINTMENT TO FILL VACANCY IN THE
EXECUTIVE FACULTY

A vacancy in the Executive Faculty of William & Mary has resulted because of a resignation, termination or the approval of an additional authorized position.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the appointment of the following individual to fill this position:

PEGGY AGOURIS, Provost, effective July 1, 2019

Ph.D., The Ohio State University, 1992

M.S., The Ohio State University, 1988

Dipl. Eng., National Technical University of Athens, Greece, 1986

George Mason University

Dean, College of Science, 2013-19

Acting Associate Provost for Graduate Education, 2012-13

Chair, Department of Geography and Geoinformation Science, 2008-13

Director, Center for Earth Observing and Space Research, 2007-19

Professor, 2006-19

Milcord Maine, LLC

Chief Scientific Officer, 2004-06

University of Maine

Associate Professor, 2001-06

Assistant Professor, 1995-2001

Swiss Federal Institute of Technology, Zurich, Switzerland

Postdoctoral Research Associate, 1993-95

Board of Visitors

Resolution 42

April 24-26, 2019

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WILLIAM AND MARY
RESOLUTION TO MODIFY
THE FACULTY HANDBOOK

WHEREAS the William & Mary Faculty Assembly has undertaken to review the *Faculty Handbook* policy on Consensual Amorous Relationships (CAR); and

WHEREAS these changes will expand the restrictions covering consensual amorous relationships between faculty and graduate students; and

WHEREAS the proposed changes were approved this month (April 2019) by both relevant bodies, the Personnel Policy Committee and the Faculty Assembly;

THEREFORE, BE IT RESOLVED, That the proposed changes are made, effective immediately, and the Consensual Amorous Relationships policy is now amended as per the attached document.

III. E. CONFLICTS OF INTEREST

2. Consensual Amorous Relationships

....

a. Consensual Amorous Relationships with Colleagues

Because amorous relations between administrators or faculty members and other faculty members or support staff whom they supervise may create the appearance of a conflict of interest, administrators and faculty members are advised against participating in amorous relationships with those whom they supervise. Similarly faculty members should avoid situations requiring them to supervise those with whom they currently have an amorous relationship. Whenever such a situation arises or is foreseen, the faculty member shall report the situation promptly and seek advice from an appropriate administrative officer, who should take steps to insure unbiased supervision or evaluation of the person supervised.

b. Consensual Amorous Relationships with Students¹

(i) Relationships With Undergraduate Students Prohibited

The College prohibits any faculty member, including part time faculty, from knowingly engaging in a consensual romantic and/or sexual relationship with any undergraduate student enrolled in a degree-seeking program.

(ii) Relationships With Graduate or Professional Students

The College prohibits any faculty member, including part-time faculty, from knowingly engaging in a consensual romantic and/or sexual relationship with any graduate or professional student enrolled in a degree-seeking program in the School or, in the case of Arts & Sciences, any department or program in which the faculty member has taught, plans to teach, or holds an appointment.

The College prohibits any faculty member, including part time faculty, from knowingly engaging in a consensual romantic and/or sexual relationship with any graduate or professional student enrolled in a degree seeking program in the School in which the faculty member has a primary appointment.² The College also prohibits such relationships between those graduate or professional students with whom the faculty member has, at the time the relationship begins, any evaluative, collaborative or supervisory role, whether this role is direct or indirect. The phrase "evaluative, collaborative or supervisory role" refers to many faculty roles, both within and outside the classroom, and in all college-sponsored academic, co-curricular, and extra-curricular activities, including but not limited to teaching research collaboration, employment of research assistants, academic advising, coaching (athletics, drama, etc.), advising student activities, service on evaluation committees that confer or recommend the conferral of awards, prizes and other forms of recognition, and thesis

¹ Relationships that started before appointment of the faculty member and/or the student's enrollment may qualify for an exemption under III.E.2.a.iii.

² For purposes of this provision, the Faculty of Arts and Sciences shall be treated as a School. Thus, a faculty member with a primary appointment to the Faculty of Arts and Sciences shall not engage in such a relationship with a graduate student enrolled in a degree seeking program in Arts and Sciences.

committees. A faculty member who is involved in a consensual amorous relationship that does not otherwise violate this policy (including a relationship the appropriate Dean has exempted from this policy) shall recuse him- or herself from any subsequent activity that entails any evaluative, collaborative or supervisory role as defined above with respect to such student. The College prohibits consensual romantic and/or sexual relationships between faculty members and undergraduate students, as well as between faculty members and those graduate students for whom the faculty member has direct professional responsibility. The term "direct professional responsibility" refers to many faculty roles, both within and outside of the classroom, including but not limited to teaching, academic advising, coaching (athletics, drama, etc.), and service on evaluation committees (awards, prizes, etc.) and graduate or undergraduate thesis committees. In effect, "direct professional responsibility for students" includes the supervision of all college-sponsored academic, co-curricular, and extra-curricular activities.

(iii) Exemptions

The Deans of the School or Faculty where a faculty member has a primary appointments and of Arts and Sciences may grant exemptions an exemption from this policy in exceptional circumstances for good cause shown, but only after the Dean has ensured that the relationship so exempted does not impair the education of any student(s) and does not give rise to a conflict of interest. Any such exemption must be in writing and must specify any conditions the Dean has imposed to ensure satisfaction of the criteria listed in the previous sentence. A faculty member who has been granted such an exemption must recuse him- or herself from any "evaluative, collaborative or supervisory role" that may arise during the existence of the relationship.

When determining whether there is good cause, the Dean shall consider: various factors including the actual or possible connection, if any, between the faculty member's official duties and the student's program of study, the feasibility of imposing conditions that prevent any conflict of interest or other detriment to the educational function, and whether the faculty member and student are in a marriage or involved in a committed relationship that predated the appointment of the faculty member and/or the enrollment of the student in the relevant degree-seeking program.

Members of the university community who believe that violations of this policy have occurred may initiate a complaint with the appropriate department chair or academic Dean (see III.F.4. below). A complaint alleging that a Dean or other academic administrator has violated this policy may be filed with the Provost or President. Complaints must be filed no more than two years after an alleged violation.

Violations of this policy will be considered misconduct on the part of a faculty member and will be subject to institutional sanctions, including possible termination of the faculty member's appointment. Treatment of allegations and imposition of sanctions will be governed by procedures specified in sections III.F.1. and III.F.4. of the *Faculty Handbook*.

Board of Visitors

Resolution 43

April 24-26, 2019

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WILLIAM AND MARY
RESOLUTION TO MODIFY
THE BYLAWS OF THE FACULTY ASSEMBLY

WHEREAS the William & Mary Faculty Assembly has undertaken to review and update its Bylaws; and

WHEREAS these changes will eliminate a redundant committee and streamline the appointment of governing committees; and

WHEREAS the changes will clarify the role of the Provost on the Executive Committee;

THEREFORE, BE IT RESOLVED, That the proposed changes are made, effective immediately, and the Bylaws of the Faculty Assembly are now amended as per the attached document.

Bylaws: Major changes recommended:

- Eliminate the distinction between the Executive Committee and the Liaison Committee: just have the Vice President discuss presentations with the EC.
- Mention the role of the Provost on the Executive Committee.
- Simplify the Annual Meeting. The incumbent VP, in consultation with the incumbent President and Secretary, will develop a slate of nominees for VP, Secretary, chairs of committees, EC, and COPAR.
- Make committee membership more flexible: Keep the EC and COPAR as they are (ten members representing seven constituencies), but for the other committees, let people sign up (everyone should be on two), each committee should have ten members.
- Make the start date for the new Assembly and committees more uniform: July 1.
- If possible, clarify the relationship between our committees and university-wide committees (e.g., with an organizational chart).
- Update committee names, etc.

Bylaws

ARTICLE III

Meetings

Section 1. Regular Meetings. The regular meetings of the Assembly shall be held at least once per semester, and not more often than once per month. Regular meeting dates shall be announced at least ten days in advance.~~published in advance in an appropriate university publication.~~

Section 2. Agenda. Items may be placed on agendas for regular meetings by the President of the Assembly, by the Executive Committee, by any committee of the Assembly, or by any two members of the Assembly. Items to be placed on the agenda shall be submitted to the Secretary at least ten days prior to the next regular meeting.

Section 3. Special Meetings. Special meetings of the Assembly may be called by the President of the Assembly or by the Executive Committee and may be called upon the written request of ten members of the Assembly. The purpose of the meeting shall be stated in the call. Except in cases of emergency, at least ten days' notice shall be given.

Section 4. Quorum. A majority of all voting members of the Assembly shall constitute a quorum. A majority of all voting members of a committee shall constitute a quorum on that committee.

Section 5. Meetings of the Assembly are open to attendance by all members of the university community. However, the Assembly may move into executive session by a majority vote of the Assembly members present.

Section 6. The Assembly may invite persons who are not members of the Assembly to speak. Non-members may also be granted the privilege of the floor by the presiding officer.

Section 7. Voting on motions shall normally be viva voce or by show of hands, but five members may require a roll call vote upon any motion. There shall be no proxy votes. A faculty member who will be absent from a meeting may appoint as an alternate member for that meeting any person from his or her constituency who recently has served on the Assembly.

Such alternate members shall have the same debating and voting privileges as the regular members they replace.

ARTICLE II

~~Election of Officers and Committees, and Duties of Officers~~Officers

Section 1. The Officers of the Assembly shall be the President of the Assembly (hereinafter, "the President"); the Vice-President and President-Elect (hereinafter, "the Vice-President"), who shall succeed to the Office of President ~~the on July 1 following his or her assumption of the Vice-Presidential duties~~term as Vice President; and the Secretary. Each of the officers shall represent a different constituency.

Section ~~4~~2. Officers shall serve one-year terms and shall assume their duties on July 1.

Section ~~5~~3. Officers shall perform the duties prescribed by these bylaws and by the parliamentary authority adopted by the Assembly (see VIII).

Section ~~4~~6. President. The President shall preside over meetings of the Assembly and of the Executive Committee ~~and shall appoint a Parliamentarian. The Parliamentarian shall attend all Assembly meetings and advise the Chair on parliamentary procedure. The President~~He or she shall serve on all long-range planning or long-range advisory committees of the university.

The President shall appoint a Parliamentarian, who shall attend all Assembly meetings and advise the President on parliamentary procedure.

Section ~~7~~5. Vice President. The Vice-President shall perform the duties of the President during his or her absence and shall serve on all long-range planning or long-range advisory committees of the university. The Vice President shall coordinate faculty presentations to the Board of Visitors. The Vice President shall recommend a slate of candidates at the Annual Meeting (IV.2).

Section ~~8~~6. Secretary. The Secretary shall: maintain the membership roster; prepare and distribute to each member of the faculty the agenda for regular meetings at least ~~ten~~seven calendar days prior to the meetings; prepare and ~~distribute~~publish the minutes of meetings of the Assembly, as well as the Assembly's reports and resolutions, ~~except for those of executive sessions, to members of the Assembly, to the President of the university, to the Provost and~~

~~other concerned parties, and to the university Archivist, and shall have published in an appropriate publication a report to the faculty of the business conducted in each meeting.~~

Section 97. When ~~either~~ the elected President, Vice-President, or ~~the~~ Secretary is unable to take office, or is unable to complete a term of office, a replacement shall be elected to complete the term, by the means described in IV.1-2 Article II, Section 3, ~~to complete the term.~~

Section ~~108~~. ~~Neither~~ ~~†~~ The faculty representative to the Board of Visitors ~~nor the appointed NTE representative (when one is serving on the Assembly)~~ shall not serve as an officer of the Assembly or as a member on the Committee on Academic Affairs, the Committee on Faculty Affairs, or the Committee on Planning and Resources.

Section 9. The appointed NTE representative (when one is serving on the Assembly) shall not serve as an officer of the Assembly.

ARTICLE III

Elections of Representatives ~~and Alternates~~

Section 1. Regular elections for Assembly representatives and alternates shall be held by March 1 of each year, with elected members assuming their duties ~~at the first regular meeting of the ensuing academic year~~ on July 1 after their election. However, newly elected members shall attend the Annual Meeting (see IV.1 See Article II, Section 2).

Section 2. Appointment of the non-voting NTE faculty representative shall be made, when necessary, by the Executive Committee at the Annual Meeting.

ARTICLE IV

Election of Officers and Committees

Section ~~21~~. The Annual Meeting. Each spring, after the election of the new members of the Assembly and prior to Commencement, the incumbent officers shall convene the following year's Assembly for the Annual Meeting. The purpose of the Annual Meeting shall be to elect the officers, the chairs of the three governing committees (the Committee on Academic Affairs, the Committee on Faculty Affairs, and the Committee on Planning and Resources),

and the members of the Executive Committee and the Committee on Planning and Resources (COPAR) (See Article IV and Article V, Section 5).

-Elections shall proceed in the following sequence: President (if necessary), Vice -President, Secretary, the chairs of the three governing committees, and the remaining members of the Executive Committee and COPAR,~~the Committee on Academic Affairs, the Committee on Faculty Affairs, and the Committee on Planning and Resources.~~ The incumbent oOfficers shall officiate at this meeting and shall distribute notices of the meeting and minutes as for regular meetings. Only the members of the following year's Assembly are eligible to vote ~~in~~at this meeting.

Section 2. Nominations. Nominations for President (if necessary) shall first be made by the incumbent President. Otherwise, t~~The~~ incumbent Vice President, in consultation with the other officers, shall recommend a slate of candidates for the following year's Vice President, chairs of governing committees, and Executive Committee, and COPAR. The Assembly may make other nominations at this time.

Section 3. In the event that more than two candidates are nominated for a position and none receives a majority of the votes cast on the first ballot, balloting continues with the name of the candidate receiving the fewest votes being dropped from the ballot, after each vote. In the event that there is no one candidate with the fewest votes, balloting continues with all names included until such time as a candidate receives a majority of votes cast (in which case he or she is declared elected) or until a candidate receives the fewest votes (in which case his or her name is dropped from the ballot and the balloting continues).

Section 4. Following the election of the officers, the chairs of the three governing committees, and the Executive Committee, and COPAR, Assembly members shall each sign up for service on the ~~three governing committees~~Faculty Affairs and Academic Affairs committees. The three governing committees shall each have at least ten members and shall draw their members from the Executive Committee and from the rest of the Assembly membership. The Executive Committee and the Committee on Planning and Resources shall have balanced representation (two from each Area of Arts & Sciences and one from each school).

As officers of the Executive Committee, the President, Vice President, and Secretary of the Assembly are ineligible to serve as chairs of the governing committees.

Each member of the Assembly shall serve either on two of the governing committees, or on the Executive Committee and one of the governing committees. The President and Vice President serve on the Executive Committee and the Committee on Planning and Resources.

ARTICLE IV

Executive Committee

~~Section 1. In years when one or more elected NTEs are serving on the Assembly, the Executive Committee shall consist of eleven voting members, two each from the each Areas of Arts & Sciences, one from each School, and the faculty representative to the Board of Visitors. The officers of the Assembly are included in these eleven members. If an NTE representative is not among the voting members, one will be appointed as a non-voting member. The Provost shall serve as a non-voting administrative representative. At least one of these members must be an NTE. In years where there are no elected NTEs on the Assembly,~~

~~Section 2. The Executive Committee shall consist of twelve members: two each from the Areas of Arts & Sciences, one from each School, the faculty representative to the Board of Visitors, and the appointed NTE. It shall be chaired by the President of the Assembly. The Officers of the Assembly shall be members of the Executive Committee. Members shall serve one-year terms and shall assume their duties on July 1.~~

~~Section 32. Except for the officers and the faculty representative to the Board of Visitors, the Executive Committee shall be nominated and elected by means of the procedures in Article II, Section 3IV.~~

~~Section 34. The Executive Committee shall administer the affairs of the Assembly between its meetings, fix set the hour and place agenda of meetings, make recommendations to the Assembly, and shall perform such other duties as are specified in these bylaws. The Committee shall be subject to the orders of the Assembly, and none of its acts shall conflict with action taken by the Assembly.~~

~~Section 45. The Executive Committee shall be the Faculty Liaison Committee serve as a liaison to the Board of Visitors, to the President, and to the Provost and shall provide representation on such other policy committees of the university as the Assembly shall approve.~~

Section ~~5~~6. The Executive Committee shall monitor all Assembly committees to assess their continuing usefulness; at least once every four years, review the jurisdiction, composition, and activities of uUniversity-wide committees to assess whether the committees, individually and collectively, meet the needs of the university; and present recommendations to the Assembly for modifying the uUniversity-wide committee structure. In addition, the Executive Committee shall recommend to the Assembly the members of its ~~standing and~~ special committees, and faculty members of campus-wide committees, except as provided in ~~Article VII, Section VII.3.~~

Section ~~6~~7. During the summer recess, the Executive Committee may act on behalf of the Assembly and shall report all such actions to the Assembly at its next meeting. During the summer recess the Executive Committee shall normally follow the operating procedures set forth in the bylaws ~~and Assembly rules as to establishing Assembly Committees and nominating representatives.~~

Section ~~7~~8. Consistent with the bylaws and constitution, the Executive Committee shall have the authority to resolve ambiguities ~~on~~in the eligibility and participation of NTE faculty with respect to the Assembly and shall report their actions to the full Assembly.

ARTICLE VI

Governing ~~Assembly~~ Committees

Section 1. Committees, standing or special, may be established as the Assembly deems necessary. The purpose and charges for new Assembly ~~Committees~~committees shall be determined by the Assembly upon recommendation from the Executive Committee.

Section 2. Committee members may be drawn from the faculty, faculty emeriti, administration, professional staff, alumni, and student bodies of schools and such other constituencies as may be required or appropriate.

~~Section 3. Each committee shall formulate its own operating procedures, which shall include: the election of a chair from among the faculty members of the committee; provision for liaison with all appropriate councils and committees; and provision for sub-committees of the committee, if appropriate. Rules and operating procedures shall be filed with the Assembly~~

~~secretary for distribution to new members of the Assembly along with the Constitution and Bylaws.~~

~~Section 43. The chair of each Assembly committee shall hold open hearings on issues when appropriate; file minutes of all committee meetings and hearings, and annual reports with the Assembly Secretary give regular reports to the Assembly; and submit to the Assembly Secretary committee recommendations to be placed on the Assembly's agenda; and arrange for the distribution of a copy of committee reports to each representative in advance of the Assembly meeting at which action on its recommendations is to take place.~~

Section 5. The standing governing committees of the Assembly shall include:

a. The Committee on Academic Affairs. The Committee on Academic Affairs shall consist of ten members, ~~two from each of the Areas of Arts & Sciences and one from each School~~. Members of the Committee shall be selected by the Assembly during the Annual Meeting by means of the procedures described in ~~Article II, Section 3IV~~. Members shall serve one-year terms and shall assume their duties on July 1.

~~The Committee on Academic Affairs shall report to the Assembly on matters concerning educational policy, admissions policy, and student affairs, including athletic policy, within the University. It shall receive reports from the Admissions Policy Advisory Committee and the University Library Policy Committee. The Committee will maintain liaison with FUPC and other long-range planning committees.~~

b. The Committee on Faculty Affairs. The Committee on Faculty Affairs shall consist of ten members, ~~two from each of the Areas of Arts & Sciences and one from each School~~. Members of the Committee shall be selected by the Assembly during the Annual Meeting by means of the procedures described in ~~Article II, Section 3IV~~. Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Faculty Affairs shall report to the Assembly on personnel matters, broadly conceived, including personnel policies, recruitment policies, faculty research and development programs, and the policy aspects of faculty compensation and benefits.

Every third year, the Committee on Faculty Affairs shall conduct a survey of faculty attitudes, perceptions, and opinions on a wide range of issues. The Committee shall write a summary of the results and send them to the university faculty and administration.

~~The Committee on Faculty Affairs shall receive reports from the Faculty Research Committee.~~

c. The Committee on Planning and Resources (COPAR). The Committee on Planning and Resources shall consist of ten members, two from each of the Areas of Arts & Sciences and one from each ~~School~~school. Members of the Committee shall be elected by the Assembly during the Annual Meeting by means of the procedures described in ~~Article II, Section 3IV.~~ Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Planning and Resources shall report to the Assembly on matters concerning the development and allocation of resources, broadly conceived, including budgeting, undergraduate enrollment policies, fund-raising and development, the development or renovation of the physical plant of the ~~College~~university, and financial aspects of faculty compensation and benefits. The Committee will maintain liaison with the Faculty Compensation Board and ~~the Development Office~~University Advancement. The members of the Committee on Planning and Resources serve as the faculty members on ~~FUPC and its successors, and on other~~ long-range planning committees. ~~Section 6. Membership of the standing governing committees. The three standing governing committees shall draw their members from the Executive Committee and from the rest of the Assembly membership.~~

~~a. As officers of the Executive Committee, the President, Vice President and Secretary of the Assembly are ineligible to serve as chair of the standing governing committees. The President and Vice President also serve on the Committee on Planning and Resources.~~

~~b. Each member of the Assembly shall serve either on two of the standing governing committees, or on the Executive Committee and one of the standing governing committees.~~

ARTICLE VI

Other Committees Reporting to the Assembly

Section 1. Standing committees of the Assembly, which are established by the Assembly and whose members are appointed by the Assembly, shall include:

a. ~~The Admissions Policy Advisory Committee~~— helps to develop undergraduate admissions policy. The Committee advises the ~~Admissions Office~~office of Undergraduate Admission and acts as a review committee in special cases. The Committee submits to the Assembly's Academic Affairs Committee an annual report that includes a freshman profile developed by ~~the Admissions Office~~Undergraduate Admission.

b. The Faculty Compensation Board— works with the Committee on Planning and Resources to improve compensation for all university ~~faculty of the College~~. It informs itself of evolving statutes and regulations that deal with matters of faculty compensation and discusses with the administration ways to present faculty concerns to state agencies including the General Assembly, Governor's Office, State Council for Higher Education, and the Department of Planning and Budget. The Board reports annually to the Assembly.

~~e. Faculty Liaison to the Board of Visitors— meets with the Academic Affairs Committee of the Board of Visitors or with the full Board, at its request, to discuss matters of interest to the Faculties. This Committee is composed of the Executive Committee of the Assembly and reports regularly to the Assembly.~~

~~dc.~~ The Faculty Research Committee— fosters and promotes research activity at the ~~College~~university. It administers a program of subsidized faculty research, establishes procedures governing the program, solicits applications, reviews them, and selects grant recipients for recommendation to the Provost. The Committee reports annually to the Assembly's Faculty Affairs Committee.

e. ~~The University Library Policy Advisory Committee~~—, in consultation with the Dean of University Libraries, advises the Assembly, the President, and Provost on policy consistent with standards of accrediting agencies. It reports in writing at least once a year to the Assembly's Academic Affairs Committee.

ARTICLE VII

University-wide Advisory Committees

Section 1. University-wide committees may be established as the Provost or other appropriate person deems necessary upon consultation with the Executive Committee. A uUniversity-wide committee is a committee which affects more than one faculty or school or significantly affects the University's university's resource allocation or educational mission. Purposes and charges for such uUniversity-wide committees shall be determined by the Provost or other appropriate person upon consultation with the Executive Committee.

Section 2. On the advice of the Executive Committee, the Assembly shall recommend to the appropriate appointing authority, in a timely manner, the individuals who represent the faculty on search committees for uUniversity-wide administrative positions including President, Provost, Vice-Presidents, and Dean of University Libraries, and on all university-wide standing and ad-hoc committees other than long-range planning and long-range advisory committees. Terms of office shall be recommended by the Assembly. Except as specified in ~~Article VII, section 3 of these Bylaws~~ VIII.3, each constituency has the right of representation on every university-wide committee. Care should be taken to ensure representation of NTE faculty and A&S faculty from graduate programs. Each constituency may recommend faculty, administrators, or professional staff to represent it on uUniversity-wide committees if appropriate.

Section 3. Long-range planning or long-range advisory committees of the university shall include the President, Vice-President, and most recent past President of the Assembly. On the advice of the Executive Committee, other faculty members of any such committees shall be approved by the Assembly. ~~(See Article IV, Section 4 of these Bylaws.)~~

ARTICLE VIII

Parliamentary Authority

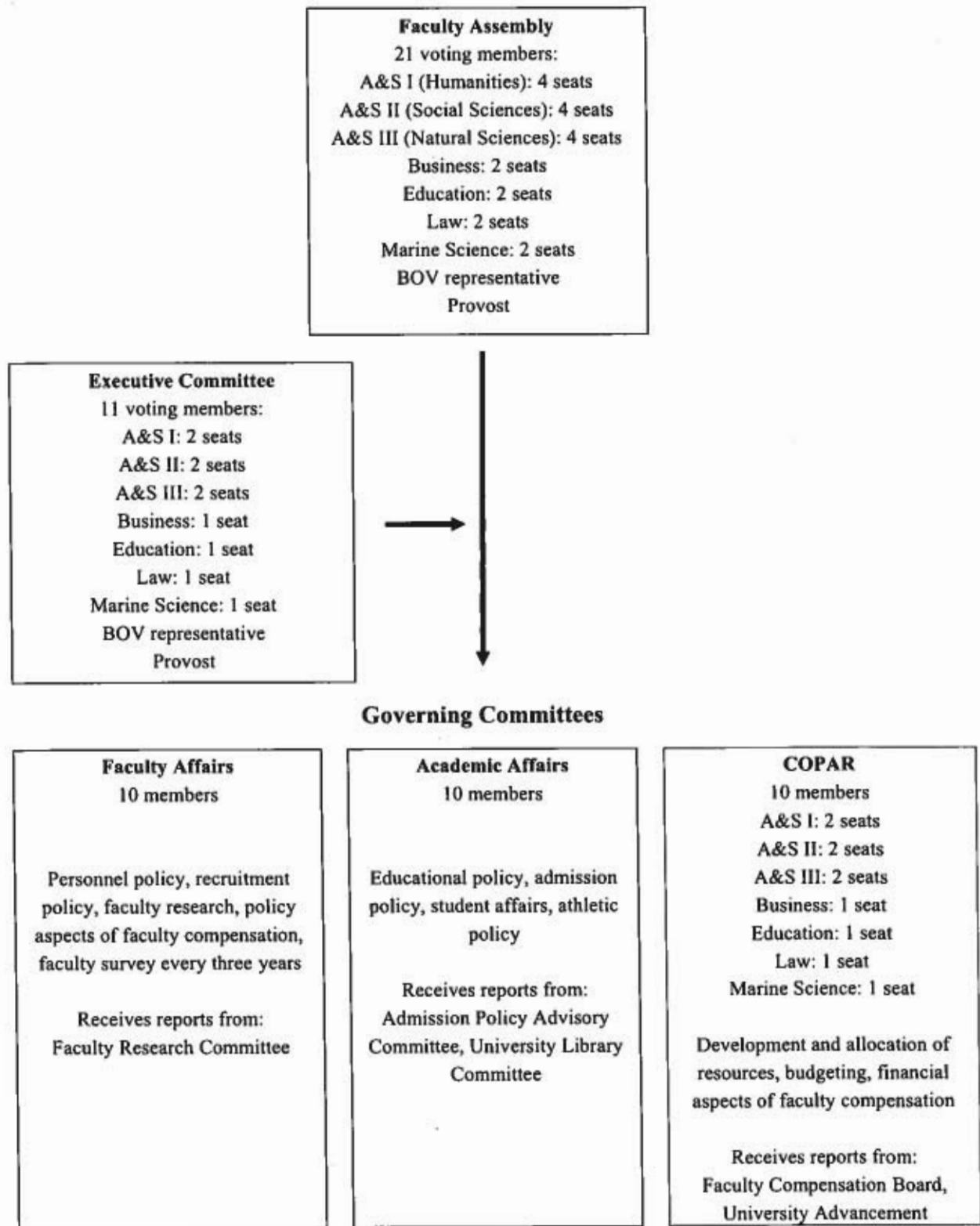
The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the Assembly in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Assembly may adopt.

ARTICLE IX

Amendment of Bylaws

These bylaws may be amended by a two-thirds vote of the full Assembly membership (all members except any NTE appointed under ~~Article I, Section 2(I.5)~~) and approval by the Board of Visitors.

Organizational Chart



**RICHARD BLAND COLLEGE
APPROVAL OF 2019-2020 OPERATING BUDGET PROPOSAL**

The FY20 operating budget for Richard Bland College (RBC) is presented below.

Revenue Budget

Three major sources of revenue support RBC's operations:

1. state general fund appropriations to support the academic mission (*i.e.*, E&G program) and need-based student financial aid,
2. student tuition and mandatory E&G fees to support the academic mission, and
3. student fees for auxiliary programs, including housing, dining, and student activities.

The FY20 budget reflects state general fund support appropriated for RBC based on final actions of the 2019 General Assembly Session. In addition, it includes anticipated tuition and fee revenue based conservatively on 24,000 credit hours for the 2019-2020 academic year, which is actually slightly below FY19 levels

The auxiliary revenue estimates for FY20 are conservatively based on a 70% occupancy level. Other sources of auxiliary revenue are based on student dining contracts and the comprehensive auxiliary fee paid by students, which is used to support athletics, student recreational services, parking and transportation and other student programs.

In total, projected revenues for FY20 are expected to reach \$19.66 million as reflected in the table below.

Expenditure Budget

A zero-based budgeting approach was employed to derive the expenditure side of the FY20 operating budget. The FY20 budget reflects anticipated personnel and non-personnel costs by major program (*i.e.*, Educational & General, Financial Aid, and Auxiliary Services).

In total, expenditures for FY20 are expected to be \$19.66 million as shown in the table below.

FY20 Richard Bland College Operating Budget Summary

Revenue	FY19 Estimated Actuals	FY20 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
State General Fund*	8,410,080	9,707,508	1,297,428	15.4%
Tuition and E&G Fees**	4,753,581	4,817,179	63,598	1.3%
Auxiliary Revenue	5,283,104	4,784,115	(498,989)	-9.4%
Other Revenue	758,661	350,000	(408,661)	-53.9%
Total Revenue	19,205,426	19,658,802	453,376	2.4%

Operatings Expenditures	FY19 Estimated Actuals	FY20 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
Personnel				
Instruction	3,331,860	3,696,960	365,100	11.0%
Academic Support	663,284	307,603	(355,681)	-53.6%
Student Services	1,649,336	1,793,555	144,220	8.7%
Institutional Support	3,894,110	4,353,442	459,331	11.8%
Plant Operations	976,886	1,036,935	60,049	6.1%
Auxiliary Services	583,815	657,820	74,005	12.7%
Athletics	459,695	490,574	30,879	6.7%
Total, Personnel	11,558,985	12,336,889	777,904	6.7%
Total, Non-Personnel Services	6,025,393	6,015,733	(9,660)	-0.2%
Financial Aid	926,682	1,306,180	379,498	41.0%
Total Expenditures	18,511,060	19,658,802	1,147,742	6.2%

* Includes Financial Aid

**Net of tuition waivers and allowance for doubtful accounts

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the 2019-20 operating budget for Richard Bland College.

**RICHARD BLAND COLLEGE
APPROVAL OF
FY 2019 - 2020 TUITION AND FEES**

The following Tuition and Fees are recommended by the administration to meet the 2019 – 2020 funding requirements for academic programs, student support services, and auxiliary services. The funding enables the College to continue to advance its mission and the 2020-2025 strategic plan (RBC-25) goals. This represents a pricing strategy that is intended to optimize affordability and educational excellence for students.

To be in accordance with the new General Assembly Tuition Affordability initiative, the proposed FY 2020 Tuition and Mandatory E&G Fees per credit hour rate of \$200 constitutes no increase to the current FY19 rates and remains one of the lowest in the Commonwealth.

For FY 2020, it is recommended that mandatory Auxiliary fees for in-state and out-of-state students also remain constant with no increase to the current FY19 rates.

For FY 2020, pricing for all residential rooms will remain equal to the current FY19 rates. All residents will be required to purchase a meal plan. The meal plan cost will remain unchanged as well.

A proposed FY 2020 tuition and fee summary sheet is attached.

RBC's goal remains to deliver high quality educational programming, high-value university pathways and innovative education models to students while minimizing student cost.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the FY 2019 - 2020 Tuition and Fee Summary as presented for Richard Bland College for the 2019 - 2020 fiscal year.

**RICHARD BLAND COLLEGE
FY 2019-20 TUITION AND FEE SUMMARY**

	ACTUAL FY 2018-19	PROPOSED FY 2019-2020	PERCENT CHANGE	DOLLAR CHANGE
IN-STATE ***				
Per Credit Hour Taken:				
Tuition	\$ 193	\$ 193		
E&G Technology Fee	7	7		
Total Tuition and E& G Fees	\$ 200	\$ 200	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		\$ -
Total In State Tuition & Fees	\$ 270	\$ 270	0.00%	
OUT-OF-STATE***				
Per Credit Hour Taken:				
Tuition	\$ 650	\$ 650		
E&G Technology Fee	7	7		
Total Tuition and Fees	\$ 657	\$ 657	0.0%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		\$ -
Total Out-of-State Tuition & Fees	\$ 727	\$ 727	0.0%	
	\$ 21,810	\$ 21,810		
OTHER FEES:				
* Application Fee	\$ 50	\$ 50	0.0%	\$ -
Blended Room Average	7,799	7,799	0.0%	-
Room Change Fee	50	50	0.0%	-
Room Damage Deposit	150	150	0.0%	-
** Basic Residential Meal Plan annual	2,240	2,240	0.0%	-
Co-Enrollment Fee	1,000	1,000	0.0%	-
Transcript Fee	7	7	0.0%	-
Late Fee	50	50	0.0%	-
Returned Check Fee	50	50	0.0%	-
Parking (Per Violation)	30	30	0.0%	-
Lab Material Fee (Science)	48	48	0.0%	-
Art Fee	35	35	0.0%	-
Math Lab Fee (ALEKS)	75	75	0.0%	-
Distance Education Fee (per credit hr)	25	25	0.0%	-

* One-Time Fee (Mandatory Non-E&G fee)

** Mandatory for all residential students. Includes dining dollars

***apply to on campus, off campus, online, intersession and summer courses.

RESOLUTION 44

**WILLIAM & MARY
RESOLUTION TO APPROVE HIGHLAND VISITOR CENTER
FOR THE 2020-2022 BIENNIUM
UNDER THE 2020-2026 CAPITAL PLAN**

RESOLVED, That the Board of Visitors of the College of William & Mary hereby authorizes the Senior Vice President for Finance and Administration to take the necessary actions to fulfill the university's response to the Governor and supporting agencies with respect to the 2020-2026 Six-Year Capital Plan submittal and include the following project in the 2020-2022 Biennium submission as Priority number 7.

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
7	Construct: James Monroe's Highland Visitor Center Creation of a dedicated space to welcome visitors and serve as an educational exhibition area. Also includes retail space and will serve as an economic driver for Highland and the surrounding area.	\$ 5,125,000 GF

**WILLIAM & MARY
RESOLUTION TO APPROVE
2020-2026 SIX-YEAR CAPITAL PLAN**

WHEREAS, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget (DPB), requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

WHEREAS, the university has developed its proposed six-year capital outlay plan for the biennia 2020-2026 based on the Governor's historical guidance regarding such; and

WHEREAS, the 2020-2026 Capital Plan was developed and informed by application of the 2015 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, adjacency, replacement, and highest and best use as determined during master planning; and

WHEREAS, biennium 2020-2022 will be the focus of potential action by the 2020 legislature, and thus reflects the consistent, rolling capital priorities of the university as well as the success of projects that were funded by the 2018 General Assembly; and

WHEREAS, the university provided the Administration, Buildings, & Grounds Committee of the Board of Visitors with a draft six-year capital plan at its February 2019 meeting; and

WHEREAS, the university expects to make submittals on the 2020-2026 Capital Plan to the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) from June through September of 2019; and

WHEREAS, in the course of that process, university staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves the 2020-2026 Six-Year Capital Plan as recommended; and

BE IT FURTHER RESOLVED, that the Board of Visitors authorizes the Senior Vice President for Finance and Administration to take the actions necessary to fulfill the university's response to the Governor and supporting agencies with respect to the 2020-2026 Six-Year Capital Plan submittal.

**WILLIAM & MARY
2020-2026 CAPITAL PLAN**

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	Major Repairs and Maintenance Reserve Provides continued funding of major repair and replacement projects in facilities across campus. Includes roof repairs and other permissible corrective actions intended to extend the useful life of plant, property, or equipment.	\$ 7,500,000 GF
2	Construct: Integrated Science Center 4 (ISC 4) This fourth phase of the Integrated Science Center (ISC) will house Mathematics, Computer Science, Kinesiology, and Design/Engineering. The project will construct 124,000 GSF of new space and renovate 10,000 GSF of existing space in order to connect to the adjacent ISC facility.	\$ 74,950,000 GF
3	Renovate: Swem Library for Studio for Teaching & Learning Innovation Renovation of the ground floor of the Earl Gregg Swem Library in order to create a collaborative teaching and learning center to replace underutilized, ineffective areas with spaces devoted to development and experimental teaching.	\$ 11,250,000 GF
4	Renovate: Ewell Hall Renovations to update life safety and other building systems, achieve current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use.	\$ 21,550,000 GF
5	Construct: Ecology and Endocrinology Laboratory Replacement of the Population Lab and Indoor Aviary with a 12,000-15,000 GSF facility. This facility allows students from a variety of disciplines to perform small animal studies and research, but needs to be replaced in order to enable accreditation, thereby providing improved opportunities for research grants.	\$ 8,900,000 GF
6	Construct: Fine Arts, Phase 3 The third phase of the "Arts Quarter" contains the renovation of Andrews Hall (32,000 GSF) and construction of a new facility (33,000 GSF) and will complete the co-location of the arts departments to foster interdisciplinary collaboration, coordination, and creativity.	\$ 42,100,000 GF

- 7 **See HANDOUT RESOLUTION 44**
- 8 **Construct: Sanitary Sewer Repairs** **\$ 3,750,000 GF**
Repair of aged, failing terra cotta sanitary sewer lines that thread the Old (North) and New (South) campuses.
- 9 **Improve: Handicapped Access** **\$ 5,850,000 GF**
Continues addressing accessibility needs among an increasingly diverse faculty, staff, and student population. Facility renovations assist with this, but are unable to keep pace with current needs in pathways, building access, interior floor accessibility, and office/classroom/lab requirements.
- 10 **Construct: Economic & Entrepreneurial Development Center (Newport News)** **\$ 22,650,000 GF**
Construction of a multi-purpose facility geared towards nurturing economic and workforce development in Newport News and the surrounding areas. Will serve as a hub designated to foster corporate collaboration, inspire cutting-edge research, and provide learning opportunities for working professionals.
- 11 **Improve: Kaplan Arena** **\$ 55,000,000 NGF**
Addresses critical repairs and replacement of outdated building systems and takes advantage of opportunities for more efficient space utilization.
- 12 **Construct: Parking Facilities** **\$ 11,300,000 NGF**
Provides parking necessary to support campus needs. Specific location to be determined by on-going parking study.
- 13 **Renovate: Dormitories** **\$ 11,850,000 NGF**
Continuation of the university's ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, sanitary, and functional residential environment is maintained.

2022-2024 BIENNIUM

- 1b Major Repairs and Maintenance Reserve \$ 8,000,000 GF**
Provides continued funding of major repair and replacement projects in facilities across campus. Includes roof repairs and other permissible corrective actions intended to extend the useful life of plant, property, or equipment.
- 14 Renovate: Washington Hall \$ 33,500,000 GF**
Repair and replacement of deteriorated building systems, installation of a fire sprinkler system, upgrade of building accessibility, and other improvements to meet the demands of the modern teaching environment.
- 15 Construct: Replace Trinkle Hall \$ 36,750,000 GF**
Replacement of Trinkle Hall to take advantage of departments relocating to the new Sadler West Addition. Enables the consolidation of many administrative and institutional support areas to allow for greater collaboration and efficiency.
- 16 Renovate: Campus Center \$ 13,450,000 NGF**
Renovation of the current crescent-shaped portion of the Campus Center to create much needed areas for dining and retail operations.
- 17 Renovate: Adair Hall \$ 21,800,000 NGF**
Renovation of the 1962-era building to update and reconfigure existing space to enable the facility to functionally meet recreation and athletic needs. Supports the 2015 Campus Master Plan to accommodate an increase in recreational programs and participants.
- 18 Renovate: Dormitories \$ 16,650,000 NGF**
Continuation of the university's ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, sanitary, and functional residential environment is maintained.

2024-2026 BIENNIUM

- 1c Major Repairs and Maintenance Reserve \$ 8,500,000 GF**
Provides continued funding of major repair and replacement projects in facilities across campus. Includes roof repairs and other permissible corrective actions intended to extend the useful life of plant, property, or equipment.
- 19 Replace: Jones & Morton Halls \$ 55,150,000 GF**
Consistent with the 2015 Campus Master Plan, combines two outdated academic buildings into one general academic facility.
- 20 Improve: Athletic Facilities \$ 5,000,000 NGF**
Supports umbrella projects for various non-general fund athletic facilities to address replacement and renovation needs. The list of projects will be rolling, dependent upon priority, urgency, and funding availability.
- 21 Construct: Dillard Athletic Fields & Track \$ 7,300,000 NGF**
Creates a designated track and field area, co-located with other athletic venues such as soccer and baseball. Project will be dependent upon funding availability.
- 22 Replace: Facilities Management Complex \$ 11,200,000 GF**
Comprehensive solution for demolition and replacement of old facility maintenance shops in order to create an area that is functional, efficient, accessible, and sustainable.
- 23 Replace: Commons Dining Hall \$ 23,500,000 NGF**
Supports replacement of the current Commons Dining Hall with a more efficient, functional space to meet the needs of the campus community.
- 24 Renovate: Dormitories \$ 20,650,000 NGF**
Continuation of the university's ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, sanitary, and functional residential environment is maintained.

William & Mary Capital Outlay Plan 2020-2026

2020-2022 Capital Program Request						2020-2026 Request		
Priority	Project Name	Fund	2018-24 Request	General Funds	Non-General Funds	Total Project Request		
1a	Maintenance Reserve	0100	Yes	\$ 7,500,000	-	\$ 7,500,000		
2	Construct: Integrated Science Center 4 (ISC 4)	0100	Yes	\$ 74,950,000	-	\$ 74,950,000		
3	Renovate: Swem Library for Studio for Teaching & Learning Innovation	0100	Yes	\$ 11,250,000	-	\$ 11,250,000		
4	Renovate: Ewell Hall	0100	Yes	\$ 21,550,000	-	\$ 21,550,000		
5	Construct: Ecology and Endocrinology Laboratory	0100	Yes	\$ 8,900,000	-	\$ 8,900,000		
6	Construct: Fine Arts, Phase 3	0100	Yes	\$ 42,100,000	-	\$ 42,100,000		
7	SEE RESOLUTION 44-Construct: James Monroe's Highland Visitor Center	0100	No	\$ 5,125,000	-	\$ 5,125,000		
8	Construct: Sanitary Sewer Repairs	0100	Yes	\$ 3,750,000	-	\$ 3,750,000		
9	Improve: Handicapped Access	0100	Yes	\$ 5,850,000	-	\$ 5,850,000		
10	Construct: Economic & Entrepreneurial Development Center (Newport News)	0100	No	\$ 22,650,000	\$ 55,000,000	\$ 77,650,000		
11	Improve: Kaplan Arena	0815	Yes	-	-	-		
12	Construct: Parking Facilities	0815	No	-	\$ 11,300,000	\$ 11,300,000		
13	Renovate: Dormitories	0813	Yes	-	\$ 11,850,000	\$ 11,850,000		
2020-2022 Biennium Totals						\$ 203,825,000	\$ 78,150,000	\$ 281,775,000

2022 - 2024 Capital Program Request						2020-2026 Request		
Priority	Project Name	Fund	2018-24 Request	General Funds	Non-General Funds	Total Project Request		
1b	Maintenance Reserve	0100	Yes	\$ 8,000,000	-	\$ 8,000,000		
14	Renovate: Washington Hall	0100	Yes	\$ 33,500,000	-	\$ 33,500,000		
15	Construct: Replace Trinkie Hall	0100	Yes	\$ 36,750,000	-	\$ 36,750,000		
16	Renovate: Campus Center	0815	Yes	-	\$ 13,450,000	\$ 13,450,000		
17	Renovate: Adair Hall	0815	Yes	-	\$ 21,800,000	\$ 21,800,000		
18	Renovate: Dormitories	0813	Yes	-	\$ 18,650,000	\$ 18,650,000		
2022-2024 Biennium Totals						\$ 78,250,000	\$ 51,900,000	\$ 130,150,000

2024 - 2026 Capital Program Request						2020-2026 Request		
Priority	Project Name	Fund	2018-24 Request	General Funds	Non-General Funds	Total Project Request		
1c	Maintenance Reserve	0100	No	\$ 8,500,000	-	\$ 8,500,000		
19	Replace: Jones & Morton Halls	0100	Yes	\$ 55,150,000	-	\$ 55,150,000		
20	Improve: Athletic Facilities	0815	Yes	-	\$ 5,000,000	\$ 5,000,000		
21	Construct: Dillard Athletic Fields & Track	0815	Yes	-	\$ 7,300,000	\$ 7,300,000		
22	Replace: Facilities Management Complex	0100	Yes	\$ 11,200,000	-	\$ 11,200,000		
23	Replace: Commons Dining Hall	0815	No	-	\$ 23,500,000	\$ 23,500,000		
24	Renovate: Dormitories	0813	Yes	-	\$ 20,650,000	\$ 20,650,000		
2024-2026 Biennium Totals						\$ 74,850,000	\$ 58,450,000	\$ 131,300,000

Grand Totals						\$ 356,725,000	\$ 186,500,000	\$ 543,225,000
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**INVESTITURE OF GLENN CLOSE '74, D.A.'89
AS AN HONORARY FELLOW
OF THE COLLEGE OF WILLIAM & MARY**

An Honorary Fellowship is, in the tradition of colleges of Royal Charter, an honor that only a chartered college can bestow. It is reserved for such individuals as those who bring special distinction to the heritage of the Royal Founders or signatories of the Royal Charter, or such individuals who have a connection with the university and who have made an outstanding contribution to their chosen field.

Glenn Close, a theatre and anthropology double major and member of Mortar Board, graduated from William & Mary as a member of Phi Beta Kappa in 1974.

An Emmy and Tony award-winning actress, Ms. Close returned to the university in 1989 to give the Commencement address and receive an honorary Doctor of Arts degree in recognition of "manifold contributions as artist, alumna and citizen in a distinguished career in the world of American cinema, television, and theatre and for unselfish commitment to excellence" in all that she undertakes.

The Alumni Medallion, was awarded to Ms. Close in 1993, recognizing her as someone who has made exemplary accomplishments in their professional life, service to the community, state or nation, and loyalty and commitment to William & Mary.

And in 2013, Ms. Close was presented with the Cheek Medal Award by the Muscarelle Museum of Art for monumental contributions to the arts. The Cheek Medal is a national arts award given to those who have contributed significantly to the field of museum, performing or visual arts.

Her alma mater would like to recognize again the extraordinary accomplishments of Glenn Close '74, D.A. '89 and her outstanding contributions to William & Mary, especially during the centennial year of co-education at the university, with the highest honor a college of Royal Charter can bestow.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors hereby formally elects Glenn Close an Honorary Fellow of the College, such honor to be awarded at Commencement on May 11, 2019, and

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Glenn Close '74, D.A. '89 with best wishes for continuing creative work in the years ahead.

Board of Visitors

April 26, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William & 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;

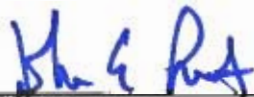
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Rector of the College

RICHARD BLAND COLLEGE
DEFERRED COMPENSATION PLAN

In February 2019 the Board approved amendments to President Sydow's employment agreement that require the creation or modification of retirement plans or other compensation arrangements. Benefits counsel has recommended use of a 457(f) plan, which requires that amounts credited to the plan be subject to continued service by President Sydow until such date as provided for in the plan. President Sydow has consented to this approach.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William & Mary approves the creation of a 457(f) plan or other compensation arrangements necessary to accommodate the February 2019 amendments. The Board further authorizes and directs the appropriate officers of Richard Bland College to take any and all further action that they deem necessary to effectuate fully and carry out the purposes of this resolution and to take any and all such actions as may be necessary to assure compliance with applicable laws.

MINUTES
Meeting of the Board of Visitors
William & Mary

July 24-25, 2019

The Board of Visitors of William & Mary met in the Webb Conference Room of Troutman Sanders, 222 Central Park Avenue, Suite 2000, in Virginia Beach on Wednesday and Thursday, July 24-25, for a Board Retreat.

Those present on Wednesday were:

Mari Carmen Aponte	John E. Littel
Mirza Baig	William H. Payne II
Victor K. Branch	Charles E. Poston
Warren W. Buck III	Lisa E. Roday
S. Douglas Bunch	J.E. Lincoln Saunders
Sue H. Gerdelman	Karen Kennedy Schultz
James A. Hixon	Brian P. Woolfolk
Barbara L. Johnson	Faculty Representative: Catherine A. Forestell
Anne Leigh Kerr	Student Representative: Kelsey J. Vita

Participating via telephone: H. Thomas Watkins III

Others present were:

Katherine A. Rowe	Samantha K. Huge
Peggy Agouris	Samuel E. Jones
Virginia M. Ambler	Jeremy P. Martin
Henry C. Broaddus	Amy S. Sebring
Michael J. Fox	Brian W. Whitson
W. Fanchon Glover	

Also in attendance was University Counsel Carrie S. Nee and *Virginia Gazette* reporter SaraRose Martin.

At 10:30 a.m., Rector John E. Littel convened the Board Retreat and advised that Tom Watkins was at home in Lake Forest, Illinois, recovering from knee surgery and unable to attend this meeting but had requested to participate by phone. The Board *Bylaws* set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting compliance with the Board *Bylaws*, the Rector moved that the Board approve the remote participation of Tom Watkins. Motion was seconded by Ms. Schultz and approved by voice vote. The Rector welcomed Mr. Watkins to the meeting.

The Rector welcomed new Board members Mari Carmen Aponte and Charles Poston, new W&M student representative Kelsey Vita, new Provost Peggy Agouris and new University Counsel Carrie Nee. He noted that new W&M staff liaison Joe Wheelless was traveling back from a conference in Atlanta and would join the meeting tomorrow.

Following introductions around the table and the room, the Rector reminded everyone the Board is meeting on a working floor of a law firm and asked that no one wander beyond the Webb Conference Room, the restrooms and the outside balcony.

The Rector briefly reviewed the agenda and objectives for the Retreat, and then called on President Rowe for opening remarks.

At 10:45 a.m., the Rector convened the Board for **Session I**, focused on preparing for strategic planning in 2019-20. Following opening remarks by the Rector, the President shared her goals for the planning process as well as the resulting plan. Chief of Staff Jeremy Martin then provided the Board with an overview of the process and anticipated timeframes for the three phases of planning in the coming year. Vice President for Student Affairs Ginger Ambler and Chief Diversity Officer Chon Glover concluded the session by leading the Board through an exercise engaging the working draft of the university's core values.

Mr. Broaddus led a discussion about the work of the Ad Hoc Committee for Organizational Sustainability and Innovation in the prior academic year and the focus of the Committee in the coming year. Particular areas of focus will be on strategic planning, capacity building, and diversity and inclusion. Capacity building will include aspects of financial sustainability and efforts to align the university's resources with its strategic priorities.

A general discussion ensued, concluding at 12:15 p.m. Following a short break, the Board reconvened at 12:30 p.m. for a working lunch and **Session II**, Financial Sustainability and Innovation. Senior Vice President for Finance and Administration Sam Jones and Vice President for Finance and Technology Amy Sebring then reviewed major funding or legislative changes since the Board's 2018 retreat, noting significant incremental state funding for tuition moderation (offsetting the need for increasing tuition for in-state undergraduate students for 2020) as well as funds to support additional data science and other high demand degrees.

William & Mary's Tech Talent proposal was reviewed. The proposal would double the number of undergraduate computer science degrees and establish an undergraduate major in data science and a professional masters in Computer Science. Under this proposal W&M would, over a 20-year period, provide almost 8% of the state's long-term goal for additional computer science degrees.

Relative to an IPPA, it was noted that W&M's proposal would address the Commonwealth's workforce and economic development needs through its Tech Talent proposal and an enhanced internship initiative.

A summary was provided of the university's operating budget, noting that unrestricted funds remain limited. Potential financial levers, and the Board's ability to control the source, were then discussed.

Following discussion, the Rector moved that the Board of Visitors convene in Closed Session for discussion of a memorandum of understanding pursuant to Virginia Code Sec. 23.1-1241 where discussion in open session would affect the bargaining position or negotiating strategy of the public body; as provided for in Section 2.2-3711.A.29., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 1:05 p.m.

The Board reconvened in open session at 2:10 p.m. The Rector reviewed the topic discussed in closed session for the benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Hixon and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** will be appended in final minutes.)

Following a short break, the Board reconvened at 2:30 p.m. for **Session III**, Campaign Update and Athletics Strategic Planning.

Secretary of the Board and Campaign Chair Sue Gerdelman provided an update on the final year of the FOR THE BOLD capital campaign. A brief discussion ensued. Director of Athletics Samantha Huge led the presentation on the strategic planning process she has initiated in the Department of Athletics. The discussion concluded at 3:30 p.m.

The Rector convened **Session IV**, RBC Working Group, at 3:30 p.m. In attendance were RBC President Debbie L. Sydow, Provost Maria Dezenberg, Assistant Director for Development Lashrecse Aird, Chief Business Officer Paul Edwards, Chief Information, Strategy and Innovation Officer Ken LaTessa, and Strategic Initiatives Program Manager Stacey Sokol.

The Rector called on President Rowe and President Sydow for opening remarks. Both noted the collegial approach taken by the group while basing its work on data-driven analysis.

Following a brief discussion, the Rector moved that the Board of Visitors of William & Mary convene in Closed Session for the purpose of discussing organizational changes for Richard Bland College which discussion will require evaluation of the performance of departments where such evaluation will necessarily involve the performance of specific individuals, and for consultation with legal counsel regarding specific legal matters requiring legal advice as provided for in Section 2.2-3711.A.1. and 8., of the Code of Virginia. Motion was seconded by Mr. Bunch and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 3:45 p.m.

The Board reconvened in open session at 4:35 p.m. The Rector reviewed the topics discussed in closed session for the benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Payne and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** will be appended in final minutes.)

There being no further business, the Board recessed at 4:45 p.m. for hotel check-in. A mini-bus drove guests to the home of John and Marianne Littel for a reception and dinner.

On Thursday, the Board reconvened at 8:30 a.m. Those present were:

Mari Carmen Aponte
Mirza Baig
Victor K. Branch
Warren W. Buck III
S. Douglas Bunch
Sue H. Gerdelman
James A. Hixon
Barbara L. Johnson
Anne Leigh Kerr

John E. Littel
William H. Payne II
Charles E. Poston
Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
Brian P. Woolfolk
Faculty Representative: Catherine A. Forestell
Student Representative: Kelsey J. Vita

Participating via telephone: H. Thomas Watkins III

Others present were:

Katherine A. Rowe
Debbie L. Sydow
Peggy Agouris
Virginia M. Ambler
Henry C. Broaddus
Michael J. Fox

W. Fanchon Glover
Samantha K. Huge
Samuel E. Jones
Jeremy P. Martin
Amy S. Sebring
Brian W. Whitson

Also in attendance were W&M Staff Liaison Joseph Wheelless IV and University Counsel Carrie S. Nee.

President Rowe took the opportunity to thank the Rector for the beautiful evening at his home and asked that he particularly thank his wife, Marianne, for the hospitality and welcome. A round of applause was offered by the attendees.

The Rector convened **Session V**, Diversity and Inclusion Initiatives. President Rowe and Chief Diversity Officer Chon Glover presented an overview that included taking stock of new initiatives since 2016 and allowed the Board to discuss and ask questions pertaining to updates and deliverables. They focused on a plan for moving forward with an institution-wide approach to D&I work. Both shared areas of priority focus: reorganization, faculty recruitment, campus climate, and diversifying the curriculum. During this robust discussion, there were several asks from the board to include: data on faculty recruitment and retention, a request for an external diversity audit to ascertain whether our current structure, resources, and direction is the best; and data on undergraduate student enrollment, and quantitative data on reasons why faculty chose not to accept our offers during the hiring process and information of why diverse faculty leave William & Mary. A general discussion ensued, ending at 9:30 a.m.

The Rector convened **Session VI**, and called on University Counsel Carrie Nee to discuss FOIA in the 21st century. Ms. Nee provided a general overview of the Freedom of Information Act as it relates to how the Board conducts its meetings. A discussion ensued, ending at 10:15 a.m.

Following a short break, and after thanking administrative staff and in particular Steve Tewksbury, the Rector convened **Session VII**, Presidential Evaluations. Noting that the Board would discuss issues related to personnel and performance, the Rector moved that the Board of Visitors of William & Mary convene in Closed Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Bunch and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 10:30 a.m.

The Board reconvened in open session at 12:50 p.m. The Rector reviewed the topics discussed in closed session for the benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Payne and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** will be appended in final minutes.)

The Rector advised that there were several action items, and asked for a motion to adopt **Resolution 1** to approve the salary and bonus for President Sydow. Motion was made by Ms. Johnson, seconded by Ms. Roday and approved by voice vote. (**Resolution 1** is appended.)

The Rector asked for a motion to adopt **Resolution 2**, Appointment of Board of Visitors' representatives to Real Estate Foundation Board. Motion was made by Mr. Payne, seconded by Mr. Hixon and approved by voice vote. Mr. Poston abstained. (**Resolution 2** is appended.)

The Rector asked for a motion to approve the terms discussed in Closed Session regarding President Rowe's salary and bonus. Motion was by Mr. Payne, seconded by Ms. Gerdelman and approved by voice vote.

The Rector asked for a motion to approve a one-time payment to President Rowe to hold harmless for tax consequences for a club membership. Motion was made by Mr. Payne, seconded by Ms. Gerdelman and approved by voice vote.

After a few announcements and there being no further business, the Rector adjourned the Retreat at 1:10 p.m.

Board of Visitors

July 24, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William & 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;

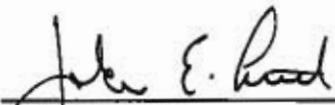
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Rector of the College

Board of Visitors

July 24, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William & 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;

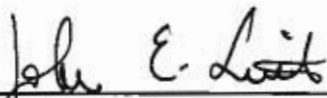
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Rector of the College

Board of Visitors

July 25, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William & 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;

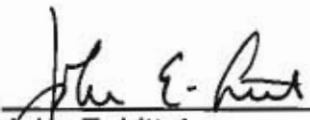
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



John E. Littel
Rector of the College

Board of Visitors

July 25, 2019

RESOLUTION 1

RESOLVED, That the Board of Visitors of The College of William & Mary in Virginia approves for the Fiscal Year 2019-2020 the salary of \$292,803 for President Debbie Sydow, and fully funds her bonus of \$50,000, in accordance with the terms of the Employment Contract, effective July 1, 2019.

Board of Visitors

July 25, 2019

RESOLUTION 2

The Real Estate Foundation (REF) Bylaws state that "...two (2) Directors shall be appointed by the Board of Visitors...". In 2016 Anita Poston was appointed to a three-year term, ending in 2019. In 2017 John Gerdelman was appointed to a three-year term, ending in 2020. John has recently stepped down from the REF Board.

THEREFORE, BE IT RESOLVED, That the Board of Visitors appoint the following individuals to represent the Board of Visitors on the Real Estate Foundation Board for the terms noted:

- Anita Poston for a three-year term beginning July 1, 2019
- Tom Frantz to complete the unexpired term of John Gerdelman (through June 30, 2020)

AGENDA ITEMS
Board of Visitors Meeting
William & Mary

September 25-27, 2019
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

- | | |
|----------------------|--|
| Resolution 1, tab #1 | Resolution to Approve 2020-2026 Capital Outlay Plan |
| Resolution 2, tab #2 | Resolution to Approve Unfunded Scholarships |
| Resolution 3, tab #3 | Resolution to Approve 2020-2026 Six-Year Plan |
| Resolution 4, tab #4 | Resolution to Approve FY21 Operating and Capital Budget Requests |
| Resolution 5, tab #5 | Resolution to Approve Revisions to the Discrimination, Harassment, Sexual Misconduct, & Retaliation Policy |
| Resolution 6, tab #6 | Resolution to Approve the College Workforce Planning and Development Report |
| Resolution 7, tab #7 | Appointments to Fill Vacancies in the Instructional Faculty |
| Resolution 8, tab #8 | Appointments to Fill Vacancies in the Professional Faculty |

WILLIAM & MARY

- | | |
|------------------------|---|
| Resolution 9, tab #9 | Appointments to Fill Vacancies in the Instructional Faculty |
| Resolution 10, tab #10 | Designated Professorships |
| Resolution 11, tab #11 | Faculty Leaves of Absence |
| Resolution 12, tab #12 | Award of Academic Tenure |
| Resolution 13, tab #13 | Resolution to Approve a Bachelor of Arts/Bachelor of Science Program in Health Sciences |

Board of Visitors
AGENDA ITEMS
September 25-27, 2019

Resolution 14, tab #14	Resolution to Approve Modification to 2020-2026 Six-Year Capital Plan
Resolution 15, tab #15	Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories
Resolution 16, tab #16	Resolution of the Board of Visitors of William & Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Improve Athletic Facilities
Resolution 17, tab #17	Resolution of the Board of Visitors of William & Mary Virginia College Building Authority Financing Authorization: Improve Athletic Facilities
Resolution 18, tab #18	Resolution to Approve University Workforce Planning and Development Report
Resolution 19, tab #19	William & Mary 2020-2026 Six-Year Plan
Resolution 20, tab #20	William & Mary 2020-2022 Operating Budget Requests
Resolution 21, tab #21	Revision to the Investment and Spending Policy for Endowment
Resolution 22, tab #22	Virginia Institute of Marine Science 2020-2026 Six-Year Plan
Resolution 23, tab #23	Virginia Institute of Marine Science 2020-2022 Operating Budget Requests
Resolution 24, tab #24	Revisions to the Bylaws of the Board of Visitors

RICHARD BLAND COLLEGE
RESOLUTIONS

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE
2020-2026 CAPITAL OUTLAY PLAN**

WHEREAS, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget (DPB), requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

WHEREAS, the College has developed its proposed six year plan for the biennia 2020-2026 based on the Governor's historical guidance regarding such; and

WHEREAS, the 2020-2026 Capital Plan was developed and informed by application of the 2014 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, replacement and highest and best use as determined, and was approved by the William & Mary Board of Visitors in February 2014; and

WHEREAS, biennium 2020-2022 will be the focus of potential action by the 2020 legislature, and thus reflects the priorities of the college as well as the success of initiatives that were funded by the 2018 General Assembly; and

WHEREAS, the college expects to make submittals on the 2020-2026 Capital Outlay Plan to the Department of Education, the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) through September of 2019; and

WHEREAS, in the course of that process, College staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President, the Board of Visitors approves the 2020-2026 Capital Outlay Plan as recommended; and

BE IT FURTHER RESOLVED, that the Board authorizes the President to take the actions necessary to fulfill Richard Bland College's response to the Governor and supporting agencies with respect to the 2020-2026 submittal.

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
GF	1a Academic Innovation Center/Library Expansion	\$15,680,186
	<p>Approved for detailed planning during FY 2018, the project provides an expanded concept of the library as a modern tool for fostering innovation in scholarship while also providing renewed space for study and collaboration. The Center for Teaching & Learning will provide a unique cultural center that inspires, supports, and contextualizes users' engagement with scholarship. A flexible, equipped space will inspire connected learning for a networked world through faculty development, student engagement, communities of practice, and technology-enhanced active learning. A renewed building filled with natural light, innovative media and displays of artwork and views of campus will engage imaginations and inspire conversation and reflection. This plan calls for approximately 10,000 sq. ft. of library resources, 7,000 sq. ft. of Information Technology Services and data center and 7,000 sq. ft. for Academic Innovation and training. A new elevator will be necessary to meet ADA requirements and to accommodate the change in space design.</p>	

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE UNFUNDED SCHOLARSHIPS**

WHEREAS, Richard Bland College ("College") utilizes unfunded scholarships to support students with financial need who might not otherwise be able to attend college for financial reasons; and

WHEREAS, unfunded scholarships support RBC's mission and its strategic plan by providing students *affordable access to an excellent education*, which is also an initiative of the Governor and the Commonwealth of Virginia; and

WHEREAS, Pursuant to § 23.1-612 of Code of Virginia (Virginia Code) unfunded scholarships are applied exclusively to the remission, in whole or in part, of tuition and mandatory fees; and

WHEREAS, an undergraduate Virginia student may receive an annual remission of an amount not to exceed the cost of tuition and mandatory fees. An undergraduate non-Virginia student may receive an annual remission not to exceed the amount of the out-of-state tuition differential required to be paid by the student for tuition and mandatory fees; and

WHEREAS, the governing board determines the number of unfunded scholarships annually awarded to undergraduate Virginia students and non-Virginia students, and the total value of all such scholarships annually awarded to undergraduate Virginia students shall not exceed the amount of the applicable sum of undergraduate tuition and mandatory fees multiplied by 20 percent of the enrollment of undergraduate Virginia students during the preceding academic year; and

WHEREAS, the total value of all such scholarships annually awarded to undergraduate non-Virginia students shall not exceed the amount of the applicable per capita out-of-state tuition differential paid by undergraduate non-Virginia students for tuition and mandatory fees multiplied by 20 percent of the enrollment of undergraduate non-Virginia students during the preceding academic year; and

WHEREAS, In FY20, the College has strictly adhered to the individual caps at \$8,100 for Virginia students and at \$13,710 for non-Virginia students. Based on the calculations described above, the total Virginia student amount cannot exceed \$1,283,040, and the total non-Virginia student amount cannot exceed \$211,134; and

WHEREAS, in April 2019, the College's FY20 approved budget included a total of \$656,699 in unfunded scholarships, which is part of the net tuition number. The College has designated \$445,566 and \$211,133, for unfunded scholarships for Virginia students and non-Virginia, respectively;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board approves the College's plan to award unfunded scholarships, in FY20, to Virginia and non-Virginia students not to exceed 140 and 18 total scholarships, respectively for Virginia and non-Virginia students, based on the amounts designated for these awards cited above; and

BE IT FURTHER RESOLVED, That the Board will annually, in April, review and determine unfunded scholarships as part of the normal budgeting process.

RICHARD BLAND COLLEGE

2020-2026 SIX-YEAR PLAN

WHEREAS, the mission of Richard Bland College is to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of the College of William & Mary, and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation; and

WHEREAS, the College's Six-Year Plan is rooted in its Strategic Plan, goals set forth in the Governor's priorities for the Commonwealth, the Higher Education Opportunity Act, the Growth4VA campaign and the SCHEV strategic plan; and

WHEREAS, it is important to the vitality of the Commonwealth and the diversity of its higher education system for the College to continue to provide a distinctive higher education option, while ensuring that this education remains accessible and affordable to the citizens of the Commonwealth; and

WHEREAS, the College has determined those expenditures necessary to support and enhance its instructional, research, student service, and administrative operations; prioritized those expenditures; and recommended funding through a combination of Commonwealth, College, and reallocated funds; and

WHEREAS, the College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities, aware that fulfilling the goals of the Plan will require a combination of tuition revenue, state support, and generated revenue;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves expenditures proposed in the College's Six-Year Plan and that the Six-Year Plan be prepared and submitted according to the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education.

**2020-2026 SIX-YEAR PLAN: NARRATIVE
INSTITUTION: RICHARD BLAND COLLEGE**

OVERVIEW:

The totality of the six-year plan should describe the institution's goals as they relate to goals of The Virginia Plan for Higher Education, the Higher Education Opportunity Act of 2011 (TJ21) and the Restructured Higher Education Financial and Administrative Operations Act of 2005. The instructions under institutional mission and alignment to state goals, below, ask for specific strategies around four priority areas. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. *Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.*

Section A. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals:

Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following areas: (1) access and enrollment, particularly for underrepresented students; (2) retention, completion and time to degree; (3) affordability and funding; and (4) workforce alignment and retention of graduates. Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets.

RESPONSE:

In April 2013, William & Mary's (W&M) Board of Visitors (BOV), in its oversight role for Richard Bland College (RBC), approved RBC-2019, a strategic plan with a primary goal of improving student outcomes by bolstering the quality and diversity of academic programs and services, the student profile, and personnel while, at the same time, stabilizing college finances and streamlining operations. As that plan reaches its end, RBC has largely transformed into a highly diverse, high-performing institution that is now actively engaged in a strategic planning process to map out its future in a higher education environment that is dynamic, both nationally and within the Commonwealth. RBC's strategic priorities over the coming cycle will include active consideration of a broad range of opportunities that support the educational needs of the Commonwealth and its citizens, while continuing to move the institution toward financial sustainability and safeguarding student affordability.

September 25-27, 2019

As RBC considers future opportunities, a key question that emerges is what is the role of a "two-year, residential, liberal arts transfer institution" within the Commonwealth's higher education system. RBC is currently that anomalous institution, neither a community college nor a comprehensive nor a branch campus. A working group of BOV members and the leadership of RBC and W&M is identifying and vetting business opportunities available to RBC that can generate sustainable revenue streams while continuing to provide highly customized, wrap-around support for under-served student groups to ensure their academic success. Any pathways pursued will incorporate the mission of RBC — primarily its focus on underserved, low income and first-generation Virginia students. Any future scenarios must be both viable and sustainable while addressing the higher education and business development objectives of the Commonwealth.

After the BOV approved RBC-2019, RBC began researching data-driven solutions to positively impact student success and retention. In January 2015, a model was identified that aligned with the newly stated Vision of RBC: Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education. In April 2015, with financial support from its Foundation, RBC entered into a partnership with IBM-Portal to launch the Exceptional Student Experience at Richard Bland College (ESE@RBC) in pursuit of the College's bold aspirational vision of 100% student success. The scope of the project was to build a predictive analytics tool that would identify at-risk students even before they began their coursework; to gather relevant data (e.g., academic performance, class attendance, and conduct) over the course of their enrollment to guide just-in-time interventions designed to keep students on track for success; and to customize support services for each individual RBC student.

The cultural, organizational and operational shift to a "one size fits one" model of student support and improved retention and graduation rates was the ultimate goal of RBC's Exceptional Student Experience program (ESE@RBC). To achieve these results, the College streamlined business processes and reallocated limited resources to ensure that students were receiving optimal, just-in-time support. The result is a highly personalized, student-centric, wrap-around support and advising model that gives each student a Learner Mentor who acts as their guide, coach and advocate. Learner Mentors utilize data to help keep students on track to graduation, resulting in improved engagement and retention. Richard Bland College's Mission is to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary, and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

The IBM-Portal relationship brought much more than data to improve student success. It also brought contacts with colleges in the United Kingdom where a similar student-centric model had already been deployed. In November 2015, RBC's President, Dr. Debbie Sydow, visited Brockenhurst College to learn about their innovative, award-winning student retention model. Connecting with Brockenhurst allowed RBC to reflect on its own process and infrastructure gaps, as well as needed investments to achieve significant results. This process identified the need for

organizational and staffing changes, intensive process mapping, and the development of an internal data warehouse that would allow for the connection of disparate data from a variety of systems, placing pertinent information about each student in the hands of RBC Learner Mentors, faculty, and support staff.

Beginning fall 2016, after construction of a preliminary data warehouse to bring a number of primary data points together, RBC deployed its own model for the prediction of propensity of incoming freshman to drop. The model demonstrated a reliability factor of approximately 73%. Work continues to provide Learner Mentors, faculty and support staff with one case-management system to view, utilize, and record student data and interventions. Resource limitations have delayed the availability of a comprehensive tool. However, bringing these resources in-house has made it possible for RBC to effectively streamline business processes and increase timeliness and accuracy of the data needed to improve student outcomes.

What started out as a pilot project to determine RBC's capacity to use a data-driven approach to support student retention and success has morphed into a fundamental culture shift. Originally many of the practices that RBC used for the basis of ESE@RBC were adapted from the four key principles found in the American Association of Community Colleges (AACC) Pathways Project: 1) map pathways to student end goals; 2) help students choose and enter a program pathway; 3) keep students on path; and 4) ensure that students are learning. Unfortunately, the limited resources mentioned earlier made it necessary to skip some primary elements of guided pathways to instead focus on specific projects that were immediately available for implementation and considered of the highest priority, namely centralized student support.

Strategy 1: Evolution of ESE to GPS@RBC

Supports Access and Enrollment; Retention, Completion and Time to Degree; and Workforce Alignment and Retention of Graduates

Research and data collection done in support of our current strategic planning cycle strongly suggests that RBC should evolve the ESE@RBC program into the fully implemented guided pathways framework that provides a clear student value proposition. This framework is composed of A) easy to navigate onboarding, B) clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway, C) fast track programs to get academically underprepared students into and through crucial English and math courses, D) high-touch, intensive student-centric support across the college, and E) tools for faculty, staff and students that provide useful information about assessment and progress. The design and implementation of this comprehensive program, Guided Pathways for Success at Richard Bland College (GPS@RBC), is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College.

This is a project that redesigns the entire college to improve the student experience for every student (and faculty and staff) from entry through graduation. The primary initiatives involve

reforms in advising and registration processes to help all students identify realistic and relevant goals as early as possible in their academic career. Well-defined and easy to follow program maps are developed to meticulously guide students in each program through the academic journey from beginning to end; the primary objective - to avoid as much time waste as possible.

There is also a strong focus on how students are supported, monitored and tracked throughout their courses of study college-wide. And finally, alignment with local and other high-need labor markets is a major principle, ensuring that value exists as students leave with a defined credential.

Thanks to the implementation of ESE@RBC, the College possesses a substantial foundation for the comprehensive adoption of this GPS@RBC. The small size and demonstrated nimbleness of RBC will allow the quick development of this new paradigm that combines the benefits of the Learner Mentor, one-stop culture with the research-proven effectiveness of the guided pathway tenants. Additionally, as described later, a separate work-curriculum integration component will tie the academic experience with key career-building skills, job/internship experience and beneficial career services.

Because the College has redefined the culture and processes over the last several years to be student-centric, the primary requirements to move forward with this adoption are 1) four (4) additional Learner Mentor (LM) positions to scale the current workload back from 242 students to 125 students per LM [\$326,500] and 2) a Student Success Program Manager [\$125,000] to effectively manage the entire GPS@RBC program and continuously monitor outcomes. The Program Manager will remove friction in the student success system and act as a supervisor to the Learner Mentor team and other student success staff. This crucial position ensures that the student value proposition is properly delivered and that all students are best positioned for success.

Requested funds for strategy: \$451,500 (year 1 and 2)

Strategy 2: Central Case Management and Predictive Analytics

Supports Retention, Completion and Time to Degree

In order for this program to work correctly, the College must implement a centralized case-management system that provides a 360-degree view of the student throughout their entire lifecycle with the College (\$290,000). It is crucially important that all faculty and staff who engage with and navigate students work optimally together as a team to provide a "one size fits one" student experience. The capability for each individual responsible for a student's success to see early warning indicators, apply requests for interventions, and, generally provide just-in-time support throughout a student's lifecycle is critical to the College's robust student success program.

For example, an incomplete or invalid FAFSA could be a red flag for a student who was about to enter their second year. Leaving this data with a small, overworked Financial Aid office has no intrinsic value; however, placing that small piece of information in a place where the student's

Learner Mentor or an engaged faculty member can act on it might likely be the difference between the student's successful completion and attrition due to a seemingly insurmountable barrier to completion.

Furthermore, the College must move beyond the prototype predictive model for risk that was originally developed and establish more robust models that provide relevant insight based on real-time activity (\$150,000). Current tools that the College has used to supplement this function have not been adequate because most do not integrate well and are missing valuable information. Research of data points that can successfully predict risk to retention and/or graduation needs to be conducted. Models are then created and integrated into current and future systems so that more accurate warnings are available and interventions can take place quickly.

Requested funds for strategy: \$440,000 (year 1 and 2)

Strategy 3: Online and Dual Enrollment GPS Support

Supports Access and Enrollment; Retention, Completion and Time to Degree

The number of high school students taking dual enrollment courses at the College has grown dramatically in recent years. In the last 15 years, RBC dual enrollment has grown from representing 10.9% of the college's total headcount and 3.4% of the college's total FTE in 2004 to 59.7% and 33.1%, respectively in 2018.

Dual enrollment partnership programs should include a wide range of ability levels and different types of students, not just those who are academically advanced. Students most likely to benefit from dual enrollment include males, students from low-income families, and lower-achieving and racial or ethnic minority students. This demographic typically requires additional guidance and support to successfully navigate the college culture and landscape and to make the best long-term decisions related to career pathways.

GPS@RBC is a perfect fit for this audience, and introducing the establishment of guided pathways and student success services into the high school experience will provide benefits related to retention and reduced-time-to-degree by ensuring that students are actively guided throughout their educational journey, no matter where it begins.

Furthermore, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) has made it clear in their policy on dual enrollment that student services available to on campus students must be provided to those students participating in dual enrollment courses in the high schools. This alone requires expansion of the GPS@RBC program to include RBC's large dual enrollment population.

Establishment of these services to support the dual enrollment population will automatically make them available for a non-traditional student population that primarily engages with higher education online. Restarting, or beginning, your educational journey online can be a confusing

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and lonely process. For students who are looking to improve their economic situation through a post-secondary degree or a change/advance in career, GPS@RBC would make a substantial impact in ensuring success.

The effective launch of GPS@RBC in this space will require a dedicated Learner Mentor as well as a program coordinator (\$143,000). Additional technology licensing will also be needed for expansion (\$82,000).

Requested funds for strategy: \$225,000 (year 1 and 2)

Strategy 4: Development of a Work-Curriculum Integration Component to GPS@RBC

Supports Affordability and Funding, Workforce Alignment and Graduation/Retention

As noted above, part of the College's strategic planning process considered a broad range of opportunities that would support the educational needs of the Commonwealth in a financially feasible way. Preliminary research indicates that given its size, location and student demographics, RBC may be an ideal candidate for transition to a Work College model. Obviously, the journey to that objective is filled with a number of challenges that have the potential to be insurmountable; however, the conceptual goal of providing students in the Commonwealth with this type of work-learning experience is both viable and valuable, particularly for RBC's demographics.

The work college model is student-centered and designed to enhance and enrich the educational experience through structured engagement in work. Research confirms that this model builds character, work ethic, leadership and competence in critical thinking and time management skills, which are qualities that employers indicate they seek most. RBC intends to implement a pilot program that integrates work, either on campus or with community partners, with a curriculum that provides learning outcomes in key skill areas. Career counseling, job search and other crucial support services for learners looking to enter, or re-enter, the workforce will be provided as another major objective of the program.

Initiation of the pilot will require a resource (\$102,000) to direct the program and focus on community partnership development as well as seed money for curriculum development and management (\$33,500). Additionally, RBC is asking for funding (\$150,000) to supplement institutional work study so that the pilot work-curriculum integration component will provide not only valuable skills and opportunities for students, but lower educational costs as well. This idea, of course, is at the heart of what most work colleges do as they build a work-integrated culture.

Requested funds for strategy: \$135,500 (year 1 and 2)

Added Financial Aid funds for Institutional Work-Curriculum Integration: \$150,000 (year 1 and 2)

Section B. Tuition and Fees Predictability Plans: Provide information about the assumptions used to develop tuition and fee charges shown in PART 1. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors. Include information, if applicable, on tuition increase plans for program- and level-specific charges or on any other alternative tuition and fee arrangement.

RESPONSE:

Given the additional funds allocated by the General Assembly in the FY 20 budget, and the current political environment, annual tuition is not expected to increase more than 3%-5% for each year of the next biennium. This is, of course, dependent on the level of state funding received for key initiatives and maintenance of current services at the level of quality necessary for sustainability. This represents approximately \$8 per credit hour at 3% and approximately \$10 per credit hour at 5%. Furthermore, RBC intends to revisit the distribution of student charges between tuition and mandatory fees to more appropriately align between E&G and Auxiliary uses.

Section C. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE:

Compliance and institutional improvement continue to be a priority for Richard Bland College. As a smaller, Tier 1 institution, RBC is under an intense level of scrutiny by oversight agencies and auditors. This places substantial pressure on monetary and human resources at the College.

W&M Internal Audit and the Commonwealth's Auditor of Public Accounts have identified issues related to separation of duties and change management in both Information and Technology Services (ITS) and Human Resources (HR). These weaknesses are a direct result of too few resources with specific skill sets, which limits the team's ability to spread workload and responsibility, particularly in ITS given the restrictive NIST/VITA standards.

Two (2) resources in ITS (\$258,000), two (2) resources in HR (\$130,600) and one (1) resource in the Financial Aid office (\$74,800) have been identified as crucial to mitigating risk within the College. Additionally, a Compliance Manager (\$125,000) is requested to oversee the maintenance of the RBC policy manual, ongoing compliance training for personnel, management of SACSCOC standards and principles, Title IX operations and other compliance-related matters. Centralization of these key processes is essential for compliance effectiveness as all of these tasks are currently spread across multiple, disparate and over-burdened functional units.

The need for additional or expanded systems for personnel management, financial reporting improvements and security monitoring (\$120,000) are also key in order to ensure compliance with the required standards. With the College currently on warning with SACSCOC for non-compliance with Standard 13.1 (Financial Resources), implementation of these systems is paramount and mandatory.

Requested funds for compliance: \$708,400 (year 1 and 2)

Section D. Programs and Instructional Sites:

Provide information on any new academic programs, including credentials and certificates, or new instructional sites, supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE:

The College has recently filed substantive change proposals with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to add several off-campus instructional sites. Approvals of these changes by SACSCOC are pending at this time. The sites are: Isle of Wight Academy, Prince George High School, Roanoke Catholic School, and Tidewater Academy (all offering 25%-49% of credits toward degree), as well as Rock Ridge High School (offering 50%+ of credits toward degree). The College has no plans to close any off-campus instructional sites at this time.

The College continues to be responsive to market demands in higher education by continuously evaluating its academic program offerings and, importantly, continuously updating and establishing new agreements with four-year college and university partners to provide students pathways to high demand credentials. Currently under investigation is the opportunity to add flexibility to existing associate degrees by expanding areas of specialization and certificate programming in disciplines specifically related to workforce development. Additionally, preliminary research is underway to identify methods, either via partnerships or legislative change, to offer specific baccalaureate degrees or additional certificates that align with Commonwealth workforce needs, including computer science education, hospitality management, ecotourism, environmental science and STEM-h related disciplines— particularly those focusing on health careers.

Section E. Financial Aid:

TJ21 requires "plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans." Virginia's definitions of low-income and middle-income under TJ21 are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE:

The College provides financial help to students who are challenged to cover the rising cost of education. This financial aid comes in the form of institutional, state, endowment and federal funding to help low and middle-income families afford college. RBC utilizes unfunded scholarships (e.g., Statesmen Scholars) to assist more students with bridging the gap.

RBC awards financial aid based on the U.S. Department of Education Federal Methodology (FM) formula in calculating a student's Expected Family Contribution (EFC). The EFC determines a student's eligibility for financial aid. The FM formula is used in all of RBC's financial aid packages, including institutional, state, and federal funding. This formula takes into consideration the student's household size, number in college, Adjusted Gross Income, etc., to determine the amount of financial aid to award.

Awarding criteria focus on the neediest of students who are awarded the highest overall financial aid offer. This financial aid offer generally includes state, institutional and federal dollars.

RBC's definition of middle-income and low-income within the financial aid plan is as follows:

- A. Low Income Students in 2019-20 (In-State): Definition = Expected Family Contribution (EFC) of \$0 - \$5,486 (Pell Grant eligible students)
- B. Middle Income Students in 2019-20 (In-State): Definition = Expected Family Contribution (EFC) of \$5,487 - \$16,000

For 2019-2020, the EFC cut-off for awarding Virginia Student Financial Assistance Program (VSFAP) and college grants and waivers to on-time, in-state, financial aid filers is \$16,000. The College's goal for the future is to continue awarding student financial aid at this trajectory to further increase enrollment and improve retention rates. In order to achieve this, the College is asking for an additional \$500,000 to add incremental awards to further decrease the cost of education for our high-need student population.

Section F. Capital Outlay: Provide information on your institution's top two Education and General Programs capital outlay projects, including new construction as well as renovations, that might be proposed over the Six-Year Plan period that could have a significant impact on

strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated.

RESPONSE:

Academic Innovation Center: The Academic Innovation Center expands and transforms the current building that houses the library into a modern tool for fostering educational innovation; provides a combination of new and renewed space, totaling 23,478 ft², for study and collaboration; and serves as a unique cultural center that inspires, supports, and contextualizes student learning. This flexible, high tech space will facilitate connected learning for a networked world through faculty development, student engagement, communities of practice, and technology-enhanced active learning. The Academic Innovation Center provides the engine and the physical hub for the implementation of GPS@RBC and the long-term success of students.

Requested amount: \$14,200,000

Section G. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

It is the intent of Richard Bland College to pursue Tier 2 status to relieve the institution of the burden of resources necessary to comply with restrictions in Information Technology and Procurement functions that come with the designation of Tier 1.

Section H. Performance Pilots (optional):

For this topic, any institution that wishes to include a Performance Pilot and provided notification by April 1 to relevant parties, should select one or more of the strategies presented in the institution's Academic and Financial plan (PART 3) and General Fund Request (PART 4) that constitute(s) "one innovative proposal" as defined in subsection F of § 23.1-306. Describe the proposal, the proposed performance measures and the requested authority or support from the Commonwealth.

RESPONSE:

No response provided for Section H.

Section I. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

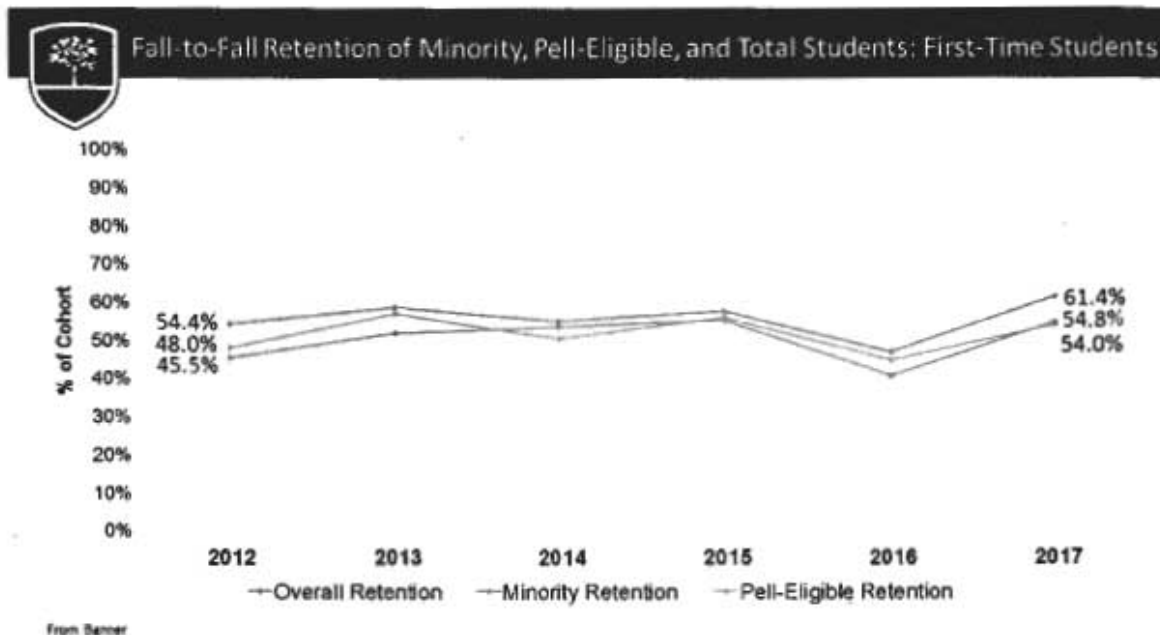
RESPONSE:

Exceptional Student Experience (ESE@RBC) Program Drives Retention and College Readiness

Since 2012, the College has increased its 3-year average retention rate for first-time degree-seeking students. The three-year average Fall-to-Fall retention rate increased from 52.0% to 55.5% (ending with the 2015 cohort), and the three-year average Fall-to-Spring retention increased from 78.0% to 86.1%. The percentage of students on probation or suspension has also decreased, from 19% in Fall 2012 to 11% in Spring 2018.

An original intent of predictive data acquired from student applications was early intervention in the summer months, but excessively lean management of the ESE process and changes to the orientation program led to the intervention becoming more reactive than proactive. Also, due to rolling admissions with multiple student orientations and placement testing running through August, the task of being proactive is complicated. Despite this, the use of predictive analytics, LMs and intervention strategies has had dramatic effects on retention. Fall-to-fall retention rates (first time students, graduates excluded) jumped from 46.8% in 2016-17 to 61.4% in 2017-18.

Retention of minority and Pell-eligible students has improved over 2012 levels, as shown in the figure below.



At RBC, over a third of students are the first in their family to go to college, which means they may need additional support to transition from high school to the college culture. To address the challenges that accompany transitioning from high school to college, RBC Faculty created the college's First Year Experience (ESE 101) course, which is required of new-to-college freshman.

ESE 101 courses are taught by a variety of faculty members from many different disciplines. Faculty all teach the same skills, but they do so within the framework of a course topic that aligns with their field of expertise. The diversity of topics appeals to individual student interests, and students have the flexibility to select a course topic that is of interest to them.

ESE 101 focuses on five general topics/skill sets, with the following learning outcomes:

- **Communication:** Students will demonstrate competency in oral, written, and interpersonal communication, and will engage in effective conflict resolution strategies.
- **Curiosity:** Students will effectively use critical thinking in problem solving, reasoning, analysis, interpretation, and synthesizing information.
- **Wellness:** Students will demonstrate growth in the area of self-management using skills necessary to lead emotionally, physically, and fiscally healthy lives.
- **Literacy:** Students will develop information, communication, media, and internet literacy as members of a global community.
- **Leadership:** Students will acquire leadership skills necessary to engage effectively in contemporary life with a sense of teamwork, collaboration, and cooperation within and beyond the classroom

In Fall 2016, 92% of students rated the ESE 101 course as "excellent," and students assessed their top course gains as:

- Having opportunities for leadership
- Making connections with other students
- Reflection and learning that challenged their current thinking
- Review of diverse course materials
- Instructor feedback and assistance which enabled learning

In the Fall 2017 ESE 101 Pre-Test, students self-assessed their strengths as:

- Having a GPA goal
- Having a transfer school in mind
- Knowing their strengths and weaknesses
- Knowing where to go on campus to find the help they need

In the Fall 2017 ESE 101 Post-Test, students self-assessed their strengths as:

- Actively participate in class
- Have effective study skills
- Able to develop timelines for projects
- Written Communication
- Developing personal relationships with instructors
- Oral Communication
- Having full knowledge of the college's Honor Code

Promise Scholars

The Promise Scholars program, a joint initiative between Richard Bland College and The College of William & Mary, is designed to reduce financial barriers for high-ability, Virginia residents who are PELL eligible. This innovative program is designed to ease transfer from RBC to W&M for high-ability, Virginia residents who are eligible for a Pell Grant. The Promise Scholars Program provides W&M First Year Experience courses at RBC, scholarship funds, guaranteed housing, peer-to-peer support, and mentorship to eligible students who have committed to transferring to W&M. One W&M faculty member travels to RBC's campus to teach one general education course each semester of the sophomore year, giving students the opportunity to experience W&M while at RBC.

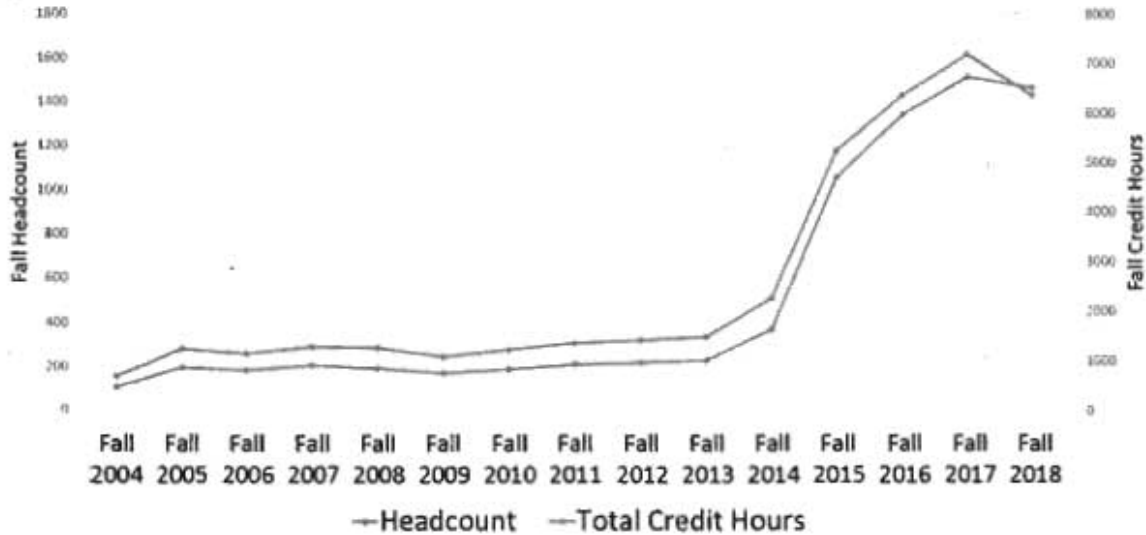
RBC recruits incoming freshmen to be provisionally accepted as Promise Scholars candidates. A select 15 rising sophomores who have achieved academic excellence and proven their commitment to leadership and public service become Promise Scholars each year. The first freshmen and sophomore Promise Scholars cohorts were selected in Fall 2018.

The RBC Foundation established The Promise Scholarship, which provides financial assistance as part of the wrap-around support necessary to ensure that students are successful at RBC and after transferring to W&M. A \$1 million dollar donation was secured to create an endowment to fund Promise scholarships at RBC. This endowment will be used for scholarships for the Promise Scholars program in perpetuity.

Increased Dual Enrollment Presence Across the Commonwealth

The figure below shows the tremendous increase in RBC's dual enrollment program since the implementation of RBC-19. Increases in course offerings to local dual enrollment partners, combined with establishing a dual enrollment presence in areas at a greater distance from the college (including high schools in Northern Virginia), were primarily responsible for the success of this initiative.

Dual Enrollment Fall Headcount and Credit Hours



Focus on Degrees Earned and Student Transfer

Although the College is primarily a transfer institution, all courses offered by RBC are designed to be university-parallel, and all courses fit into the general education plan for the college's four-year transfer partners. The college now maintains 35+ transfer agreements with other colleges and universities. Since the start of RBC-19, ten of these agreements are new, including five guaranteed admission agreements, two new program-to-program transfer agreement, two art transfer agreements, one new memorandum of understanding, and two honors program transfer agreements.

Creating a Culture of Academic Assessment

In 2014, Richard Bland College submitted its five-year interim report to its accreditation agency, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The College was notified in early 2015 of the Commission's request to submit a referral report to address deficiencies noted by the Commission. The College was placed on monitoring in 2016 for the standard relating to assessment of student learning outcomes. Subsequently, RBC submitted two monitoring reports: one in 2016 and one in 2017.

The 2017 monitoring report contained strong evidence of the College's commitment to and compliance with the requirements of the standard. Following the Commission's review of the 2017 monitoring report, RBC was released from monitoring in December 2017, reflecting the Commission's confidence that RBC identifies and assesses learning outcomes, provides

evidence of seeking improvement, and even provides evidence of improvements that have been realized. The 2019 decennial review affirmed compliance with all student learning outcomes standards established by SACSCOC.

Section J. Economic Development Annual Report (Due October 1):

Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. If applicable, the information should include:

1. University-led or public-private partnerships in real estate and/or community redevelopment.
2. State industries to which the institution's research efforts have direct relevance.
3. High-impact programs designed to meet the needs of local families, community partners, and businesses.
4. Business management/consulting assistance.

RESPONSE:

Economic Impact

Richard Bland College of William & Mary is located in the Petersburg community, and more than 90% of its student body resides in the tri-cities region. The city of Petersburg has one of the highest unemployment rates, the lowest health ranking, and one of the poorest performing school systems in the Commonwealth. All (100%) Petersburg students qualify for the free lunch program. The City has been financially unstable and deep in debt for more than a decade. The median household income is approximately \$33,000. The largest industries are health care and social assistance. With Petersburg as the center city for the region, bordering localities (excluding Chesterfield County) are experiencing economic depression.

Richard Bland College is an important economic driver for the region. A Weldon Cooper Center report estimates the following RBC expenditures in FY17:

- Employment Effect – 255 positions;
- \$14M State GDP & \$1M State Revenues, and
- Human Capital Improvements Value - \$7M GDP and \$1M State Tax Revenue.

Richard Bland College's total economic contribution equals \$21 million in GDP and State Tax revenues.

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE FY21 OPERATING AND CAPITAL BUDGET
REQUESTS**

In anticipation of the 2020 General Assembly session and consistent with guidance from the Governor's Office on the administration's priorities, for the upcoming 2019-2021 Appropriation Act, Richard Bland College (RBC) will seek funding support for three priorities during the upcoming session. These priorities are outlined below.

PRIORITY 1: GUIDED PATHWAYS FOR SUCCESS AT RICHARD BLAND COLLEGE (GPS@RBC)

Proposed Request:	<u>FY21</u> \$1,252,000 GF	<u>FY22</u> \$1,252,000 GF
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Supports Access and Enrollment; Retention, Completion and Time to Degree; and Workforce Alignment and Retention of Graduates

In 2015, Richard Bland College launched a pilot program, ESE@RBC (Exceptional Student Experience), in support of the College's aspirational goal of 100% student success. As a means of addressing the needs of its largely first generation and socio-economically disadvantaged student body, ESE@RBC utilizes predictive analytics tools to improve student retention and on-time completion of degrees. Each student is assigned a Learner Mentor who uses real-time information to keep students on track, providing a one size fits one solution for each student's personal success. The pilot program has yielded positive results. Retention is up by 14.6% since 2016 (fall to fall, first time student, graduates, excluded).

Research strongly suggests that the ESE@RBC pilot program should evolve into a fully implemented guided pathways framework that provides a clear and compelling student value proposition. This framework is comprised of 1) easy to navigate onboarding, 2) clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway, 3) fast track programs to get academically underprepared students into and through crucial English and math courses, 4) high-touch, intensive student-centric support across the College, and 5) tools for faculty, staff and students that provide useful information about assessment and progress. The design and implementation of this comprehensive program, Guided Pathways for Success at Richard Bland College (GPS@RBC), is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College that will continue to advance 100% student success as a primary goal.

The new paradigm combines the benefits of the Learner Mentor, one size fits one culture with the research-proven effectiveness of the guided pathway tenants. Additionally, a work-curriculum integration component will integrate the academic experience with key career-building skills, job/internship experience and beneficial career services.

Four (4) Additional Learner Mentors

Reduce case load to approximately 125 students per Learner Mentor.

FY21: \$326,500 / FY22: \$326,500 \$ 653,000

Student Success Program Manager

Provides leadership and direction to GPS@RBC, including supervising Learner Mentors and student success staff. This crucial position ensures the student value proposition is properly provided and that all students have an exceptional experience.

FY21: \$125,000 / FY22: \$125,000 \$ 250,000

Case Management System

Complete implementation of central case management system that provides real-time activity and 360-degree view of student throughout lifecycle. This includes integration, development, and licensing costs.

FY21: \$290,000 / FY22: \$290,000 \$ 580,000

Predictive Modeling Technology

Research and development necessary to expand the use of predictive modeling as an early warning system as students progress through their defined pathway.

FY21: \$150,000 / FY22: \$150,000 \$ 300,000

Online/Dual Enrollment Support

Coordinator (1) and dedicated Learner Mentor (1)

FY21: \$150,000 / FY22: \$150,000 \$ 300,000

Online/Dual Enrollment Integration

Licensing costs required to bring students onto existing platforms.

FY21: \$75,000 / FY22: \$75,000 \$ 150,000

Work-Curriculum Integration Pilot Program Director

Integrate work-curriculum component into the student experience with focus on business/industry partnership development.

FY21: \$135,500 / FY22: \$135,500 \$ 271,000

PRIORITY 2: FINANCIAL AID

Proposed Request:	<u>FY21</u>	<u>FY22</u>
	\$650,000 GF	\$650,000 GF

Richard Bland College is located in the Petersburg community, an economically depressed region whose ongoing challenges are well documented. The College serves a large number of at-risk, low income and first-generation Virginia students, many of whom cannot attend and complete a college credential without strong financial support.

Financial Aid Support

500 students at \$1,000 each per year

FY21: \$500,000 / FY22: \$500,000 \$ 1,000,000

Institutional Work Study

Institution-based work study to pilot work-service-learning programming supporting 55 students

FY21: \$150,000 / FY22: \$150,000 \$ 300,000

PRIORITY 3: COMPLIANCE

Proposed Request:	<u>FY21</u>	<u>FY22</u>
	\$708,400 GF	\$708,400 GF

Richard Bland College must respond to recurring APA (Auditor of Public Accounts) findings of non-compliance as well as the recent SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) finding of non-compliance with Standard 13.1 related to financial resources by bolstering its administrative infrastructure (technology solutions and adequate RBC staffing) to minimize risk to the College and the Commonwealth.

Two (2) ITS Resources Staff Members

Internal audits and APA identified issues related to separation of duties and change management. These are a direct result of too few resources with specific skill sets limiting the team's ability to distribute workload and responsibility given NIST/VITA standards.

FY21: \$258,000 / FY22: \$258,000 \$ 516,000

Two (2) HR Resources Staff Members

Resources needed for compliance in employee recruitment/onboarding and training.

FY21: \$130,600 / FY22: \$130,600 \$ 261,200

One (1) Financial Aid Staff Member

Resources needed for compliance management.

FY21: \$74,800 / FY22: \$74,800 \$ 149,600

Technical Systems

Additional and/or expanded for Personal Management, Financial Reporting and Security Monitoring are needed to ensure compliance with required standards. With Richard Bland College currently on warning with SACSCOC, implementation of these systems is critical.

FY21: \$120,000 / FY22: \$120,000 \$ 240,000

Compliance Manager

Oversees maintenance of policy manual, ongoing compliance training for personnel, SACSCOC standards, Title IX training and other compliance-related matters.

FY21: \$125,000 / FY22: \$125,000 \$ 250,000

***All costs for staff positions includes salary + benefits**

**TOTAL INCREASE REQUESTED FOR GENERAL OPERATING FUNDS FOR
FY21/FY22:**

\$ 5,220,800

Richard Bland College requests approval by the Board of Visitors to pursue these funding priorities as part of the College's 2020 legislative strategy.

WHEREAS the Board of Visitors recognizes the Commonwealth's interest in growing the number of citizens with higher education credentials; and

WHEREAS the College has demonstrated the effectiveness of its unique retention program that utilizes predictive analytics and personalized support; and

WHEREAS the Board of Visitors recognizes the importance of preparing students, particularly in the Petersburg area, for academic and career success through higher education;

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President of Richard Bland College, the Board of Visitors of the College of William & Mary in Virginia approves the administration's proposed 2020 legislative budget priorities.

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE REVISIONS TO THE DISCRIMINATION, HARRASSMENT,
SEXUAL MISCONDUCT, AND RETALIATION POLICY**

WHEREAS, at its November 20, 2015 meeting, the Board of Visitors approved *Resolution 1, Adoption of Changes to Richard Bland College Policy Manual*, and charged the President of Richard Bland College with the responsibility to recommend to the Board revisions that should warrant Board review and approval; and

WHEREAS, pursuant to Chapter 737 of the 2015 Acts of Assembly of the Commonwealth of Virginia, each public institution of higher education shall certify to the State Council of Higher Education for Virginia (SCHEV) that it has reviewed its sexual violence policy and updated it as appropriate; and

WHEREAS, Richard Bland College's Title IX policy, titled "Discrimination, Harassment, Sexual Misconduct, and Retaliation," ("Policy") has been updated following review within the context of all applicable federal and state laws, regulations, and guidance, as required for the SCHEV Institutional Compliance Certification;

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President, the Board of Visitors approves and adopts said revisions to Richard Bland College's Discrimination, Harassment, Sexual Misconduct, and Retaliation Policy.

**Policy Name: Discrimination, Harassment, Sexual Misconduct, and Retaliation
Responsibility for Maintenance: Title IX Coordinator**

I. Policy Statement

Richard Bland College is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law.

Such an environment is necessary to a healthy learning, working, and living atmosphere because discrimination and harassment undermine human dignity and the positive connection among everyone on campus. In pursuit of this goal, any question of impermissible discrimination on these bases will be addressed with efficiency and energy and in accordance with this policy and the related document "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation," which is incorporated herein in its entirety, providing specific details of this policy.

This policy and the related policy document (i.e. "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation") also address complaints or reports of retaliation against those who have opposed practices prohibited by these policies, have filed complaints or reports under these policies, or have testified or otherwise participated in enforcement of these policies.

RBC does not discriminate in admission, employment, or any other activity on the basis of race, color, religion, sex, national origin, age, disability, genetic information, sexual orientation, veteran status, political affiliation, or any other status protected by law. RBC does not discriminate on the basis of sex in education programs and activities, as required by Title IX.

RBC, an Equal Opportunity Employer, is fully committed to access and opportunity for all persons.

II. Reason for Policy

The purpose of this policy is to establish clearly and unequivocally that Richard Bland College prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision.

This policy helps RBC comply with federal and state laws, including Title IX of the

Education Amendments of 1972, which prohibits discrimination on the basis of sex (including sexual violence) in education programs or activities. It also helps RBC comply with the Civil Rights Act of 1964, which prohibits discrimination based on race, color, religion, sex, or national origin and with the Violence Against Women Reauthorization Act of 2013 (VAWA), which amended the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (The Clery Act) and requires institutions to prohibit dating violence, domestic violence, sexual assault, and stalking. RBC also is committed to complying with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the Higher Education Opportunity ACT (HEOA) relating to military and veterans issues.

III. Applicability of the Policy

This policy applies to on-campus conduct involving students, employees, faculty and staff, visitors to campus (including, but not limited to, students participating in camp programs, non-degree seeking students, exchange students, and other students taking courses or participating in programs at Richard Bland College), and contractors working on-campus who are not Richard Bland College employees, and to students, visiting students, employees, faculty and staff participating in Richard Bland College-sponsored activities off campus. This policy also is applicable to any conduct that occurs off campus that has continuing effects that create a hostile environment on campus.

This Policy is effective September 27, 2019. This policy supersedes any and all previously adopted policies or procedures for the handling of discrimination, harassment, sexual misconduct, and retaliation.

All allegations of discrimination, harassment, retaliation, or failures to comply with any of the laws indicated above or other applicable federal or state laws, regulations, or policies relating thereto that are reported to RBC on or after September 27, 2019 are governed by this policy. Previously reported allegations of violations will be addressed following the procedures applicable at the time the report was made

Allegations of violations of this policy should be reported to the Title IX Coordinator's office as stated herein.

IV. Related Documents

Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation

V. Contacts

Office	Title	Telephone Number	Email
Office of the Title IX Coordinator	Title IX Coordinator	Title IX – (804) 862-6100 ext. 8603 or (804) 712-7141	titleix@rbc.edu

VI. Definitions

The definitions found in the "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation" document are incorporated as part of this policy.

VII. Procedures

Allegations of on-campus or off-campus violations of this policy should be reported to the Title IX Coordinator, as detailed in the related document "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation." Issues involving employee alleged violations of the Americans with Disabilities Act, Title VII of the Civil Rights Act, Age Discrimination in Employment Act, the Uniformed Services Employment and Reemployment Rights Act, or other non-Title IX issues shall first be investigated by the Director of Human Resources or his/her designee and resolved at that level if a mutually satisfactory solution can be reached. Any non-Title IX issues that cannot be resolved shall be forwarded to the Title IX Coordinator for further review and possible appeal pursuant to the Discrimination, Harassment, Sexual Misconduct, and Retaliation Policy. **All Title IX issues, including sexual misconduct of any nature and sex discrimination, should be reported directly to the Title IX Coordinator, and the procedures established in the "Policy Details Regarding Title IX, Discrimination, Harassment, Sexual Misconduct, and Retaliation" document shall apply.**

Policy History
Approved November 20, 2015
Updated January 11, 2017
Updated August 1, 2019
Revised September 27, 2019

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE THE COLLEGE WORKFORCE PLANNING AND
DEVELOPMENT REPORT**

WHEREAS, at its September 27, 2018 meeting, the Board of Visitors approved *Resolution 4, The College Succession Plan*; and

WHEREAS, Code of Virginia §2.2-1209 directs public institutions of higher education to prepare workforce planning, development, and succession plans for presentation to their boards of visitors and to share copies with the Commonwealth Department of Human Resource Management; ("DHRM"); and

WHEREAS, DHRM developed a succession plan template in 2018 and substantially updated that template in 2019 to focus on data gathering, key personnel and executive positions; and

WHEREAS, some translation is required to comply with a template and process that is primarily focused on state agencies instead of institutions of higher education. Nonetheless, the planning exercise underpinning the report is useful in prompting the institution to evaluate key positions and aspects of operations that warrant forethought and succession planning considerations; and

WHEREAS, the report provides a dashboard of information that is useful for institutional workforce planning with key findings as follows:

- Nine (9) of RBC's total employees are executives; 22% are eligible to retire in five (5) years.
- Approximately 2% of employees are eligible for retirement and a total of 2% within 5 years. Of these retirements, none of the positions are identified as critical positions.
- RBC's institutional turnover rate is 4%. The average time to fill vacant positions is fewer days than the statewide average.
- Two percent of employees report being veterans. There are no disparate impact indicators related to minority employees.
- An average percentage of employees participated in training activities last year, both on and off campus.
- The planning process has helped to identify a number of activities worthy of further review. A comprehensive salary study is currently underway to evaluate the College's competitiveness; career paths will be more clearly articulated; technology use and process improvements will be pursued along with other HR-related activities to enhance the employee work experience.

WHEREAS, the College's Office of Human Resources is working with key leadership to identify factors that may have an impact on talent requirements and operational continuity and is responding appropriately, now

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William & Mary approves the submission of the College's 2019 workforce planning and development report to DHRM, with a copy to the Secretary of Education; and

BE IT FURTHER RESOLVED, That the Board of Visitors requests periodic updates to the College's workforce development and planning process.

**RICHARD BLAND COLLEGE
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY**

Vacancies in the Instructional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the appointment of the following individuals to fill these positions:

KAITLIN M. BJORKMAN, Assistant Professor of Mathematics, effective August 10, 2019:

Ph.D., Mathematics Education, Joint Doctoral Program, San Diego State University
and University of California, San Diego, 2019

M.S., Mathematics, Virginia Commonwealth University, 2013

B.S., Mathematics, George Fox University, 2011

B.S., Cognitive Science, George Fox University, 2011

San Diego State University Research Foundation:

Research Assistant, 2015-2019

University of California, San Diego:

Teaching Assistant, 2014-2018

Moravian Academy:

Upper School Mathematics Teacher, 2013-2014

National American University:

Mathematics Instructor, 2013

Virginia Commonwealth University:

Instructor/Teaching Assistant, 2011-2013

ASHLEY D. FULLER, Assistant Professor of Mathematics, effective August 10, 2019:

M.S., Pure Mathematics, Virginia Commonwealth University, 2008

B.S., Mathematics and Chemistry, Summa Cum Laude, Bridgewater College, 2001

Jefferson Community College:

Technical Specialist, Accommodative Services and Accessibility Office, 2019

Adjunct Mathematics Instructor, 2018-2019

A Fuller Understanding:

Private Tutor, Mathematics, Physics, Chemistry, 2015-present

University of Phoenix:

Online Mathematics Instructor, 2008-2017

ASHLEY D. FULLER (continued):

John Tyler Community College:
Adjunct Mathematics Instructor, 2007-2013
Virginia Commonwealth University:
Graduate Teaching Assistant, 2006-2008
Chesterfield County Public Schools:
Mathematics and Chemistry Teacher, 2002-2006

KATIE S. HEFFERNAN, Assistant Professor of Biology, effective August 10, 2019:

Ph.D., Biology, Northern Illinois University, 2019
M.S., Biological Sciences, specialization in Human Anatomical Sciences, Northern Illinois University, 2011
B.S., Biology, University of Wisconsin-Parkside, 2009

Northern Illinois University:
Instructor of Anatomy/Lab Coordinator, 2011-2019
Cadaver Lab Anatomy Instructor, 2011-2014
Graduate Study Ph.D. Dissertation, Madagascar, 2013-2019
Lead Instructor, Cadaver Based Anatomy Short Course, 2012-2019
Graduate Assistant, Human Anatomy and Physiology, 2009-2011
Assistant for Cadaver Based Anatomy Short Course, 2010-2011
Graduate Study Master's Research Project, 2010-2011

**RICHARD BLAND COLLEGE
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY**

Vacancies in the Professional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the appointment of the following individuals to fill these positions:

CASSANDRA STANDBERRY, Director of Human Resources, effective July 10, 2019:

A.A., Business, University of Phoenix

Department of Professional and Occupational Regulation:

Assistant Human Resources Director, 2018-2019

Department of Juvenile Justice:

HR Business Consultant, 2018

HR Supervisor, Bon Air, 2011-2018

HR Supervisor, Culpepper, 2008-2011

HR Analyst I/Recruiter, 2006-2008

HR Analyst I/Acting Recruiter, 2005-2006

HR Assistant, 2001-2006

Department of Treasury:

Program Support Technician, 1999-2001

LASCHRECSE AIRD, Chief of Staff, effective July 10, 2019:

B.A., Mass Communications/Public Relations, Virginia State University

Richard Bland College of William & Mary:

Assistant Director of Development, 2017-2019

Executive Assistant to the President, 2016-2017

Special Assistant to the President, Student Life, 2015-2016

Assistant to the President, 2012-2015

Virginia House of Delegates:

Delegate, 63rd District, 2016-present

Chief of Staff for Delegate Rosalyn Dance, 2008-2012

Legislative Intern for Delegate Dance, 2006-2007

Petersburg City Public Schools:

Public Information Officer (internship), 2008

**WILLIAM & MARY
RESOLUTIONS**

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of William & Mary have resulted because of resignations, terminations or the approval of additional positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the appointment of the following individuals to fill these positions effective with the dates listed below.

ALICIA P. ANDRZEJEWSKI, Assistant Professor of English, effective August 10, 2019

B.A., Mars Hill University, 2010
M.A., Appalachian State University, 2012
Ph.D., The City University of New York, 2019

OSCAR CHAPARRO, Assistant Professor of Computer Science, effective August 10, 2019

B.Eng. (2010) and M.Eng. (2012) Universidad Nacional de Colombia, Bogotá, Columbia
Ph.D., University of Texas at Dallas, 2019

RACHEL CHUNG, Associate Clinical Professor at the Raymond A. Mason School of Business, effective August 10, 2019

B.S., National Taiwan University, Taipei, Taiwan, 1995
M.S. (2001), Ph.D. (2002, 2009), University of Pittsburgh

Chatham University
Associate Professor, 2018-2019
Director of Business Programs, 2013-2017

Carlow University
Assistant Professor, 2008-2013
MBA Acting Director, 2013
MBA Co-Director, 2012
MBA Coordinator, 2009-2012
Executive MBA Coordinator, 2008-2009

Vietnam National University
Visiting Scholar, 2018

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

REBECCA D. FARBER, Assistant Professor of Sociology, effective
August 10, 2019

B.A., Bryn Mawr College, 2010
Ph.D., Boston University, 2019

TIANRAN HU, Assistant Professor of Computer Science, effective August
10, 2019

B.E., Sichuan University, Chengdu, China, 2010
M.Sc, Hong Kong University of Science and Technology, Hong Kong,
China, 2011
Ph.D., University of Rochester, 2019

PRADEEP KUMAR, Assistant Professor of Computer Science, effective
August 10, 2019

B.Tech., Indian Institute of Technology, Dhanbad, India, 2007
Ph.D., The George Washington University, 2014

The George Washington University
Research Assistant, 2016-2019
Teaching Assistant, 2014-2016

PIERO MAZZINI, Assistant Professor of Marine Science, effective
February 10, 2020

B.S., University of Vale do Itajai, Brazil, 2006
M.S., University of Sao Paulo, Brazil, 2009
Ph.D., Oregon State University, 2014

San Francisco State University
Assistant Professor, 2017-2019

Rutgers, The State University of New Jersey
Postdoctoral Researcher, 2015-2017

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

KATIE LOPRESTI, Assistant Clinical Professor, effective August 10, 2019

B.S., University of Puget Sound, 2008
M.S. (2009) and Ph.D. (2013), Purdue University

William & Mary
Lecturer, 2015-2019
Visiting Assistant Professor, 2013-2015

NICOLE MILLETTE, Assistant Professor of Marine Science, effective
February 10, 2020

B.S., University of Rhode Island, 2011
Ph.D., University of Maryland Center of Environmental Sciences, 2016

Woods Hole Oceanographic Institution
Postdoctoral Fellow, 2018-2019

Mississippi State University
Postdoctoral Researcher, 2016-2018

CHRISTOPHER J. MONAHAN, Assistant Professor of Physics, effective
August 10, 2019

M.Phys., University of Edinburgh, Edinburgh, Scotland, 2007
Ph.D., University of Cambridge, Cambridge, United Kingdom, 2012

University of Washington
Postdoctoral Research Associate, 2017-2019

Rutgers, The State University of New Jersey
Postdoctoral Associate, 2015-2017

University of Utah
Postdoctoral Research Associate, 2014-2015

William & Mary
Postdoctoral Research Associate, 2011-2014

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

EMILY G. MOSCHINI, Assistant Professor of Economics, effective
August 10, 2019

B.A., University of Chicago, 2010
M.A., Collegio Carlo Alberto, Torino, Italy, 2012
Ph.D., University of Minnesota, 2019

CHRISTOPHER J. PATRICK, Assistant Professor of Marine Science,
effective January 10, 2020

B.S., University of Maryland, College Park, 2006
Ph.D., University of Notre Dame, 2012

Texas A&M University
Assistant Professor, 2016-2019

American Association for the Advancement of Science
Fellow, 2014-2015

Smithsonian Environmental Research Center
Research Associate, 2014-2019
Ecologist, 2011- 2014

NOELLE ST. GERMAIN-SEHR, Clinical Assistant Professor
and Counseling Clinical Experience Director, effective May 25, 2019

B.M., Loyola University New Orleans, 1991
M.Ed., University of New Orleans, 1993
Ph.D., St. Mary's University, 2003

Argosy University Online
Adjunct Instructor, 2019
Associate Professor and Director of Clinical Training, 2016-2018
Assistant Professor and Director of Clinical Training, 2010-2016

Texas Woman's University
Assistant Professor, 2007-2010

University of Texas at San Antonio
Adjunct Professor, 2005-2006

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

NOELLE ST. GERMAIN-SEHR, cont'd

St. Mary's University
Adjunct Professor, 2002-2005

MEAGHAN L. STIMAN, Assistant Professor of Sociology, effective August
10, 2019

B.A., Stonehill College, 2010
Ph.D., Boston University, 2017

William & Mary
Visiting Assistant Professor, 2017-2019

WILLIAM & MARY
DESIGNATED PROFESSORSHIPS

The following members of the Instructional Faculty of William & Mary have been recommended for designated professorships.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves designated professorships for the following members of the Faculty, effective with the 2019-20 academic year:

AARON-ANDREW P. BRUHL, Rita Anne Rollins Professor of Law

EVAN J. CRIDDLE, Ernest W. Goodrich Professor of Law

ADAM M. GERSHOWITZ, R. Hugh and Nolie Haynes Professor of Law

MICHAEL BRENNAN HARRIS, Class of 1955 Term Distinguished Associate Professor of Kinesiology & Health Sciences

ELIZABETH LOSH, Gale and Steve Kohlhagen Term Distinguished Associate Professor of English & American Studies

DARIAN M. IBRAHIM, Tazewell Taylor Professor of Law

WILLIAM & MARY
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or with partial pay for the reasons given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves these leaves of absence:

CALVIN HUI, Associate Professor of Chinese Studies, to accept an ACLS Fellowship during the 2019-20 academic year.

SIMON MIDDLETON, Associate Professor of History, to accept a fellowship with the National Humanities Center during the 2019-20 academic year.

RONALD B. SCHECHTER, Professor of History to accept a John Simon Guggenheim Fellowship during the 2019-20 academic year.

PETER M. VISHTON, Associate Professor of Psychological Sciences, to accept an intergovernmental appointment at the National Science Foundation for the 2019-20 academic year.

WILLIAM & MARY
AWARD OF ACADEMIC TENURE

The following member of the Instructional Faculty at William & Mary has been recommended for the award of academic tenure by the appropriate departmental committee and chair, the appropriate dean, and by the President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the following member of the Faculty be awarded academic tenure, effective with the beginning of the 2019-20 academic year:

Peggy Agouris, Professor of Computer Science

**WILLIAM & MARY
RESOLUTION TO APPROVE A BACHELOR OF ARTS/BACHELOR OF SCIENCE
PROGRAM IN HEALTH SCIENCES**

WHEREAS, the William & Mary Faculty of Arts & Sciences proposes to offer an undergraduate program that will confer a Bachelor of Arts (B.A.) and Bachelor of Science (B.S.) Degree in Health Sciences starting in August 2020, and

WHEREAS, this undergraduate program has been developed by faculty members in the Department of Kinesiology & Health Sciences and is supported by the Arts & Sciences senior administration, and

WHEREAS, the proposal has received approval from the Arts & Sciences Educational Policy Committee in April 2019 and the Faculty of Arts & Sciences in May 2019, and

WHEREAS, the demand for employees with skills and knowledge in areas related to human health is growing and this program will prepare students to pursue multiple career options in allied health, medicine, public health, and general areas of health science, and offer students credentials that are highly desirable to employers, and

WHEREAS, this program will utilize the core competencies of existing faculty members in Kinesiology & Health Sciences who have the expertise to teach and shepherd this program successfully,

THEREFORE, BE IT RESOLVED, That upon recommendation of the President and the Provost, the Board of Visitors approves the creation of a Bachelor of Arts/Bachelor of Science in Health Sciences degree program, which will be taught and administered by the Faculty of Arts & Sciences.

BE IT FURTHER RESOLVED, That the university will create this new program in compliance with all requirements of the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

**RESOLUTION OF THE BOARD OF VISITORS
OF WILLIAM & MARY
TO APPROVE MODIFICATION TO
2020-2026 SIX-YEAR CAPITAL PLAN**

WHEREAS, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget (DPB), requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

WHEREAS, the Board of Visitors approved the 2020-2026 Six-Year Capital Plan during the April 2019 meeting; and

WHEREAS, after that meeting, estimates were obtained for the repair and replacement of approximately 100 windows at Earl Gregg Swem Library due to the fact that the windows are failing and allowing damaging moisture to infiltrate the building; and

WHEREAS, the estimated cost of the project classified it as a project for inclusion in the 2020-2026 Six-Year Capital Plan;

THEREFORE, BE IT RESOLVED, to modify as passed, Resolution 32(R) and Resolution 44 to include the Replace: Swem Windows project and establish it as priority number five, renumbering the subsequent priorities as appropriate; and

BE IT FURTHER RESOLVED, That the Board of Visitors authorizes the Senior Vice President for Finance and Administration to continue to take the actions necessary to fulfill the university's response to the Governor and supporting agencies with respect to the 2020-2026 Six-Year Capital Plan submittal.

**WILLIAM & MARY
2020-2026 CAPITAL PLAN MODIFICATION**

2020-2022 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
5	Replace: Swem Windows Repair and replacement of approximately 100 windows at Earl Gregg Swem Library. The seals at the windows are old, failing, and allowing moisture to infiltrate the building, causing damage to the interior walls and flooring of the building as well as to the windows themselves.	\$ 3,300,000 GF

**RESOLUTION OF THE BOARD OF VISITORS OF
WILLIAM & MARY
DECLARING THE INTENTION TO REIMBURSE
THE COST OF CERTAIN EXPENDITURES: RENOVATE DORMITORIES**

WHEREAS, WILLIAM & MARY (the "Institution") has undertaken the construction of its RENOVATE DORMITORIES, 204-18100 (the "Project"); and

WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. **The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**
2. **The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 11,000,000 for this authorization (plus \$16,000,000 authorized in 2014 and \$13,637,000 authorized in 2017).**
3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: _____

Sue H. Gerdelman
Secretary of the Board of Visitors
William & Mary

**RESOLUTION OF THE BOARD OF VISITORS OF
WILLIAM & MARY
DECLARING THE INTENTION TO REIMBURSE THE COST OF
CERTAIN EXPENDITURES: IMPROVE ATHLETIC FACILITIES**

WHEREAS, WILLIAM & MARY (the "Institution") has undertaken the construction of its IMPROVE ATHLETIC FACILITIES, 204-18220 (the "Project"); and

WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. **The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**

2. **The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 5,000,000.**

3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: _____

Sue H. Gerdelman
Secretary of the Board of Visitors
William & Mary

**RESOLUTION OF THE BOARD OF VISITORS OF
WILLIAM & MARY
VIRGINIA COLLEGE BUILDING AUTHORITY FINANCING AUTHORIZATION:
IMPROVE ATHLETIC FACILITIES**

WHEREAS, pursuant to and in furtherance of Chapter 12, Title 23.1 of the Code of Virginia of 1950, as amended (the "Act"), the Virginia College Building Authority (the "Authority") developed a program (the "Program") to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia ("Participating Institutions" and each a "Participating Institution") to finance or refinance projects of capital improvement ("Capital Projects" and each a "Capital Project") included in a bill passed by a majority of each house of the General Assembly of Virginia (the "General Assembly");

WHEREAS, under the Program the Authority from time to time issues its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) ("Pooled Bonds") to finance the purchase or refunding of debt instruments issued by Participating Institutions to finance or refinance Capital Projects;

WHEREAS, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 1208, Title 23.1 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

WHEREAS, the Board of Visitors (the "Board") of William & Mary (the "Institution") from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the "Note") to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the "Loan Agreement"), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the General Assembly: the Improve Athletic Facilities (Project Code 204-18220) (collectively, the "Project"); and

WHEREAS the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement,

September 25-27, 2019

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the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

Section 1. The Project is hereby designated to be undertaken and financed or refinanced by the Authority and, accordingly, the *President, Senior Vice President for Finance & Administration, and Vice President for Finance & Technology* (the "Authorized Officers") are each hereby delegated and invested with full power and authority to approve the forms of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), and any pledge to the payment of the Note and any amendment thereto of total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and nongeneral fund appropriations and other revenues not required by law or previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the Loan Agreement, subject to the provisions of Section 3 hereof.

Section 2. Subject to the provisions of Section 3 hereof, the Authorized Officers are each hereby delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Institution, (a) the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), with approval of such documents in accordance with Section 1 hereof evidenced conclusively by the execution and delivery of the respective document, and (b) any other documents, instruments or certificates as may be deemed necessary or desirable to finance or refinance costs of the Project through and participate in the Program, and to further carry out the purposes and intent of this resolution. The Authorized Officers are authorized and directed to take such steps and deliver such certificates in connection with delivery of the Note, and any amendment thereto, as may be required under any existing obligations, including bond resolutions relating to any outstanding general revenue pledge bonds, and to notify Virginia Department of Treasury representatives serving as Authority staff at least 60 days in advance of a pledge of any amounts pledged to the payment of the Note in accordance with Section 1 hereof to, or as security for, the payment of any other Institution obligations issued or entered into after the date hereof for so long as the Note and any amendments thereto remain outstanding.

Section 3. The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original

September 25-27, 2019

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issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed \$5,000,000 as the same may be so increased; (c) the aggregate interest rate payable (i) under a tax-exempt Note shall not exceed a "true" or "Canadian" interest cost more than 50 basis points higher than the interest rate for "AA" rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index for tax-exempt yields, as of the date that the interest rates are determined, taking into account any original issue discount or premium and (ii) under a taxable Note shall not exceed a "true" or "Canadian" interest cost more than 50 basis points higher than the interest rate for "AA" rated securities with comparable maturities, as reported by MMD or another comparable service or index for taxable yields, as of the date that the interest rates are determined; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

Section 4. The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23.1-1211 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

Section 5. The Board agrees that if the Authority determines the Institution as a Participating Institution shall be subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission with respect to any Pooled Bonds, (a) an Authorized Officer shall, and is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and (b) the Institution will comply with the provisions and disclosure obligations contained therein.

Section 6. The Board designates the Senior Vice President for Finance & Administration to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any loan agreement between the Institution as a Participating Institution and the Authority, including the Loan Agreement and any amendments thereto, related to maintaining tax-exempt status for federal income tax purposes of interest on any Pooled Bonds, including without limitation monitoring the use of any portion of all Capital Projects for the Institution financed or refinanced with such Pooled Bonds and compliance with any applicable federal income tax remedial action requirements in connection with certain changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

Section 7. This resolution shall take effect immediately upon its adoption.

Adopted: _____, 2019

Sue H. Gerdelman

**SECRETARY OF THE BOARD OF VISITORS
OF WILLIAM & MARY**

**WILLIAM & MARY
RESOLUTION TO APPROVE
UNIVERSITY WORKFORCE PLANNING AND DEVELOPMENT REPORT**

WHEREAS, Code of Virginia §2.2-1209 directs public institutions of higher education to prepare workforce planning, development, and succession plans for presentation to their boards of visitors and to share copies with the Commonwealth Department of Human Resource Management; ("DHRM"); and

WHEREAS, DHRM developed a succession plan template in 2018 and substantially updated that template in 2019 to focus on data gathering, key personnel and executive positions; and

WHEREAS, some translation is required to comply with a template and process that is primarily focused on state agencies instead of institutions of higher education. Nonetheless, the planning exercise underpinning the report is useful in prompting the institution to evaluate key positions and aspects of operations that warrant forethought and succession planning considerations; and

WHEREAS, the report provides a dashboard of information that is useful for institutional workforce planning with key findings as follows:

- Approximately 10% of employees are eligible for retirement and a total of 29% within 5 years. However only 1% of this total is in identified critical positions.
- While the institutional turnover rate is 12% it masks the fact that intentional one-year appointments inflate the average. The average time to fill vacant positions is higher than the statewide average, though this pattern is more reflective of the differences in how higher education works compared to state agencies than any other factor.
- Two percent of employees report being veterans. There are no disparate impact indicators related to minority employees.
- A very high percentage of employees participated in training activities last year, both on and off campus.
- The planning process has helped to identify a number of activities worthy of further review. A salary study will be conducted to evaluate our competitiveness, career paths will be more clearly articulated, technology use and process improvements will be pursued along with other human resources related activities to enhance the employee work experience.

WHEREAS, the university's Office of Human Resources is working with key leadership to identify factors that may have an impact on talent requirements and operational continuity and is responding appropriately, now

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the submission of the university's 2019 workforce planning and development report to DHRM with a copy to the Secretary of Education; and

BE IT FURTHER RESOLVED, That the Board of Visitors requests periodic updates to the university's workforce development and planning process.

WILLIAM & MARY**2020-2026 SIX-YEAR PLAN**

The Commonwealth of Virginia requires public colleges and universities to submit a draft six-year financial plan on July 1 of each odd numbered year with an emphasis on planned revenue, expenditures, and enrollments for the upcoming biennium. Once submitted, the draft plan is reviewed by key executive and legislative officials and their staffs including:

1. Secretary of Finance
2. Secretary of Education
3. Director, Department of Planning and Budget
4. Director, Senate Finance Committee Staff
5. Director, House Appropriations Committee
6. Executive Director, State Council of Higher Education for Virginia (SCHEV)

The group is referred to as the "Op Six".

Each institution then presented its draft plan to the Op Six in late summer, so the group has an opportunity to ask questions, seek clarifications and provide feedback prior to final submission of the plan by October 1.

William & Mary submitted its draft Six-Year Plan to SCHEV on June 28, 2019 focusing on the 2020-22 biennium. The university's initial submission included a summary of its Tech Talent Pipeline proposal, which was submitted through a separate process in May. SCHEV requested that the university resubmit the draft Six-Year Plan to exclude the Tech Talent proposal, since it is being evaluated through a separate process. The revised draft plan, submitted July 11, 2019, included the following assumptions for FY21 and FY22:

- Incremental in-state enrollment growth tied to the pipeline of Virginia high school graduates while providing flexibility in out-of-state enrollments.
- Reducing, over time, the anticipated cost increases for in-state undergraduate students by modifying the existing tuition guarantee to limit year over year tuition increases to no more than 3% annually.
- Incremental support for in-state undergraduate, need-based aid to continue W&M's commitment to ensuring accessibility for Virginia low- and middle-income students.
- Merit-based increases in faculty and staff salaries to remain competitive regionally and nationally.
- Incremental funding for strategic initiatives including: increased graduate student stipends, expansion of the Studio for Teaching and Learning, new student internship opportunities, the launch of a professional master's degree program in computer science, investments in information technology, and enhanced programs to support entrepreneurship in the region.

The plan also includes requests for additional state general fund support in the 2020-2022 biennium to:

- continue expansion of the university's new data science major,
- provide matching funds for the expansion of student internships,
- launch a faculty industry-partners fellowship program (described below), and
- provide for the state share of the operation and maintenance (O&M) costs of new facilities coming online during the 2020-2022 biennium.

Since the submission of that draft plan in July, the Board has continued to discuss how best to align its operational and financial models as the university looks to develop its next strategic plan. In addition, based on additional conversations with members of the Op Six on the state's interest in performance pilots authorized in Chapter 795, 2019 Acts of Assembly, the final Six-Year Plan proposed herein includes two additional requests:

- **Expedited Academic Program Approval Process.** As W&M looks to expand its summer semester offerings, the university seeks the ability to develop academic programs that provide students with customizable offerings that may differ from the standard 15-week semester course. W&M is seeking flexibility from the state to be able to develop these new programs to meet workforce needs through an expedited SCHEV program review.
- **State Support to Develop a Performance Pilot for Faculty Industry-Partner Fellows.** W&M seeks to develop a program that will embed five faculty the first year and up to 10 in subsequent years in industries throughout the Commonwealth. Through a faculty fellows program, the university will work with industry partners to provide faculty with "real world" experiences that they can bring back to the classroom to enhance student learning. Partner industries will benefit from having in-house faculty expertise in areas of strategic importance to the company.

Before submission, the final plan must be approved by the Board of Visitors.

WHEREAS William & Mary's Six-Year Plan is rooted in the university's long tradition of providing an exceptional liberal arts and sciences education;

WHEREAS William & Mary's Six-Year Plan aligns with the Commonwealth's goals of ensuring affordable and predictable educational opportunities for its citizens, meeting the state's workforce needs, developing an informed citizenry, and fostering innovation and entrepreneurial activity;

WHEREAS, the Six-Year Year plan outlines the academic and financial plan to support the university's goals as it meets the Commonwealth's objectives;

THEREFORE, BE IT RESOLVED that upon recommendation of the President, the Board of Visitors approves William & Mary's 2020-2026 Six-Year Plan with revisions as described herein in accordance with the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education for Virginia.

WILLIAM & MARY 2020-2026 SIX-YEAR PLAN: NARRATIVE**OCTOBER 1, 2019****Section A. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals**

In her first year as the 28th president of William & Mary (W&M), Dr. Katherine A. Rowe embarked on "Thinking Forward" – a community-wide listening tour engaging students, faculty, staff, and alumni. President Rowe asked the W&M community to reflect on the future in three domains: 1) The Future of Knowledge, 2) The Future of Work, and 3) The Future of Service. (Detailed feedback from those sessions can be found at <https://www.wm.edu/about/administration/president/reflections/moving-forward-together.php>).

With the information gleaned from "Thinking Forward," W&M launched a strategic planning process in August 2019. The new strategic plan will be targeted in scope. Rather than a document that addresses all aspects of the university, the plan will focus on transformative change that will be essential for W&M to thrive in an increasingly complex and rapidly changing environment. The yearlong process will focus on:

- 1) Revisiting, reaffirming, or revising the university's mission and vision statements (<https://www.wm.edu/about/administration/provost/about/mission/> <https://www.wm.edu/about/administration/strategicplanning/vision/>) and adopting a values statement;
- 2) Conducting an environmental scan to develop a shared understanding of the university's challenges and opportunities; and
- 3) Developing strategies to address the most significant opportunities for the university in the coming decade.

Among the goals for developing the upcoming strategic plan, W&M will seek to:

- Advance a whole-institution mindset that leverages its distinctive assets as a liberal arts institution and its track record of excellence to address key business and social issues with creativity,
- Embrace and expand on its history of innovation by encouraging entrepreneurship and disciplined experimentation, and
- Position the university for long-term financial sustainability that is consistent with both its academic mission and its commitment to access and affordability.

The plan will build on the success of W&M's current strategic plan in a manner that honors its core values and maintains its mission as a leading public university.

Recent accomplishments that have supported key statewide goals contained in the Virginia Plan and the Virginia Higher Education Opportunity Act of 2011 (TJ21) include:

Providing Low- and Middle-Income Virginians with Affordable Access

- On a net-price basis, W&M is the fourth most affordable public, four-year option in the Commonwealth for Virginia' families at all income levels. (See Section E for additional detail.)
- In collaboration with Richard Bland College (RBC), W&M has created the Promise Scholars program, which provides funding and targeted resources to a cohort of RBC honors students who are Pell-eligible and are committed to transferring to W&M to complete their bachelors' degrees. (See Section I for additional detail.)

Strengthening Academic Programs to Ensure Graduates are Prepared for Work and Life

- With the completion of the 2018-19 academic year, W&M has fully implemented its core general education requirements for all undergraduate students. The College Curriculum (COLL) integrates the study of substantive knowledge with inquiry-based, experiential learning that requires students to apply new knowledge actively through individual research projects conducted under faculty supervision. (See Section I for additional detail.)
- W&M has strengthened its curriculum while maintaining among the highest graduation rates in the Commonwealth compared to other Virginia public, four-year institutions. Based on recent SCHEV data, 85% of first-time W&M freshmen graduate within four-years and over 90% graduate within six years compared to an average four-year graduation rate of 55% and six-year graduation rate of 72% across Virginia public institutions. <http://research.schev.edu//gradrates/cohortgradratesB.asp>
- Similarly, W&M's retention rate for first time, full-time students is at 95%, second only to the University of Virginia. http://research.schev.edu//retention/ftf_retention.asp.
- A recent survey of 2018 W&M graduates confirms that the work its students are doing during their time at W&M is translating effectively into the workforce.
 - Capturing data on 72% of its 2018 graduates, over 75% of those receiving a bachelor's degree between August 2017 and May 2018 are working across 49 different industries – with the military/government and nonprofit sectors reported most often.
 - Another 17% are pursuing graduate school with over half choosing to pursue an advanced degree within the Commonwealth or DC metro area.
 - Only 8% of the respondents are either still seeking employment or focused on other opportunities.

Engaging Adult Learners and Veterans

- W&M has also had significant success in engaging adult learners and veterans through a targeted expansion of online programs including:
 - Master of Business Administration,
 - Master of Science in Business Analytics,

- Certificate in Military and Veterans Health, Policy and Advocacy offered through the School of Law – its first online program, and
- A new master's in counseling for veterans and their families offered through the School of Education. (See additional detail under Sections D and I below.)

Enhancing Economic Prosperity through Change and Innovation

- W&M is establishing an entrepreneurship hub central to the campus by renovating more than 4,400 square feet at Tribe Square, a building owned by the William & Mary Real Estate Foundation. This new space will more than triple the size of the space currently devoted to an entrepreneurship center for students and faculty. Approximately \$500,000 has been committed to the renovation, mostly in private funds from an anonymous donor. This prominent location and expanded programming will draw a larger and broader cross-section of the student body and make entrepreneurial thinking an even greater focus and strength for W&M.
- Additionally, James City County, the City of Williamsburg, and York County will be entering into a management agreement with W&M to pay the university to operate Launchpad, an incubator for local startups in a space adjacent to the new entrepreneurship hub at Tribe Square. This co-location of the regional business incubator and the university's entrepreneurship hub will create new opportunities for faculty and students to work directly with local entrepreneurs and to spur economic growth in the region. Shared space will be available for use by tenants of the Launchpad, and joint programming for resident entrepreneurs and student entrepreneurs will enhance the experiences of both.
- In the 2018-2019 academic year, W&M convened regular meetings of the entrepreneurship directors from W&M, VCU, and ODU in order to identify new ways to develop a more robust entrepreneurship ecosystem spanning the I-64 corridor from Richmond to Virginia Beach. At the midpoint between two metropolitan service areas, W&M intends to work with other universities in the region to strategically expand, coordinate, and connect the opportunities offered by each in the domain of entrepreneurship. A regional showcase is being planned for Spring 2020 at W&M, in partnership with the entrepreneurship centers of VCU and ODU, to feature the best entrepreneurial ideas identified through pitch competitions and other events on all three campuses throughout the fall.
- Already the host for meetings of the Richmond-Hampton Roads Collaborative, W&M will play an even bigger role in regional collaboration for entrepreneurship over the next six years. (See a recent article on the Collaborative and W&M's role: https://pilotonline.com/inside-business/news/economic-development/article_b92028ac-7cfd-11e9-b9d9-c73054c5d414.html)

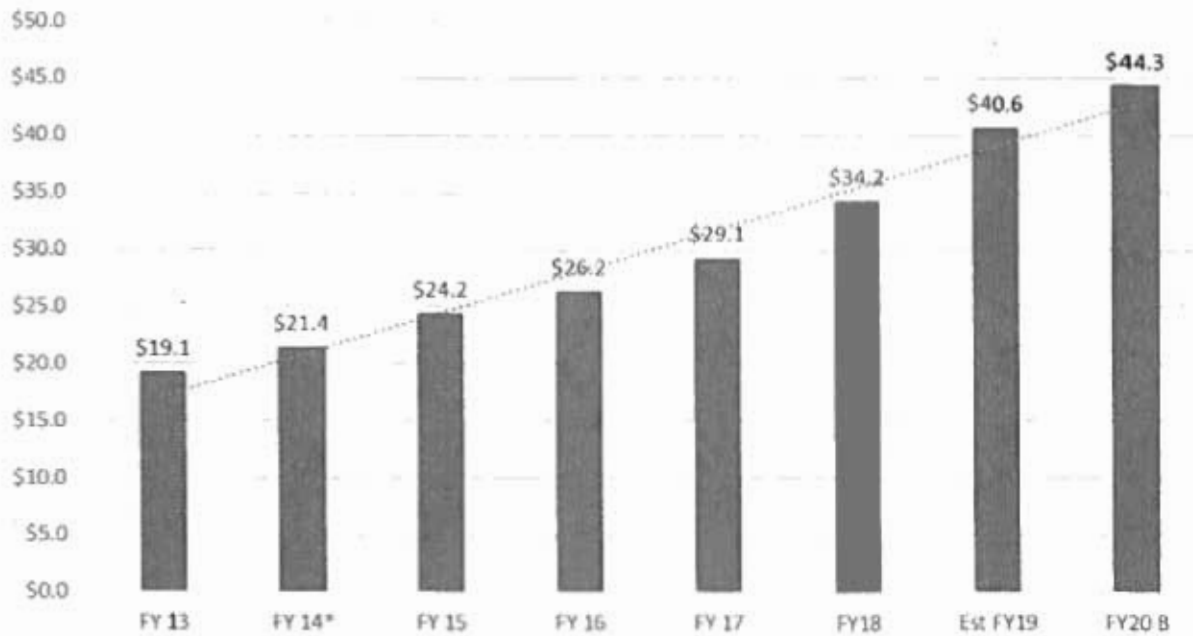
Section B. Tuition and Fees Predictability Plans

Since 2013, tuition predictability has been a key component of the William & Mary Promise (the Promise). Approved by the Board of Visitors on April 19, 2013, the Promise had multiple goals, including improving predictability in tuition through a four-year tuition guarantee for Virginia students and increasing affordability by increasing the university's investment in need-based financial aid and reducing assumptions about student use of loans.

Intended to support both low- and middle-income families, the definition of "middle income" used in the Promise encompasses more than 70% of Virginia households and reflects the recommendation of the Higher Education Advisory Committee established under TJ21.

The positive impact for students has been substantial. Since the Promise was adopted in 2013, W&M has been among the most affordable institutions in the Commonwealth on a "net price" basis, particularly for students from families with incomes below \$110,000. The institution's commitment to need-based undergraduate financial aid has been a cornerstone of W&M's financial plan over the last six years. Since FY13, the university's undergraduate financial aid budget has increased over \$25 million from \$19.1 million in FY13 to \$44.3 million in FY20 as shown below, with virtually all of the increase going to in-state students. Approximately \$16 million of the new funding has come from incremental tuition revenue with the remainder coming primarily from private philanthropy.

Undergraduate Financial Aid Has More than Doubled Since Inception of the Promise (\$ in Millions)



* W&M first implemented the Promise in FY14.

Recognizing the importance of ensuring that W&M remains an affordable option for low- and middle-income students, the university has spent the last 24 months modeling the potential impact of the university's current tuition model on student cost over time. With a four-year tuition guarantee under the Promise, the annual increase for the incoming class has ranged from 4.4% to 20.2% between FY14 and FY19, averaging 12.5% during that time period. Based on W&M's current market, the university believes the increase going forward will need to average 6.5% for each incoming class, which is equivalent to roughly an annual 1.6% over a four-year time period. At 6.5%, however, W&M's tuition would increase by over 45% in seven years: from \$17,434 for the incoming class in FY20 to \$25,439 for the incoming class in FY26. We believe this approach is untenable both for Virginia families and for the institution.

Seeking to reduce such increases while maintaining predictability, W&M has explored two options that are reflected in its Tuition and Fee Predictability Plan.

1. **Modified Tuition Guarantee.** As an alternative to the Promise and in the absence of state funding to maintain tuition at current levels, W&M is considering adopting a new tuition model for in-state undergraduate students beginning with the incoming class in FY21. Under this plan, W&M would cap annual tuition increases at 3.0%. Assuming a 3% year-over-year increase, tuition for the incoming class in FY26 would be set at \$20,817 – almost \$5,000 below the projected rate if we were to continue the Promise as described above.
2. **Continuation of State Funding for Tuition Moderation.** The Governor and General Assembly provided W&M with \$1.45 million from the general fund (GF) in base E&G funding which enabled W&M to maintain tuition at FY19 levels for all incoming undergraduate Virginia students. Going forward, W&M can hold tuition flat for Virginia undergraduates if additional state support is provided in the university's base budget to offset incremental tuition revenue that has historically been needed to:
 - a. keep salaries at market,
 - b. provide merit-based increases for high performing faculty and staff,
 - c. cover anticipated increases in health insurance premiums, retirement benefits, and other benefit rates set by the state, and
 - d. support strategic investments as the university responds to the changing business environment and the needs of its students.

- In order to maintain undergraduate, in-state tuition going forward, W&M estimates that it would need an additional \$1.45 million in base GF in FY21 and an additional \$2.55 million GF in FY22 for a total increase of \$4.0 million in FY22 over the FY20 base.

Of course, tuition is only a portion of the cost of attendance for Virginia students and their families. W&M remains committed to maintaining fee increases at or below the 3.0% level set forth in the Appropriation Act (See §4-2.01a.8.a., Chapter 854, 2019 Acts of Assembly), recognizing that in the absence of state funding, fees remain the primary source of revenue for covering compensation for state employees who work in auxiliary services and debt service for buildings that are funded exclusively by the university.

In addition, the university is actively exploring opportunities to reduce student fees and out-of-pocket costs as it looks at alternative pricing structures and new sources of revenues for an array of items and services. Such innovations aim to reduce the reliance on student fees for debt service.

Section C. Other Budget Items

W&M has included four general fund (state supported) requests for FY21 and FY22 as follows:

- **Request 1 – Continue Expansion of the Data Science Major:** The Governor and General Assembly generously provided \$570,000 GF to support three faculty lines as W&M expands its Data Science minor to a major. As described below, the university is already actively recruiting for new faculty in this area. The university requests an additional \$380,000 GF in

FY21 and FY22 to fund an additional two faculty so that W&M can expand the program to meet student and industry demand.

- **Request 2 – Expand Student Internship Opportunities:** Consistent with the university's on-going discussions with legislative and executive branch leaders, W&M seeks \$401,900 GF in FY21 and \$466,700 GF in FY22 as the 50% match to institutional funds, which will provide stipends for full-time internships during the Fall, Spring or Summer semester and funding for a new internship coordinator position. Internships are critical to retaining graduates within the Commonwealth.
- **Request 3 - Faculty Industry-Partner Fellows Program:** W&M requests funding to launch a new pilot program that will embed 5 faculty members in regional industries during FY21 and up to 10 faculty in the following years. By working in leading and emerging industries around the Commonwealth, faculty will be able to bring "real world" experience to their teaching and research. Concurrently, regional corporations will benefit from having in-house expertise in academic disciplines that complement their permanent workforce. William & Mary requests \$200,000 GF in each year to support this effort (see Section H for more detail).
- **Request 4 - O&M for New Facilities:** W&M requests funding to support the operation and maintenance of new facilities coming on line in the 2020-2022 biennium. The request includes \$77,900 GF in FY21 to support full year funding for the renovated Alumni House. In FY22, the university requests \$507,700 GF to cover the ongoing cost of the Alumni House plus full year costs associated with the Fine and Performing Arts Complex, Phases 1 and 2.

As directed, we have not included a request for general fund support for the university's tech talent initiative proposal that is being reviewed through a separate process. If the Commonwealth does not select William & Mary for funding in the first wave of proposals, it will submit a budget request to the Department of Planning and Budget to provide \$1.53 million GF in FY21 and \$2.23 GF million in FY22 to begin expansion of its computer science programs, which are anticipated to increase the annual number of undergraduate degrees awarded from 70 in FY20 to 160 per year by FY29. These funds will also support the launch of a new professional Master's Degree in Computer Science with 35 graduates expected annually by FY26.

In addition to requests for additional general fund support, for purposes of this Six-Year Plan, W&M has assumed the Modified Tuition Guarantee (Option 1 above) with growth in tuition rates for out-of-state undergraduate students at 3.5% annually and growth in tuition rates for graduate and professional students ranging between 2% and 4.5% annually. W&M has also assumed undergraduate enrollments consistent with the university's proposed Performance Plan outlined in Section H below.

With incremental tuition revenue, W&M plans to provide for the following:

- **Priority 1 — Maintain the university's commitment to provide need-based grant aid to low- and middle-income Virginians.** The university's academic and financial plan includes \$2.5 million in incremental support for need-based financial aid in FY21 and an additional \$2.8 million in FY22 or \$5.3 million across the biennium.
- **Priority 2 — Continue to support competitive faculty salaries based on merit.** W&M has consistently ranked faculty salaries among its top priorities. In FY19, the university was unable

to provide increases given the demands for need-based financial aid. In FY20, with generous support from the state, the university provided its nongeneral fund share to support the 3% across-the-board increase required by the Governor and General Assembly. For FY21 and FY22, the university has targeted an average annual 3% increase for faculty based on merit and has assumed 100% nongeneral fund support in this plan.

- **Priority 3 — Provide competitive staff salaries.** As with faculty, the university has emphasized the need to provide competitive staff salaries between FY13 and FY18, annual salary increases averaged 3% based on merit. Again, in FY19, the university provided no salary increases given its focus on ensuring sufficient need-based aid for Virginia undergraduates. For FY20, the university provided the state-mandated 2.75% base increase for classified staff along with the average 2.25% merit-based increase set forth in the Appropriation Act. For all other staff, the university leveraged incremental state funds along with institutional resources to provide a 3% across-the-board salary increase. For FY21 and FY22, the university has targeted an average merit-based increase of 3% for all university staff and has assumed 100% nongeneral fund support in this plan.
- **Priority 4 — Reallocate existing resources and increase funding to support the operations of the new Studio for Teaching and Learning Innovation.** W&M has a long history of high-quality teaching and learning for undergraduates and graduates. As with all institutions of higher education, W&M is confronting accelerated change related to population demographics, technological evolution, and economic challenges. The new Studio will focus on three goals: 1) strengthening the student educational experience, 2) reducing inequities in the use of technology across both student and faculty groups, and 3) maximizing the value of investments in teaching and learning. The university will launch the studio's operations in FY20 by reallocating resources from existing programs. As W&M looks to FY21 and FY22, the university will provide an additional \$100,000 in institutional funds to expand the studio's efforts. In addition, W&M will be requesting state support to renovate space in Swem Library that will provide a physical home to this effort (see details in Section F below). In reviewing more than 50 comparable institutions, W&M found that 98% of institutions had designated physical space for this type of effort.
- **Priority 5 – Expand internship opportunities for students, particularly those in computer science related fields.** As noted in the GF requests above, in addition to funds requested from the state for a new staff position to support an expanded internship program, W&M will provide 50% matching funds (\$302,400 in FY21 and \$367,200 in FY22) to provide additional paid internship opportunities for undergraduate students, particularly in the fields of computer and data science.
- **Priority 6 – Launch a professional master's program in computer science.** As part of the university's Tech Talent Pipeline proposal, W&M included the creation of a new Master of Computer Science degree that will be an applied, professional program that prepares students to go directly into the workforce. W&M's current master's level work in computer science is more research intensive, focusing on preparing students for doctoral programs. The Six-Year Plan includes \$383,000 in FY21 and \$690,500 in FY22 in institutional matching funds for enrollment growth, faculty salaries and faculty start-up packages.

- **Priority 7 – Provide competitive stipends for graduate students, particularly in STEM-related disciplines.** In order to attract the best and the brightest graduate students, W&M must provide competitive stipends. Over the last two years, the university has found that among those candidates who declined offers of admissions, that the level of financial aid, stipends and the lack of health insurance coverage has been a major determinant in their decisions to attend another university. W&M has included \$250,000 in FY22 to increase graduate stipends.
- **Priority 8 – Invest in information technology (IT) infrastructure.** The university recently engaged an outside entity to assess its IT hardware, data architectures, use of software and applications, vendor relationships and organizational structure. Based on those findings, the university anticipates needing to make significant investments in its IT platforms throughout the 2020-2026 Six-Year Plan time horizon.
- **Priority 9 – Enhance regional development and entrepreneurship.** As described in the university's institutional performance pilot/partnership agreement in Section H, W&M is working enthusiastically across the region to identify economic development opportunities in a way that leverages its resources as well as those of other higher education institutions, industry partners and governments. The plan includes \$150,000 in FY22 in anticipation of additional investments that will likely be needed as W&M's efforts and presence in this area expand.
- **Priority 10 – Provide funding to keep pace with library acquisition costs.** W&M has moved aggressively to renegotiate its library material contracts and electronic subscriptions over the last several years. The university also leverages the Virtual Library of Virginia (VIVA) and actively collaborates with sister institutions to access needed library materials. Despite these efforts, W&M continues to see cost escalations in this field and anticipates annual cost increases of \$100,000 to ensure that W&M meets the needs of its students and faculty.
- **Priority 11 – Support the operation and maintenance of new facilities coming on line.** The Alumni House Addition, which was funded through generous philanthropic gifts, will come on line in late FY20. Approximately 75% of that facility will be used for E&G purposes. In addition, the university's Fine and Performing Arts project is expected to be completed in June 2021, requiring a full year of operating and maintenance costs in FY22. W&M will also be completing the construction of an addition to Phi Beta Kappa in late FY21. For planning purposes, the university has assumed the full cost of O&M for these facilities in the appropriate fiscal year they are opening as part of its Six-Year Plan financial plan, but will request the state general fund share of these facilities through the Commonwealth's budget process.
- **Priority 12 – Cover the institutional costs of state-mandated increases in fringe benefits and other contractual obligations.** W&M has set aside incremental non-general funds as part of its academic-financial plan to buffer against likely increases in the rate of employee health insurance, retirement contributions or other fringe benefits required by the state. In addition, many of W&M's contracts, particularly facilities and equipment contracts have annual cost escalators that require incremental funding if existing dollars cannot be reallocated. These funds are represented in the "Non-general Fund for Current Operations" row on the Six-Year Plan.

Section D. Programs and Instructional Sites

Over the last several years, W&M has moved into the online graduate degree market as a means to address the growing need for working professionals to advance and adapt in their careers. Today, the university offers the following programs online or in a hybrid format, that combines online and face-to-face instruction:

- Master of Business Administration,
- Master of Science in Business Analytics,
- Master of Education in Counseling, and
- Executive Doctorate of Education (EdD) in Educational Policy with concentrations in gifted administration, higher education administration, K-12 administration, and school psychology.

Over the next several years, W&M expects to launch new online programs in the following areas:

- Master of Science in Marketing (planned for fall 2020)
- Master of Science in Finance with a concentration in real estate (planned for fall 2020 or spring 2021)
- Master of Science in Accounting/Accounting Analytics (planned for fall 2021)
- Concentration in Military and Veteran Mental Health within the Master of Education in Counseling (launching Fall 2019)
- Master of Education in Curriculum and Instruction (under development)
- Master of Law (LLM) degree (planned for 2020)

Beyond online efforts, W&M is in the midst of curricular changes that respond to areas of growing opportunity for its graduates, in the Commonwealth, nation, and world -- converting its current education minor into an undergraduate major; creating a doctorate in educational psychology; and launching three new bachelor degrees -- a Bachelor of Science in Data Science, a Bachelor of Science in Computational & Applied Mathematics and Statistics, and a Bachelor of Arts in Linguistics. The university also plans to launch a professional Master of Computer Science degree, as described in Section H below and is also exploring several graduate level certificate programs.

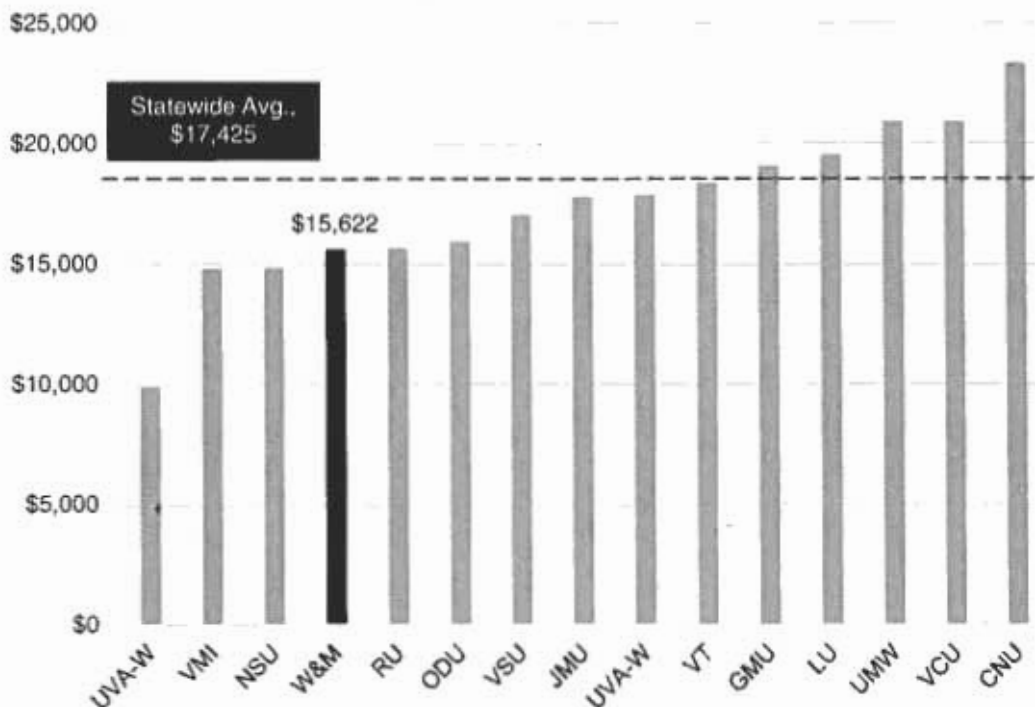
In addition, academic programs are routinely assessed for quality, outcomes and robustness. In Spring 2019, W&M suspended admissions to its Master's in Public Policy program due to low enrollments. The university is currently reviewing the program to assess whether changes to the curriculum, delivery modality, and/or location would increase enrollments and maintain program quality and outcomes.

Finally, W&M is considering options to expand its footprint beyond the Williamsburg campus and its higher education centers in Newport News and Washington, D.C. Preliminary discussions are underway about opportunities to expand continuing education offerings in the Northern Virginia-DC Metro area, Richmond, or Hampton Roads. Those discussions may include collaborations with other Virginia institutions and industry and will help inform the upcoming strategic planning process.

Section E. Financial Aid

Financial aid remains a top priority for W&M. One of the tenets of the Promise was that the university would commit to using institutional funds to ensure that W&M remained accessible for low- and middle-income Virginia students. In FY18, W&M’s average net price was the fourth lowest in the state across all income levels and more than \$1,800 less than the average for all Virginia public universities.

Fourth Lowest Net Price Among VA Four-Year Publics



Note: Data provides a weighted average for all low- and middle-income categories. Source: U.S. Dept. of Education, IPEDS, Financial Aid component, 2017-18.

Additionally, W&M has grown its share of in-state, Pell-eligible undergraduates in recent years to 16.2% of all in-state undergraduates in the 2017-18 academic year.

Section F. Capital Outlay

In April 2019, the Board of Visitors approved the university’s 2020-2026 Six-Year Capital Plan. The top E&G project for the 2020-2022 biennium continues the work already underway to construct the Integrated Science Center, Phase 4. A brief description of that project follows below:

Construct: Integrated Science Center, Phase 4 (ISC 4) \$ 74,950,000 GF

This fourth phase of the Integrated Science Center (ISC) will house Mathematics, Computer Science, Kinesiology, and the Design/Engineering Initiative. The project will construct 124,000 GSF of new space and renovate 10,000 GSF of existing space in order to connect to the adjacent, existing ISC facility. The

2016 General Assembly added the project to the Commonwealth's long-term capital plan and authorized planning, using university funds. In addition, the university has requested \$2.6 million in supplemental funds to provide incremental faculty offices and support space related to its Tech Talent Pipeline proposal. Without the additional funding, W&M will reconsider the departments assigned to this facility.

The next two priority projects within the E&G program are as follows:

Renovate: Swem Library Studio for Teaching & Learning Innovation **\$ 11,250,000 GF**

Renovation of the ground floor of the Earl Gregg Swem Library in order to create a collaborative teaching and learning center to replace underutilized areas with spaces devoted to development and experimental teaching. The Studio for Teaching & Learning Innovation (6,700 GSF) will serve as a hub that will catalyze innovative teaching across the university, building upon W&M's rich tradition and dedication to exceptional teaching and transformative learning experiences. The new space will be programmed to foster peer-to-peer collaborations across disciplines, scale up best practices, and support faculty in utilizing traditional and next-generation digital resources for improving teaching, enhancing learning outcomes, and advancing scholarship in these areas. In addition, the Center will serve as a university-wide incubator for online learning.

Renovate: Ewell Hall **\$ 21,550,000 GF**

Renovations to update life safety and other building systems, achieve current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use. The building, largely occupied by the Music Department, will become partially vacant when Music moves to its new home in the Fine & Performing Arts Quarter. The vacancy provides an opportune time to complete necessary renovations to the building with the least disruption to campus. Once renovated, the space could potentially house the Modern Languages and Literatures Department, as recommended by a comprehensive review on long-term space planning for the campus. This strategic move would pave the way for renovations needed in other academic buildings and optimize the academic use of these spaces.

As demonstrated by both renovation projects for the Studio for Teaching & Learning Innovation and Ewell Hall, state funding to support the renovation and revitalization of aging E&G facilities is essential to ensure that the physical plant can be utilized efficiently and effectively. In addition, on-going support through the maintenance reserve program ensures that W&M addresses essential repairs in critical facilities, extending the useful life of E&G buildings.

Section G. Restructuring

Since its implementation, restructuring has provided significant benefits to W&M, other Virginia institutions of higher education, and the Commonwealth. The university continues to support the goals of restructuring and encourages exploration of additional areas where operational flexibility can better serve both the institutions and the state. With more than a decade of experience under restructuring, W&M has identified at least six key areas where additional flexibility would improve business operations and benefit both the institution and the Commonwealth.

1. **Procurement.** W&M remains committed to the principles outlined in its management agreement with the Commonwealth, which stipulates that the university maintain the principles of public, transparent, competitive procurement to the maximum extent feasible. In addition, the university has embraced the Commonwealth's efforts to provide increased opportunities for small, women,

and minority-owned (SWaM) businesses as evidenced by the university's repeated success at meeting the state's SWaM goals. Based on the experience from other Tier III institutions, W&M believes there is ample opportunity to expand its efforts under restructuring in procurement as it looks to leverage its spend more strategically and to streamline procurement from the beginning of the buying process through the receipt and payment of goods. William & Mary intends to pursue the implementation of a procure-to-pay system during the 2020-2022 biennium.

2. **Employee Compensation.** The flexibility provided to W&M and other Tier III institutions to provide salary increases with institutional funds has been essential to the university's success over the last decade. As the number of classified employees continues to shrink at W&M, the university would welcome the ability to bring classified employees under the university's staffing structure. Maintaining two different staffing models has become increasingly burdensome and inefficient, as the number of classified employees has dropped to less than 150 or 9.7% of W&M's overall staff. In addition, it has created different compensation structures for employees often doing the exact same work. Having the ability to convert all classified employees to staff positions within the university system of human resources would allow W&M to manage its workforce more effectively.
3. **Enrollment Management.** State policy requires the university to maintain its ratio of in-state and out-of-state undergraduate students at current levels. Although W&M remains committed to serving Virginia students, the university would welcome the opportunity, as exists in many states, to increase the number of out-of-state students it serves **while ensuring that the number of in-state students served remains at or above current levels.** The state's requirement to maintain the current ratio between in-state and out-of-state students restricts the university's ability to manage its enrollment based on market demands and programmatic needs. (See Section H below for more detail.)
4. **Tuition Management.** Given fluctuations in state funding and declining growth in overall state support over the last decade, it is essential to W&M's financial health that the Board of Visitors maintains the ability to set tuition and fees for its students. The Board of Visitors is uniquely positioned to understand the institution's operational model, financial needs, and market position relative to peer institutions both within and outside of the Commonwealth. (See Section B above.)
5. **Carryforward of E&G Funds.** The university's ability to carry forward E&G funds from year-to-year is essential given the uncertainties of state funding and the volatility of higher education markets. Institutions must be able to manage funds prudently without fear of penalty if they spend less than budgeted in a given year. With that assurance, institutions can more effectively manage and establish reasonable reserves to ensure they remain financially solvent during economic downturns and do not have to seek additional state support or burden students with additional costs to cover those gaps. Language included under Section 4-1.05c of the Appropriation Act recognizes the importance of this issue as universities seek to improve institutional planning and cost predictability for students and their families, but it limits carryforward to 3% of E&G general fund appropriation. W&M requests that this be expanded to 3% of all total E&G appropriation.
6. **Expedited Program Approval.** W&M will begin piloting a full summer semester in Summer 2020. Although still under development, the university plans to adopt an innovative and flexible model for the semester that enables and fosters truly transdisciplinary learning. It is anticipated that the student summer workload will be structured based on a customizable program framework that

includes foundation and specialization course modules from a variety of disciplines rather than standard 15-week semester courses. As W&M looks to develop these new transdisciplinary and multimodal programs, that would not only include coursework but also rely on fully integrated experiential learning opportunities, the university requests flexibility to be able to develop these novel programs to meet workforce needs through an expedited SCHEV program review, where applicable.

Section H. Performance Pilots

On March 11, 2019, President Katherine Rowe wrote to Governor Ralph Northam stating W&M's intent to include a performance pilot/partnership agreement proposal in its preliminary Six-Year Plan. In anticipation of the passage of legislation, then under consideration by the General Assembly, and the enactment of "Tech Talent Investment Program" legislation and related budget provisions, President Rowe stated that the university's proposal would address – in an integrated fashion – the following:

- Expanded support of the Commonwealth's workforce and economic development needs, including the tech talent pipeline and internships,
- Enrollment management, including the university's commitment to in-state, undergraduate enrollment,
- Access, affordability, and cost predictability, and
- Degree completion.

Specifically, W&M proposes a coordinated effort to:

- **Expanding Support of the Commonwealth's Workforce and Economic Development Needs** – W&M responded enthusiastically to the Commonwealth's call for proposals to participate in the **Tech Talent Investment Program**. The university is fully committed to advancing state efforts to increase the number of bachelor's and master's degrees awarded by Virginia public institutions in computer science (CS) and related fields. W&M approaches these efforts holistically, with the Tech Talent Pipeline and Six-Year Plan as key elements of the larger performance pilot. While it recognizes that the State's consideration of W&M's tech talent proposal is on a separate track from the Six-Year Plan, each are integral to the university's ability to deliver on the proposed performance pilot. Under the tech talent umbrella, W&M will more than double the number of undergraduate computer science degrees from 70 to 160 per year; establish a professional master's program in computer science awarding at least 35 MS degrees per year to students who intend to move directly into the workforce, and establish an undergraduate Data Science major. Over the next 20 years, this increased computer science degree production will generate 1,965 new degrees above William & Mary's current baseline, or nearly 8% of the state's needed growth.

W&M brings a particular strength in its ability to attract students from outside the typical pool of computer science students – a key to meeting the Commonwealth's degree goals. That strength depends on W&M's curricular model: a student-oriented education with relatively small class sizes and a high degree of faculty engagement. This model produces graduates that are highly sought by top companies including Amazon, Microsoft and Google. The liberal arts and sciences

foundation of W&M graduates, along with their technical skills, allows them to serve as “Business Translators”, bridging the gap between senior business leadership and data teams.

W&M will modify and update its Six-Year Plan and this performance pilot as necessary once confirmation is received of state action relative to the university’s Tech Talent submission.

In addition, W&M recognizes that the availability of clear and meaningful internship opportunities is key to keeping W&M’s talented graduates in the Commonwealth. While the Commonwealth has provided some funding to the State Council of Higher Education in this area, within this performance pilot W&M will establish an internship program that offers opportunities for computer science and data science students. Funding for this program will be provided by a matching grant program to be funded in part by partner corporations, the university and/or state funds. President Rowe is visiting employers throughout the region, building relationships to support this initiative.

- **Aligning Enrollment Management with Needed Growth** – Judicious enrollment growth is a fundamental element of the university’s Tech Talent proposal, expanding educational opportunity while providing a world-class education in the liberal arts and sciences even as W&M prepares students with the skills and nimbleness for success in the future economy. As noted in the April 2019 Board of Visitors resolution approving William & Mary’s proposal, “the university plans to grow its in-state and out-of-state enrollment as necessary to support the additional eligible degrees.” As a result, a significant element of this performance pilot is the university’s commitment to increase the number of incoming Virginia undergraduates consistent with the overall growth in the number of state high school graduates. Should high school graduation rates decline, the university will not reduce incoming freshman or freshman/transfer enrollment below the FY19 level; however, the remainder of any growth would come from out-of-state students.

The Tech Talent legislation was driven by the Commonwealth’s recognition of an on-going and negative trend: significant out-migration of talent. Since that time, the Commonwealth’s success in attracting Amazon’s east coast headquarters has increased its visibility to out-of-state students while emphasizing the need to grow the tech talent pipeline generated from its public universities. An important way to grow the talent pipeline will be to expand the enrollment of high-quality out-of-state students into Virginia’s universities. The competition for these students is fierce. As part of this proposal, W&M will enroll additional out-of-state students which, when coupled with robust internship opportunities, will result in these students remaining in the Commonwealth, meeting its workforce needs. Current budget language limiting the overall percentage of out-of-state undergraduates will need to be modified or eliminated to support this effort.

As noted above, the university is also targeting growth in graduate programs that support the Commonwealth’s workforce needs. In addition to the initial focus on computer science, graduate programs in math and computational science and business analytics will be critical to workforce transformation. In addition, as part of W&M’s efforts to increase enrollments and internship opportunities, the university is exploring opportunities to better utilize its summer semester in ways that would allow W&M to increase the total number of undergraduate students it educates while providing students with more opportunities to participate in internships during the traditional academic year.

- **Providing Access, Affordability, and Cost Predictability** – As noted elsewhere in this narrative, tuition predictability has been a key component of the Promise. Approved by the Board of Visitors in 2013, the Promise improved tuition predictability by providing a four-year tuition guarantee for Virginia students and increased affordability through the university's investment in need-based financial aid while reducing the university's reliance on student loans to meet financial need. As implemented, the Promise reflects the income definitions recommended by the Higher Education Advisory Committee established under TJ21 and would have improved affordability for more than 70% of Virginia households had they all chosen to send their students to W&M.

While the university has worked hard to keep net price below average for in-state students in Virginia, we continue to model the impact of potential tuition increases under the Promise. Based on W&M's current market and expected spending needs, the Promise would provide for an average annual increase of 6.5%, with each year's tuition then being guaranteed for four years. (This is the equivalent of 1.6% annually over the period of a four-year degree.) Applying this model going forward, the university projects tuition would increase by over 45% in the next 7 years: from \$17,434 for the incoming class in FY20 to \$25,439 for the incoming class in FY26. The university believes this approach is untenable both for Virginia families and the institution.

In order to slow the rate of growth while maintaining year-to-year tuition predictability for students and their families, this performance pilot includes a revised tuition guarantee for in-state undergraduate students. Promise 2.0 would begin with the incoming FY21 class. Under this plan, W&M would cap year-to-year tuition resets at 3.0% and guarantee no more than a 3% annual tuition increase over the four-year period. Under the Promise 2.0 model, tuition for the incoming class in FY26 would be \$20,817 – almost \$5,000 below the projected rate if W&M continues the Promise in its current form.

- **Promoting Degree Completion** – As noted above, student success and keeping both in-state and out-of-state students within the Commonwealth is critical to growing the State's pool of talent. In support of this goal, W&M will continue providing students with a liberal arts and sciences education that places a strong emphasis on student-centered education, small class sizes and a high degree of faculty engagement. This model supports an overall graduation rate that exceeds 90%, providing a reliable pipeline of talent into the workforce. As noted in Section A, over 90% of W&M graduating seniors are either working or in graduate school within a year of completing their bachelors' degrees. The university expects this level of student success even as it increases both in-state and out-of-state enrollment.

In addition, W&M proposes a pilot program for **Faculty Industry-Partners Fellows** that will embed five (5) faculty members in regional industries during FY21 and up to ten (10) faculty in the following years. By working in leading and emerging industries around the Commonwealth, faculty will be able to bring "real world" experience to their teaching and research. Concurrently, regional corporations will benefit from having in-house expertise in academic disciplines that complement their permanent workforce. Consider the potential impact of a data science faculty specializing in big data integration doing a residency with a healthcare company that develops diagnostic solutions requiring the combination and analysis of data from multiple and dissimilar sources, like free-form doctor notes embedded in a patient file coupled with quantitative laboratory test results and patient demographic data. Or, imagine how an environmental science faculty can help Amazon moderate the impact of its new headquarters and the relocation of thousands of new employees on the natural and urban environment around their new location.

Conversely, the knowledge that a social science professor will gather by being embedded in a software development company or government contractor developing internet search modules or studying suspicious behaviors online will allow him or her to infuse actual industry experiences into STEM curricula in a manner that makes learning relevant and contemporary. This program will increase W&M's ability to produce tech-savvy graduates who can also tackle social issues of rising importance like privacy and ethics, health care disparities and environmental sustainability. As technology continues to permeate our everyday lives, new graduates will be increasingly called up to develop and use novel technologies in an ethical manner -- a much-needed competency that is in high demand but short supply.

Faculty assignments would be tailored to the needs of the host business likely ranging from a minimum of 4 weeks up to 12 months. Upon completion of the program, faculty would develop new curricular modules to expand students' understanding of current challenges impacting Virginia's business community and look for opportunities to develop sustainable solutions to address industry needs. Faculty would also be positioned to serve as faculty mentors to students who concomitantly or subsequently intern in those same businesses through W&M expanded internship program. Another potential outcome of the industry immersion program for faculty would be the creation of student-led startup companies that would support the established and emerging industries in the Commonwealth by providing needed solutions in specific areas that complement existing industry expertise.

W&M seeks \$200,000 in state general fund support in each year of the biennium to initiate and fund this program. The university intends to use these funds to provide academic and logistical support to the selected faculty and their home departments. This support may include a summer stipend for the selected faculty to develop materials aligned with the orientation and particular interests of the host company; partial support for adjunct positions to backfill teaching and advising assignments on campus; a stipend for those who may need temporary housing if selected to work with an industry partner located more than 50 miles from their home residence; and, funding to hire a support position to help coordinate faculty placement in the program. If successful, beginning in FY23, W&M will start absorbing the on-going costs of the program in a gradual manner, and will seek funding from industry partners or philanthropic donors to offset temporary expenses related to the program.

In order to assess W&M's progress in meeting the objectives of its performance pilot agreement, it will track the following metrics over the course of the Six-Year Plan:

- Growth in in-state undergraduate slots consistent with the high school graduation rates.
- Reduction in the rate of increase in in-state, undergraduate tuition between 2020-2026 and the prior six-year period (2014-2020).
- Growth in number of high demand degrees awarded, particularly those identified in the tech talent pipeline.
- Growth in the number of students participating in internships.
- Growth in the number of companies providing matching dollars to support paid internships.
- Creation of a faculty industry-partners fellows program with up to 10 faculty embedded in companies throughout the Commonwealth.

Section I. Evaluation of Previous Six-Year Plan

In its revised 2018-2024 Six-Year Plan, W&M set forth the following priorities:

Priority 1—William & Mary Promise

As described in Sections A, B, and E, the Promise has delivered on its goals to provide predictability, affordability, and access to Virginia students. Funding to support incremental need-based financial aid has remained the top priority for the university since the plan was adopted.

Priority 2—Increase Faculty Salaries

In addition to promoting access and affordability, the Promise's financial model has allowed W&M to put significant resources into its faculty and staff. Prior to the Promise, average salaries for teaching and research faculty at W&M lagged behind its peer institutions by more than 20%. Since the inception of the Promise, the university has increased faculty salaries 4.4% per year on average, which has helped to close the gap. Given the unanticipated increase in financial aid in FY18, W&M did not provide a salary increase in FY19 as it looked to rebalance its base budget to reflect changes in the federal financial aid calculations and resulting awards for students. For FY20, with generous support from the state for its share of salary increases, the university provided a 3% across-the-board increase to all faculty who meet the criteria outlined by the Virginia Department of Human Resources.

Priority 3—Provide Competitive Staff Salaries

As with faculty, the Board of Visitors has emphasized the need to increase staff salaries to a competitive, market-based level since the inception of the Promise. Between FY13 and FY18, salaries for administrative and professional faculty and university (operational) staff have increased, on average, 3% with classified staff salaries increasing by an estimated 1.5% as authorized by the state. For FY19, the university provided no increases for staff salaries as it dealt with the base budget issues outlined above. Again, given the state's generous support for across-the-board increases of 2.75% for all staff, the university was able to budget additional non-general funds to bring university staff increases to 3%, commensurate with faculty increases. For classified staff, the university also provided its share of the average 2.25% merit-based increase required under Chapter 854, 2019 Acts of Assembly.

Priority 4— New Undergraduate Curriculum

As described in Section A, the university has completed implementing its core (COLL) curriculum, which continues its commitment to a liberal arts and sciences education while providing the skills necessary to succeed in the 21st-century workforce. The COLL Curriculum is designed to provide students with the fundamental knowledge needed to undertake advanced study in one or more academic disciplines, to inspire scholarly inquiry, and to get students "to think rigorously about important ideas." The curriculum is intentionally interdisciplinary in nature and focuses on students developing strong communication, analytical, and problem-solving skills. (For more detail see: <https://www.wm.edu/as/undergraduate/coll/index.php>)

Priority 5 and 5A— Degree Production in High Demand Fields and Expansion of Data Science Programs

The 2018-2020 Appropriation Act provided \$1.2 million in GF support in FY20 to increase the production of degrees in high demand fields. Although the funds for degree production were not available until July 1, 2019, W&M proactively recruited faculty to support greater degree production in these fields. Over the

past year, the university has conducted faculty searches leading to the hiring of eight new faculty throughout the areas of high-demand degree production.

In addition, given the immediate success of the Data Science minor, the faculty voted unanimously this year to add a major in this area given anticipated and continued interest in this field. W&M is awaiting program approval from SCHEV and has already recruited one faculty member in anticipation of the incremental \$570,000 GF appropriated in FY20 by the Governor and General Assembly during the 2019 General Assembly session for the expansion of this program. The incremental funds allow W&M to ramp up the program more rapidly to meet the pent up demand of students who are seeking credentials in this area.

Finally, the university is continuing to expand its Engineering and Design Initiative, which will be essential to preparing graduates for the future workforce. Over the last two years, W&M has revamped its applied science curriculum and has added the Engineering, Physics and Applied Sciences curriculum as a track within its Physics major. As the university expands Engineering and Design into other parts of the curriculum, its goal is to ensure that students become familiar with “design thinking” so that they can work comfortably in design studios or entrepreneurial incubators across a broad array of industries.

Priority 6— Expand eLearning

As described in Section D, the university has established a strong presence with specific online programs in the School of Business and the School of Education. The university continues to explore new programs across all of its academic units to the extent online delivery can meet student demand effectively.

Priority 7 – RBC Promise Scholars

The Promise Scholars program is a collaborative program between RBC and W&M that seeks to mentor high-achieving, low-income students who have committed to transferring to the university. Under the program, RBC selects a cohort of up to 15 rising second-year students who are Pell-eligible at the time of selection and have high potential to be successful transfers to W&M. Transfer admission to W&M is guaranteed, pending the satisfaction of a GPA requirement in the students' second year at RBC and completion of the associate degree.

In addition, two W&M faculty members are named each academic year as Promise Fellows. In that capacity, each faculty member teaches one required W&M freshman, general education course (COLL 100 or COLL 150) on the RBC campus, giving Promise Scholars the opportunity to experience W&M classes while at RBC. The Promise Fellows continue working as advisers to the Promise Scholars during their time at W&M.

Finally, the Promise Scholars program seeks to make college more affordable for its participants. During their second year at RBC, W&M provides each Promise Scholar with a \$2,000 scholarship. The scholarship increases to \$3,500 for each of the two years at W&M. This increased scholarship offsets the loan component of their financial aid package and provides a debt-free path to a four-year degree.

W&M welcomed the first cohort of 10 Promise Scholars this fall. They arrived on campus with the combined benefits of a merit scholarship, faculty advisers with whom they already have taken courses at RBC, and a cohort of supportive peers with whom they will continue their education at W&M. (Another five students from RBC will transfer to W&M through the standard transfer process. This total of 15

transfer students from RBC reflects substantial overall growth, as the five-year annual average from 2014-2018 was approximately seven students per year.)

Priority 8 – Improve Student Services

Recent and continuing enrollment growth, combined with W&M's focus on financial aid and enhancing the student experience, have contributed to the need for additional resources to support the financial aid office and student affairs activities. Over the last several years, W&M has used institutional funds to add staff positions in Financial Aid, Counseling and Career Advising, and Student Health Services to meet not only enrollment growth, but also increasingly complex student needs.

Priority 9 — Increase Academic Support

The Mason School of Business has instituted a number of new programs including the Online Master of Business Administration and Master of Science in Business Analytics mentioned in the eLearning section over the past couple of years. Over the last three years, the university has provided \$450,000 in institutional funds to provide additional support for the growth in undergraduate business majors and has reallocated incremental revenue from online programs to support the rapid expansion of graduate students.

Priority 10 – Creative Adaption Program

After six successful years of the Creative Adaptation Program (CAP) stimulating innovation, the university paused it this year and decided to devote these resources to innovation in another domain. As shown in W&M's 2020-2026 Six-Year Plan, the university is inaugurating a Studio for Teaching and Learning Innovation in Fall 2019. Funds previously used for the CAP will be dedicated to the new studio, with a special, but not exclusive, focus on digital pedagogy.

Priority 11—Support Base Operations and Continue Business Innovation

Base Operations provides funding to support essential services in selected areas, including academic support, student services, administrative functions, and plant operations as well as incremental funding needed to support the non-general fund share of fringe benefit increases and workers compensation. Funds have also been used to add additional police and security staff, implement required compliance training and add staff to support diversity and inclusion.

Priority 12 - Whole of Government

In 2015, Virginia's Secretary of Veterans Affairs commissioned a report, "Growing the Military Mission in the Commonwealth of Virginia", which called for the creation of a "Whole of Government" Center of Excellence (COE) at William & Mary. The report envisioned this effort as the foundation of what could become the Harvard Kennedy School of the South, bringing a focus to issues particularly of interest to the military. The COE would bring to bear the best of W&M's academic efforts in public policy, law, business, and other areas and build on strong connections to the military and its facilities in the region. This effort, in part, would help the military, among others, recruit, retain and develop the next generation of military and civilian talent in defense of the nation. With support from the Secretary's office, the Hampton Roads Military and Federal Facilities Alliance (HRMFFA), state appropriations, and the reallocation of university funding, the university has begun to implement the report's call to action. Faster than many predicted, W&M has a student fully funded by the National Counterterrorism Center as well as other students from

across the university participating in COE activities. The first full class will follow new curricular developments, to include potentially shorter certificates and a one-year degree program, and Memorandums of Understanding with the military and interagency organizations. The 2018-2020 Appropriation Act includes funding in FY20 for W&M to develop online curriculum, which will reduce the on-campus requirements for the program to one year and enhance e-opportunities. Once implemented, W&M anticipates that the online, first-year curriculum will also increase interest for potential students in other university graduate degrees who cannot currently commit to a two-year, full-time, on-campus program. The COE is exploring broadening engagements for students and external research funding.

Priority 13 - Counseling Veterans and Their Families

The 2018-2020 Appropriation Act includes funding for W&M to develop a veterans and military concentration in its Master's in Counseling program at the School of Education and to create a certificate program for those already certified as counselors but who want to work specifically with military members, veterans and their families. Work is underway and the program launched this fall. The university is in the final stages of recruiting a director for this program who will work to finalize the course outlines into syllabi and establish internship sites with military bases both in the Commonwealth and nationally.

Section J. Economic Development Annual Report (Due October 1):

Employing more than 2,700 faculty and staff, and enrolling more than 8,500 students, William & Mary is a strong contributor to the regional and state economy. According to a Weldon-Cooper study conducted by the Virginia Business Higher Education Council (VBHEC), the total economic contribution resulting from William & Mary operations during FY15 was \$955 million in GDP, and the total state revenue contribution was \$101 million – more than double the General Fund appropriation for W&M in the same year.

The university also contributes to economic development efforts through the following groups and organizations:

- University Based Economic Development officers (UBED)
- Greater Williamsburg Chamber and Tourism Alliance (and the Business Council)
- Virginia Economic Developers Association (VEDA)
- Greater Williamsburg Partnership (GWP)
- Launchpad, Greater Williamsburg Regional Business Incubator
- Historic Triangle Collaborative (HTC)
- Southeastern Universities Research Association (SURA)
- Richmond-Hampton Roads Megaregion Collaborative

William & Mary's Mason School of Business is home to the Alan B. Miller Entrepreneurship Center. The Center exists to educate, inspire, and support individuals in developing the skills and mindset of an entrepreneur. This fall William & Mary will open an expanded entrepreneurship hub for students at a mixed-use property, Tribe Square, owned by the William & Mary Real Estate Foundation. The renovation is funded largely with private dollars and will more than triple the footprint of the current space and locate it on a central part of the campus. Furthermore, Launchpad, the region's business incubator for the City of Williamsburg, James City County and York County, will relocate to the entrepreneurship hub and has entered into a management agreement with the university to contribute to the cost of the incubator's

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operation. Through this initiative, resident entrepreneurs working on real startups will be colocated with undergraduates who are learning to think like entrepreneurs.

This university hub will be supported by the existing Alan B. Miller Entrepreneurship Center at the Raymond A. Mason School of Business and will offer students programming, co-working space, makerspace access, networking opportunities, mentorship and additional support as they pursue not just business start-ups, but entrepreneurial projects and ways of thinking across disciplines. Launchpad will work in conjunction with the hub with W&M managing staffing and programming for the incubator.

William & Mary often serves as a leader and convener of programs benefiting the region and state. For example, William & Mary representatives serve as members of the Richmond-Hampton Roads Megaregion Collaborative, which meets on campus to bring together business leaders from the two regions to enhance connectivity and spur regional collaboration. Additionally, President Rowe has developed strong relationships with corporate partners such as Newport News Shipbuilding. Their Digital Shipbuilding Mobile Experience Trailer was on campus this spring, and CEO Jennifer Boykin co-wrote an op-ed in the *Daily Press* in support of stronger collaboration between higher education, industry partners and state government.

Each year William & Mary students volunteer for more than 245,000 hours of service. Calculated at minimum wage that amounts to nearly \$2 million in contributed labor in areas of need, often financially distressed communities. William & Mary's School of Education offers graduate courses to provide in-depth training to teachers in preparation for serving as math specialists in K-5 schools. These school divisions are rural, have been cited for deficiencies in mathematics by the Virginia Department of Education, and are characterized as low socio-economic status areas. Further, as a university recognized as being military friendly, William & Mary not only encourages enrollment by veterans but also provides assistance to them through the Puller Veterans Benefits Clinic at the law school.

[NOTE: THIS PARAGRAPH WILL BE UPDATED WITH THE MOST RECENT DATA PRIOR TO SUBMISSION TO SCHEV ON OCTOBER 1.] William & Mary graduates in the Class of 2017 are working in 58 different industries, including high tech/information technology, consulting, education, financial services, government, healthcare, law, technology and many others. Those not joining the workforce enrolled in 132 distinct graduate programs. Through these graduates, the more than 140 executives from more than 30 industries collaborating with William & Mary's Mason School of Business as part of its Executive Partners Network, and nearly 11,000 employers working with the Cohen Career Center's Tribe Careers program, William & Mary has a broad reach that makes it an active, engaged partner in improving the economy of the Commonwealth.

WILLIAM & MARY
2020-2022 OPERATING BUDGET REQUESTS

William & Mary has received guidance from the Governor’s Office, the Secretary of Education, and the Virginia Department of Planning and Budget (DPB) related to operating budget requests that will be considered by the Governor as part of the Commonwealth’s 2020-22 budget development. Consistent with items outlined in the university’s Six-Year Plan, William & Mary submitted four funding requests as described below and one requested language amendment to enable the university’s desire to work with nongovernmental organizations interested in sponsoring research activities. The budget requests are outlined below:

PRIORITY 1 – CONTINUE TO EXPAND WILLIAM & MARY’S DATA SCIENCE MAJOR

Funding Request:

<u>FY21</u>	<u>FY22</u>
\$380,000 GF	\$380,000 GF
2.0 FTE	2.0 FTE

The Governor and General Assembly generously provided \$570,000 GF to support three faculty lines as W&M expands its Data Science minor to a major. The university is already actively recruiting for new faculty in this area. The university requests an additional \$380,000 GF in each year to fund an additional two faculty so that W&M can expand the program to meet student and industry demand.

PRIORITY 2 – EXPAND STUDENT INTERNSHIP OPPORTUNITIES

Funding Request:

<u>FY21</u>	<u>FY22</u>
\$401,900 GF	\$466,700 GF

Consistent with the university’s on-going discussions with legislative and executive branch leaders, W&M seeks \$401,900 GF in FY21 and \$466,700 GF in FY22 as the 50% match to institutional funds, which will provide stipends for full-time internships during the Fall, Spring or Summer semester and funding for a new internship coordinator position. With these funds, W&M expects to place 70 undergraduate students in FY21 and 85 in FY22 into paid internships across the Commonwealth.

PRIORITY 3 – CREATE A FACULTY INDUSTRY-PARTNERS FELLOWS PROGRAM

Funding Request:	<u>FY21</u>	<u>FY22</u>
	\$200,000 GF	\$200,000 GF

W&M requests funding to launch a new pilot program that will embed 5 faculty members in regional industries during FY21 and up to 10 faculty in the following years. By working in leading and emerging industries around the Commonwealth, faculty will be able to bring “real world” experience to their teaching and research. Concurrently, regional corporations will benefit from having in-house expertise in academic disciplines that complement their permanent workforce. William & Mary requests \$200,000 GF in each year to support this effort. Funds will be used to provide temporary housing to faculty embedded in companies outside of the Williamsburg region, to hire adjunct faculty, if needed, to cover teaching loads on campus while faculty complete the program, and to support staffing costs associated with developing this program. If successful, William & Mary anticipates the program will be funded through institutional resources in the 2022-2024 biennium and beyond.

PRIORITY 4 – O&M FOR NEW FACILITIES

Funding Request:	<u>FY21</u>	<u>FY22</u>
	\$ 77,900 GF	\$507,700 GF

W&M requests funding to support the operation and maintenance of new facilities coming on line in the 2020-2022 biennium. The request includes \$198,200 GF in FY21 to support full year funding for the renovated Alumni House. In FY22, the university requests \$1,291,900 GF to cover ongoing cost for the Alumni House plus full year costs associated with the Fine and Performing Arts Complex, Phases 1 and 2.

LANGUAGE AMENDMENT ONLY – ACCOMMODATE RESEARCH FUNDING

William & Mary requests the following language be added to Section 4-2.01 of the Appropriation Act to allow institutions of higher education to accept binding arbitration and to acknowledge the application of laws of another jurisdiction when entering into agreements or contracts with nonprofit organizations.

INSERT: Section 4-2.01 a. 5) “Notwithstanding any other provision of law, public institutions of higher education may enter into agreements or contracts with nonprofit organizations that provide funding for research or other mission related activities and require use of binding arbitration or application of the laws of another jurisdiction.”

WHEREAS the requested budget amendments are consistent with the university's Six-Year Plan; and

WHEREAS it is in the mutual interest of the Commonwealth of Virginia and the university to be able to enter into contracts with nongovernmental organizations that provide funding for research or other mission-related activities,

NOW THEREFORE, BE IT RESOLVED that the Board of Visitors approves the administration's proposed operating budget requests and requested language amendment.

WILLIAM & MARY
REVISION TO THE
INVESTMENT AND SPENDING POLICY FOR ENDOWMENT

The Board of Visitors (hereinafter called "the Board") is responsible for the investment of the endowment funds contributed to William & Mary (hereinafter called "the University"). The Committee on Financial Affairs of the Board has the delegated fiduciary responsibility to oversee the policies and practices associated with endowment management.

It is the practice of the University to periodically review its operational policies and guidelines to ensure that the authorizations contained therein are in keeping with the current thinking of the Board. The last revision was done in November 2017.

THEREFORE, BE IT RESOLVED, That the following Revision to the Investment and Spending Policy for Endowment be adopted as the policy by which the Committee on Financial Affairs governs the management of the endowment funds belonging to the University.

I. STATEMENT OF PURPOSE AND OBJECTIVES

- A. This policy is issued by the Committee on Financial Affairs of the Board. The purpose of the policy is to not only foster clear understanding of the Board's investment objectives and practices, but also provide clear guidelines for action.
- B. The University was established in 1693 under British royal charter. In 1906 it became a public institution affiliated with the Commonwealth of Virginia. The University is an active public charity and accepts private donations to supplement and enhance the quality of the educational environment available to students, faculty, and the community.
- C. This statement applies to those pooled endowment funds for which the Board has investment responsibility (hereinafter called the "Endowment"). At this time, only one investment portfolio is used for endowments maintained by the University.
- D. This document can be modified as necessary by the full Board upon recommendation by the Committee on Financial Affairs and should be formally reviewed by the Committee not less than once every three years.

II. DEFINITIONS

Endowment funds are contributions given to the University with a donor-imposed restriction that the funds are not to be expended but are to be invested for the purpose of producing income and capital gains. Unless otherwise stated by the donor the principal of the funds is to be maintained in perpetuity. The donor may also place restrictions on the purpose or purposes for which the income may be expended.

Funds functioning as endowment (quasi endowments) are funds that the Board has designated not to be expended but are to be invested for the long term purpose of producing income and capital gains. Where expendable funds from donors have been designated by the Board as quasi endowment, provisions may allow for Board approved distributions of principal. Quasi endowments can be either unrestricted or donor restricted for a particular purpose.

Total return is the sum of realized and unrealized gains and losses and current income achieved in the form of interest, dividends, and rents. **Real total return** is total return adjusted for inflation as measured by the Higher Education Price Index (HEPI), or the CPI + 1%, when the HEPI statistic is unavailable. **Real growth** in the endowment is real total return less that of annual spending and management fees.

III. FIDUCIARY RESPONSIBILITIES

In addition to other responsibilities assigned by the Rector, the Committee on Financial Affairs has oversight responsibility for the University's endowment funds. Toward that responsibility, the Committee on Financial Affairs has created an Investments Subcommittee, comprised of members from the larger Committee and/or the Board at large, who meet and interact with the University's Senior Vice President for Finance and Administration, Vice President for Finance and Technology, and the Investment Consultant on a more frequent basis, conducting oversight and executing duties on behalf of the Committee as permitted by this policy. This Subcommittee has the standing responsibility to monitor investment performance; periodically review the Board's investment guidelines and allocations; and after thorough evaluation recommend to the full Board the retention and dismissal of investment counsel, annual spending from the endowment (rates and dollar amounts), and amendments to existing investment guidelines. The Subcommittee may authorize the Investment Consultant to conduct searches for new or replacement investment managers as required. The Subcommittee may also direct tactical shifts or rebalancing among asset classes so long as the changes are within the asset allocation ranges included in Section VII of this policy. Under normal conditions only the Board, or the Executive Committee acting between meetings of the Board, shall have the power to employ or discharge investment advisors for the University's endowment. However, if the Chair of the Committee on Financial Affairs, senior University administrators, or the Investment Consultant to the Board, believe that any portion of the endowment is in immediate and undue risk by its investment with any manager, then the Chair of the Committee on Financial Affairs shall have the power to immediately terminate that relationship and/or give instructions to reduce or eliminate the perceived threat to the invested endowment. The Board will then be apprised of the circumstances that required immediate action at its next regularly scheduled meeting.

Members of the Board also have a legal responsibility to manage funds in compliance with The Uniform Prudent Management of Institutional Funds Act, passed by the Virginia legislature in 2012. With respect to fiduciary responsibilities, Chapter 11 of Title 64.2 Section 1101 of The Code of Virginia (1950 as amended) specifies the following standards of conduct in managing and investing an institutional fund:

- A. Subject to the intent of a donor expressed in a gift instrument, an institution, in managing and investing an institutional fund, shall consider the charitable purposes of the institution and the purposes of the institutional fund.
- B. In addition to complying with the duty of loyalty imposed by law other than this chapter, each person responsible for managing and investing an institutional fund shall manage and invest the fund in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.
- C. In managing and investing an institutional fund, an institution:

1. May incur only costs that are appropriate and reasonable in relation to the assets, the purposes of the institution, and the skills available to the institution; and
 2. Shall make a reasonable effort to verify facts relevant to the management and investment of the fund.
- D. An institution may pool two or more institutional funds for purposes of management and investment.
- E. Except as otherwise provided by a gift instrument, the following rules apply:
1. In managing and investing an institutional fund, the following factors, if relevant, shall be considered:
 - a. General economic conditions;
 - b. The possible effect of inflation or deflation;
 - c. The expected tax consequences, if any, of investment decisions or strategies;
 - d. The role that each investment or course of action plays within the overall investment portfolio of the fund;
 - e. The expected total return from income and the appreciation of investments;
 - f. Other resources of the institution;
 - g. The needs of the institution and the fund to make distributions and to preserve capital; and
 - h. An asset's special relationship or special value, if any, to the charitable purposes of the institution.
 2. Management and investment decisions about an individual asset shall be made not in isolation but rather in the context of the institutional fund's portfolio of investments as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to the fund and to the institution.
 3. Except as otherwise provided by law other than this chapter, an institution may invest in any kind of property or type of investment consistent with this section.
 4. An institution shall diversify the investments of an institutional fund unless the institution reasonably determines that, because of special circumstance, the purposes of the fund are better served without diversification.
 5. Within a reasonable time after receiving property, an institution shall make and carry out decisions concerning the retention or disposition of the property or to rebalance a portfolio, in order to bring the institutional

fund into compliance with the purposes, terms, and distribution requirements of the institution as necessary to meet other circumstances of the institution and the requirements of this chapter.

6. A person that has special skills or expertise, or is selected in reliance upon the person's representation that the person has special skills or expertise, has a duty to use those skills or that expertise in managing and investing institutional funds.

Employees of the University, or others engaged by the University in any business or advisory capacity, are expected to uphold and abide by the University's Code of Ethics.

IV. INVESTMENT OBJECTIVES

- A. The Board seeks to achieve maximum long-term total returns within prudent levels of risk. Returns are expected not only to preserve but enhance the real value (inflation-adjusted purchasing power) of the Endowment after funds are released for current use. To meet these goals, the investment objective is to achieve real growth of 2% over the long term (i.e., real total return less that of annual spending and management fees). The measure of inflation to be used in adjusting for real purchasing power should be the Higher Education Price Index, a measure of college and university costs.
- B. Risk should be reduced with a broadly diversified portfolio of asset classes, which may include the following: common and preferred shares of domestic and foreign corporations listed and traded on public markets, convertible bonds or debentures or preferred shares which are convertible into corporate stock, warrants or rights to equity securities, domestic or foreign fixed income traded on public markets, cash or cash-equivalent securities, public and private real estate investment trusts, and limited partnerships in the following: hedge funds *with sufficient transparency and history satisfactory to the Committee on Financial Affairs*, venture capital, buyouts, distressed debt, timber, oil and gas, managed futures, and other private equity type of investments. Investment risks will be considered within the context of the whole Endowment portfolio.
- C. All investment portfolios will be managed and evaluated from a basis of total return. All management fees will be born by the individual portfolios from interest income, dividends, and realized capital gains.
- D. Prospective investments in alternative assets will take into consideration required disclosure needs for reporting at the end of the fiscal year, recognizing that some managers employ highly sophisticated and proprietary strategies and some have underlying holdings that cannot be readily priced in the market; in such cases, these managers do not release sufficient information that can be validated, tested, and relied upon during the course of an audit. Consequently, investments in alternative assets will require rigorous screening before being admitted into the portfolio.

V. ENDOWMENT SPENDING POLICY

The fiscal year payout will be calculated as a percentage of the average market value of the investment portfolio for the three previous calendar year-ends. Following review and recommendations from the Investments Subcommittee, the payout percentage and the annual overhead expense for internal management costs will be decided or adjusted as deemed prudent by the Committee on Financial Affairs as the annual private funds budget is prepared.

Guidelines for spending from an institutional fund are addressed by UPMIFA in Chapter 11 of Title 64.2 Section 1102 of the Code of Virginia (1950 as amended):

- A. Subject to the intent of a donor expressed in the gift instrument, an institution may appropriate for expenditure or accumulate so much of an endowment fund as the institution determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. Unless stated otherwise in the gift instrument, the assets in an endowment fund are donor-restricted assets until appropriated for expenditure by the institution. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:
 1. The duration and preservation of the endowment fund;
 2. The purposes of the institution and the endowment fund;
 3. General economic conditions;
 4. The possible effect of inflation or deflation;
 5. The expected total return from income and the appreciation of investments;
 6. Other resources of the institution; and
 7. The investment policy of the institution.
- B. To limit the authority to appropriate for expenditure or accumulate under subsection A, a gift instrument shall specifically state the limitation.
- C. Terms in a gift instrument designating a gift as an endowment, or a direction or authorization in the gift instrument to use only "income," "interest," "dividends," or "rents, issues, or profits," or "to preserve the principal intact," or words of similar import:
 1. Create an endowment fund of permanent duration unless other language in the gift instrument limits the duration or purposes of the fund; and
 2. Do not otherwise limit the authority to appropriate for expenditure or accumulate under subsection A.

VI. DELEGATION OF MANAGEMENT AND INVESTMENT FUNCTIONS

Chapter 11 of Title 64.2 Section 1103 of the Code of Virginia (1950 as amended) addresses those considerations in the delegation of management and investment functions:

A. Subject to any specific limitation set forth in a gift instrument or in law other than this chapter, an institution may delegate to an external agent the management and investment of an institutional fund to the extent that an institution could prudently delegate under the circumstances. An institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, in:

1. Selecting an agent;
2. Establishing the scope and terms of the delegation, consistent with the purposes of the institution and the institutional fund; and
3. Periodically reviewing the agent's actions in order to monitor the agent's performance and compliance with the scope and terms of the delegation.

B. In performing a designated function, an agent owes a duty to the institution to exercise reasonable care to comply with the scope and terms of the delegation.

C. An institution that complies with subsection A is not liable for the decisions or actions of an agent to which the function is delegated.

D. By accepting delegation of a management or investment function from an institution that is subject to the laws of the Commonwealth, an agent submits to the jurisdiction of the courts of the Commonwealth in all proceedings arising from or related to the delegation of the performance of the delegated function.

E. An institution may delegate management and investment functions to its committees, officers, or employees as authorized by law of the Commonwealth other than this chapter.

Consistent with the authorizations cited above in the Code of Virginia, the Board has accordingly selected through the public procurement process an Investment Consultant which is responsible for advising the Board on matters of constructing a prudent policy portfolio, asset allocation, manager selection and diversification, strategic and tactical allocations, portfolio rebalancing, performance calculation and reporting, risk and expected return assessments, and advice on general business and economic outlook.

The Investment Consultant is responsible for recommending to the Board the engagement and disposition of investment managers and reporting investment performance to the Board, at the fund level as well as on a manager specific level. More specific delegation of duties is addressed later on in this policy.

VII. PORTFOLIO COMPOSITION AND ASSET ALLOCATION

- A. Asset allocation is the single most important component of investment strategy. For purposes of investment policy, the endowment assets shall be classified in three parts: Equities, Fixed Income, and Alternatives. The Committee will establish for equities, fixed income, and alternatives a long-term policy range or band, as well as long-term target allocation.
- B. Equities are intended to provide long-term capital appreciation and a growing stream of income. It is recognized that equities will likely entail the assumption of greater price variability than fixed income and alternative investments. The purposes of fixed income investments are to provide a hedge against deflation, to provide a source of current income, and to help diversify the total endowment. The purposes of alternatives are to help diversify the total endowment and utilize a combination of less correlated investments when the metrics for equities and fixed income are not attractive.
- C. Asset allocation ranges for the portfolio's investments in each asset class are established by the full Board and listed below. Within the approved ranges, the Committee on Financial Affairs may change the normative policy allocations whenever it deems necessary or desirable; such changes may be enacted by a simple majority of the full Committee on Financial Affairs at an announced meeting which attains a quorum. Allocations can also be changed between announced meetings of the Committee on Financial Affairs when a simple majority of the full Committee approves said action as detailed in an official mailing or telephone ballot distributed to the full Committee. Normative policy allocations are noted below as long-term target allocations which reflect the Committee on Financial Affairs' long-term strategic objectives. It is the responsibility of the Endowment's external Investment Consultant to monitor the allocations of the overall portfolio and report any deviations, should they develop, to the Investments Subcommittee. Should deviations occur within the allocations to equities, and/or fixed income and/or alternatives before the next full meeting of the Subcommittee, then notification will be sent to the Chair of the Committee on Financial Affairs who is authorized to approve any actions that will put the portfolio back into compliance.

ASSET ALLOCATION

	LONG-TERM TARGET ALLOCATION	RANGE
<u>Equities</u>	5%	35-75%
U. S. Common Stock	31%	15-45%
Non-U.S. Common Stock	22%	0-35%
Publicly Traded REITs	2%	0-5%
<u>Alternatives*</u>	10%	0-20%
<u>Fixed Income</u>	35%	25-60%
U. S. Bonds	24%	15-45%
Non U.S. Bonds	11%	0-15%
<u>Cash</u>	0%	0-25%

* Alternatives is a general term referring to equity or equity-like investments characterized by longer time horizons, less liquidity, no readily available market price, and often less transparency. Such investments may include, for example, private real estate investments and limited partnerships in private equity investments, hedge funds, managed futures, venture capital, distressed debt, timber, and oil and gas.

- D. Based on the recommendation of the Investment Consultant, new cash flow shall be forwarded to investment managers on a quarterly basis, or when sufficient contributions are received. As a general rule, new cash will be used to rebalance the total fund in the direction of the long-term targets currently in place.

VIII. SOCIAL RESPONSIBILITY

The Board may from time to time feel it necessary and prudent to incorporate into its investment platform elements of social responsibility that reflect the Board's thinking on important societal issues. Accordingly, the Board may direct its Investment Consultant and University staff to implement certain restrictions, impose constraints, or otherwise create separate accounts that take into consideration specific goals and objectives of social investing.

The Board has taken a position on conditions in Darfur and given direction to the Investment Consultant to monitor the security holdings in the separate account relationships, making sure that the underlying securities are not on any known and respected lists of companies that suggest support of the current Sudanese government. Companies that are known to conduct substantive business in Sudan will be prohibited in any Board separately managed account.

Secondly, the Board has approved the creation of a separate endowment account, called the Green Account, which will be funded from student fees. This investment account will be invested and monitored by the Investment Consultant according to guidelines that specify and promote environmental "green" initiatives.

IX. MANAGER GUIDELINES

When securities are commingled into investment pools with multiple participants, the Committee on Financial Affairs will evaluate the investment pool as a whole for its overall asset quality, stability, and historical performance. In such cases, if the Board decides to participate, the investment policies and practices of the commingled pool will override the Board's policies and guidelines required of actively managed separate accounts. However, where applicable, the Committee on Financial Affairs will measure its commingled pool investments according to equity and fixed income guidelines established for separately managed accounts.

When active investment management responsibilities are delegated to an investment advisor for a separately managed account the Committee on Financial Affairs will establish guidelines regarding the quality and suitability of assets allowed in the portfolio. These guidelines are as follows:

GUIDELINES FOR EQUITIES

- A. The overall investment objective of active Equities is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual active managers may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the Investment Consultant.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs

will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the equity portfolio.

- C. Common stock managers may at their discretion hold cash equivalents, exchange-traded funds or bonds to the extent provided by the allocation ranges in Section VII, with the understanding that their performance will be measured against equity benchmarks which are fully invested.
- D. No more than 5% of the aggregate market value in equity may be invested in the securities of any one company at cost except by written exception. It shall be the responsibility of the Investment Consultant to monitor the fund's overall exposure to individual securities and report any violations immediately to the Chair of the Committee. If a violation exists, the Chair of the Committee is granted the authority to approve any changes that will bring the portfolio back into compliance.
- E. Financial futures, option contracts, and other financial derivative instruments may not be employed without the Committee's prior permission
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

GUIDELINES FOR FIXED INCOME

- A. The investment objective of active Fixed Income is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual active managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the fixed income portfolio.
- C. Money market instruments and fixed income-like exchange-traded funds may be used, but equities are excluded.

- D. Securities in the fixed income portfolio must be rated a minimum of "BBB" by two of the following three major rating organizations: Fitch, Moody's or Standard & Poor's. The weighted average of the fixed income portfolio shall be "A-" or higher. The prospect of credit risk or risk of permanent loss must be avoided. The investment manager shall inform the Board's engaged Investment Consultant, or the Chair of the Committee on Financial Affairs if no consultant is employed, if a held security has been downgraded below investment grade by two rating agencies and the Chair shall decide whether the security is retained or sold.
- E. In general, fixed income must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the aggregate market value in fixed income may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

GUIDELINES FOR ALTERNATIVES

- A. The investment objective of Alternatives is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the alternative portfolio.
- C. In general, alternatives must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the aggregate market value in alternatives may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- D. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual

fund guidelines and restrictions will supersede those outlined above.

X. GUIDELINES FOR TRANSACTIONS

Except under unusual circumstances, all transactions should be entered into on the basis of best execution, which means best realized net price. Notwithstanding the above, commissions may be designated for payment of services rendered to the endowment in connection with its management; however, under normal business conditions it shall be the standing policy of the University and its Board not to direct brokerage, and such practice will be directed only with prior approval from the Chair of the Committee on Financial Affairs.

XI. MONITORING OF OBJECTIVES AND RESULTS

- A. If at any time the Investment Consultant believes that any policy guideline contained herein inhibits investment performance, or puts the Endowment at undue risk, it is that consultant's responsibility to communicate this view to the Committee. In the event that an Investment Consultant believes that circumstances warrant immediate exception to any standing instructions or guidelines cited in this policy, the consultant will so notify the Chair of the Committee on Financial Affairs or, in his/her absence, the Rector. If the request is verbal it will be necessary for the Investment Consultant to later document the request in writing to include the reason for exception and its prospective duration. The Chair of the Investment's Subcommittee, the Chair of the Committee on Financial Affairs will have the authority to use his/her best judgment in deciding the matter unilaterally or deferring the decision to the Rector. The issue of the exception and the decision rendered would be reported to the Committee by the Chair of the Committee on Financial Affairs at the next scheduled meeting of the Board.
- B. The investment manager(s) will provide selected performance and accounting information at the end of each calendar quarter to the Board's administrative staff, the engaged custodian, and the engaged Investment Consultant. This information will include relevant historical performance data and sufficient commentary to explain current strategy and investment returns. The manager(s) will also provide, as needed, detailed information to the administrative staff, custodian, and Investment Consultant pertaining to unit valuation, capital appreciation, realized gains or losses, income earned, and income distributed back to the University.

- C. The Investment Consultant will meet with the Investments Subcommittee or the larger Committee on Financial Affairs at least on an annual basis. The Investment Consultant will be expected to include the following in presentation to the Committee:
1. Review performance of the respective portfolios (or commingled fund pools) owned by or in which the University participates. Performance review will include at least the latest quarter, six-months, year, and since inception. Relevant statistical benchmarks as requested by the Committee will also be provided for comparison purposes.
 2. Explain to the Committee's satisfaction how and why performance differed from the relevant benchmarks.
 3. Disclose to the Committee the level of market risk inherent in the portfolio (e.g., the beta of the portfolio, Sharpe ratio, up quarters versus down quarters) and the means and methodology by which risk is monitored and controlled.
 4. Discuss investment strategy (or that of the firm) and relate how such strategy complies or conflicts with the Committee's established investment guidelines. Review the current and prospective economic climate and discuss what implications this has on the University's invested endowment.
 5. Recommend to the Committee any modifications to further improve the performance and efficiency of assets under management.

XII. BENCHMARKS FOR PERFORMANCE MEASUREMENT

In order to measure and evaluate the individual investment performance of the University's retained investment advisor(s), and that of investment performance in the aggregate, the Committee on Financial Affairs has established the following benchmarks by which the advisor(s) will be evaluated. The investment advisor(s) will be notified prior to inception which objective(s) apply to them.

Asset Class	Benchmark	Peer Group
Large Cap Core	S&P 500 Index	Morningstar US OE Large Cap
Large Cap Growth	Russell 1000 Growth Index	Morningstar US OE Large Cap Growth
Large Cap Value	Russell 1000 Value Index	Morningstar US OE Large Cap Value
Mid Cap Core	Russell Mid Cap Index	Morningstar US OE Mid Cap
Mid Cap Growth	Russell Mid Cap Growth Index	Morningstar US OE Mid Cap Growth
Mid Cap Value	Russell Mid Cap Value Index	Morningstar US OE Mid Cap Value
Small Cap Core	Russell 2000 Index	Morningstar US OE Small Cap
Small Cap Growth	Russell 2000 Growth Index	Morningstar US OE Small Cap Growth
Small Cap Value	Russell 2000 Value Index	Morningstar US OE Small Cap Value
Real Estate	FTSE NAREIT (Equity REITs) Index	Morningstar US OE Real Estate
International Developed Markets	MSCI EAFE Index	Morningstar US OE Foreign Large Blend
International Emerging Markets	MSCI Emerging Markets (Free) Index	Morningstar US OE Diversified Emerging Market
International Small Cap	MSCI ACWI ex USA Small Cap Index	Morningstar US OE Foreign Small-Cap
Alternative Investments	HFRI Fund-of-Funds Composite Index	NA
U.S. Fixed Income	Barclays US Aggregate Bond Index	Morningstar US OE Intermediate-Term Bond
Global Fixed Income	Citigroup World Government Bond Index	Morningstar US OE World Bond
Emerging Markets Fixed Income	JPM EMBI Global Diversified Index	Morningstar US OE Emerging Markets Bond

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In order to measure and evaluate the Total Account investment performance, the Committee on Financial Affairs has established the following benchmarks by which the Total Account will be evaluated.

Total Account	10.0% S&P 500 Index 10.0% Russell Mid Cap Index 11.0% Russell 2000 Index 13.0% MSCI EAFE Index 6.0% MSCI Emerging Markets Index 3.0% MSCI ACWI ex US Small Cap Index 2.0% FTSE NAREIT (Equity REITs) Index 24.0% Barclays U.S. Aggregate Bond Index 6.0% Citigroup World Gov't Bond Index 5.0% JPM EMBI Global Diversified Index 10.0% HFRI Fund-of-Funds Composite
Total Domestic Equity	100.0% Russell 3000 Index
Total International Equity	100.0% MSCI ACWI ex US Index
Total Fixed Income	100.0% Barclays Global Aggregate Bond Index
Alternative	100.0% HFRI Fund-of-Funds Composite

In order to measure and evaluate the how the Total Account investment performance has fared over long periods of time, maintaining consistent exposures to the broad market, the Committee on Financial Affairs has established a long-term blended policy benchmark in which the following indexes will be represented by weight.

Total Account	33.0% Russell 3000 Index 22.0% MSCI ACWI ex US 35.0% Barclays Global Aggregate Bond Index 10.0% HFRI Fund-of-Funds Composite
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VIRGINIA INSTITUTE OF MARINE SCIENCE

2020-2026 SIX-YEAR PLAN

WHEREAS, in response to the Commonwealth's direction that the Virginia Institute of Marine Science (VIMS) prepare a separate Six-Year Plan from William & Mary; and

WHEREAS, VIMS has developed said plan consistent with the requirements outlined in the Higher Education Opportunity Act of 2011; and

WHEREAS, VIMS has identified those expenditures necessary to support its research, education, advisory service, and administrative operations, has prioritized those expenditures, and has recommended funding primarily through Commonwealth revenue.

THEREFORE, BE IT RESOLVED, That upon recommendation of the Dean and Director of VIMS and the President of the College, the Board of Visitors of the College of William & Mary approves VIMS' Six-Year Plan as outlined in the subsequent pages.

VIRGINIA INSTITUTE OF MARINE SCIENCE**2019 SIX-YEAR PLAN: NARRATIVE****OVERVIEW:**

The totality of the six-year plan should describe the institution's goals as they relate to goals of The Virginia Plan for Higher Education, the Higher Education Opportunity Act of 2011 (TJ21) and the Restructured Higher Education Financial and Administrative Operations Act of 2005. The instructions under institutional mission and alignment to state goals, below, ask for specific strategies around four priority areas. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. *Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.*

Section A. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals: Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following areas: (1) access and enrollment, particularly for underrepresented students; (2) retention, completion and time to degree; (3) affordability and funding; and (4) workforce alignment and retention of graduates. Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets.

RESPONSE:

The Mission of the Virginia Institute of Marine Science is to seek and broadly communicate knowledge in marine and coastal science to the Commonwealth of Virginia, the nation, and the world through research, education, and advisory service.

As a nationally and internationally recognized premier marine science institute, our overarching goals in the VIMS Vision are to (1) make seminal advances in understanding marine and coastal systems through research and discovery, (2) translate research findings into practical solutions to complex issues of societal importance, and (3) provide new generations of researchers, educators, problem solvers, and managers with a marine-science education of unsurpassed quality.

Restore Saltwater Fisheries Survey Funding. Long-standing fisheries surveys by VIMS provide the scientific data on which saltwater fisheries in the Commonwealth of Virginia are managed. These surveys have been supported by a combination of state dollars and federal grants. Recent reductions in the state and federal funds resulted in five of our most important surveys being dramatically cut. Beginning in 2018, federal funding from the US Fish and Wildlife Service that flows through the Virginia Marine Resources Commission (VMRC) was reduced from \$1.8M to \$1.13M, largely as a result of a federal decision to alter the percentage split between freshwater and saltwater fish survey support provided to Virginia. At the same time, VMRC's source for providing their share of a 33% state match requirement (historically VMRC provided \$300K and VIMS provided \$300K of the required \$600K match for \$1.8M of federal funds) was reduced by the General Assembly so that most of those dollars could be used to support the Saltwater Fishing Tournament.

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Secretary Strickler and the Commissioner Bowman managed to negotiate a slightly more favorable split in federal funds that resulted in a federal funding of \$1.4 M going to saltwater fisheries surveys, but the total loss between the state and federal sources was approximately \$700K. VIMS implemented austere cuts to these surveys, reduced personnel, and combined surveys to gain efficiency, but still fell \$230K short of having funding needed to sustain the surveys at a level to meet the needs of the Commonwealth. We are seeking to recover this lost support to maintain these surveys that are critical to wise management and economic viability of Virginia's saltwater fisheries.

Manage Aquatic Diseases. Recent outbreaks of disease have damaged economically important and ecologically sensitive marine resources in the Commonwealth and nation. Examples include mycobacterial infections in striped bass, dermo and MSX in oysters, *Hematodinium* in blue crabs, morbillivirus in dolphins, wasting disease in seastars, bacterial infections in scallops, and parasitic infections in eels, to name a few. The pathogens responsible for these outbreaks are not well known, their risks to marine life and potential to spread remain understudied, and their ecological impacts have been difficult to assess with existing resources. To meet the challenge of diseases in marine systems, this initiative will provide science-based guidance on the management of existing and emerging disease threats to critical fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. VIMS scientists have considerable expertise working with diseases of marine animals; however, we aim to leverage this expertise by establishing state and regional response protocols, identifying and liaising with key groups such as state and federal resource managers and public health officials, as well as the fishing and aquaculture industries, serving as a clearinghouse for information to policy makers, and developing modeling tools to mitigate the effects of disease outbreaks. The health of marine resources such as fish and shellfish is fundamental to the growth of industries and the revitalization of coastal communities dependent upon them. This initiative will provide expert guidance on the management and mitigation of existing and emerging disease threats to vital fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. It will significantly enhance our responses to known pathogens and provide a clear framework, based on state-of-the-art science, for addressing the dangers of emerging diseases.

Support Virginia Department of Health (VDH) and Virginia Marine Resources Commission (VMRC) Needs in Shellfish Aquaculture Management. Shellfish aquaculture is one of the fastest growing economic drivers in coastal Virginia, especially in rural areas. With this growth has come the need for new monitoring and assessment programs to support the work that VDH does in protecting human health and that VMRC does in managing the use of the state's aquatic resources. VIMS has the technical skills to conduct these new programs, but lacks the state-supported personnel to conduct the monitoring and some of the needed field sensors. Federal grant funding, which we employ with great success in supporting our research programs, is typically not available to support such monitoring programs. State support, in three separate monitoring programs, will allow us to meet the needs that have been expressed to us directly by VDH and VMRC.

1. Improve Risk Management of Vibriosis. A key threat to the growth and sustainability of shellfish aquaculture is the association of human-pathogenic *Vibrio* bacteria with product marketed for raw consumption, in particular oysters. Infections by the two *Vibrio* species of concern, *Vibrio vulnificus* and *Vibrio parahaemolyticus* (or vibriosis) are responsible for an estimated 80,000 illnesses and 100 deaths in the U.S. annually, with most of these infections associated with consumption of raw or undercooked shellfish. These bacteria can also have significant repercussions for the shellfish industry through product recall, closure of harvest beds and reduced opportunity for sales associated with negative publicity. With the rise in shellfish production and in consumption of shellfish, particularly oysters, as a raw product, as well as the likelihood for *Vibrio* species abundance to increase with warming seawater, favorable conditions are in place for an increase in vibriosis cases. Because these bacteria occur naturally in shellfish and their surrounding environment, preventing illnesses relies on a robust monitoring program. Within this context, increased monitoring of our local waters and shellfish

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will enhance our understanding of the factors driving the distribution and abundance of these bacteria in the environment and in shellfish. We will collaborate with VDH to foster science-based risk management strategies.

2. **Determine Carrying Capacity for Shell Production.** Sustaining Virginia's shellfish aquaculture industry and enabling future expansion are dependent on an adequate food supply for the shellfish; this supply comes from primary production by phytoplankton which sets the amount of shellfish that can be grown in an area (carrying capacity). Increasingly, VMRC is seeking VIMS' guidance on the carrying capacity of shellfish growing areas throughout Virginia's coastal waters. To satisfy this request, we need accurate, up-to-date measurements of local rates of phytoplankton production, a quantity that changes as nutrient inputs and temperature vary. This initiative will allow us to conduct monthly surveys in shellfish growing waters throughout Tidewater Virginia to build and maintain a spatially-explicit database that can be used to develop carrying capacity estimates for oyster and clam production in these waters. In conjunction with this we will develop user-friendly decision support modeling tools that can be directly used by VMRC and the shellfish aquaculture industry to assess carrying capacity and make informed decisions about the production capacity of a given water body.
3. **Assess Coastal Acidification and its Impact on Shellfish Aquaculture.** Coastal acidification, caused by increased atmospheric CO₂, presents a serious and credible threat to the marine resources of the Commonwealth, including shellfish aquaculture industry, fisheries stocks, and health of Chesapeake Bay and the Eastern Shore ecosystems. In September 2018, the Northam administration joined the International Alliance to Combat Ocean Acidification, demonstrating its commitment to ensuring that Virginia is a leader in addressing coastal acidification issues. To meet this commitment, we need to assess the severity of coastal acidification, develop an early warning system for stakeholders, and predict its impacts on living resources. In recent years, VIMS has developed observational capacity, advanced modeling tools, and sophisticated experimental facilities that are capable of supporting the Commonwealth's commitment.

Establish a Molecular Core Lab. Rapidly advancing technology has led to a revolution in the realm of molecular biology and genomics, giving scientists much greater power to address complex problems in marine and estuarine systems. This revolution offers the opportunity for VIMS to improve its capabilities in fulfilling its advisory mission to the Commonwealth in the areas of fisheries and aquaculture, environmental health, and coastal ecology. Extremely large amounts of data can be generated in a relatively short period of time using this technology, offering unparalleled opportunities to create more sustainable environments, bolster regional economies, and protect human health.

Currently, VIMS researchers within three different departments use molecular approaches to address important research questions related to resource management and public health issues in Virginia, including fisheries and aquaculture management, harmful algae blooms, and shellfish health and safety. Key pieces of heavily used shared equipment are scattered across campus and are rapidly becoming outdated. VIMS' ability to accommodate this research, which requires massively high-throughput sequencing, digital PCR, transcriptomics and single cell genomics, is limited by the absence of a centralized facility with support.

We are seeking to upgrade critical instruments and to add technical expertise in advanced bioinformatics analyses, and dedicated technical staff to operate and coordinate the use of specialized equipment, and to advise researchers on appropriate strategies and approaches to answer their research questions. Almost all top-tier marine research institutions, including Woods Hole Oceanographic Institute, Scripps Institution of Oceanography, Rosenstiel School at University of Miami, University of Rhode Island, University of Washington, and others, support these types of core facilities with state-of-the-art equipment and technical expertise. As VIMS is in the process of designing and

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building a new science laboratory building, it is an excellent opportunity to acquire the needed equipment and additional staff to develop the molecular capabilities to remain competitive in the 21st Century and to provide the Commonwealth with state-of-the-art, science-based advice. VIMS has leveraged its existing molecular genetics capabilities for over \$5M in extramural research funds. Enhancing our capabilities further would expand our capacity to leverage even more extramural money in support of our research, education and advisory missions.

Support Commonwealth Fisheries Collection. The Nunnally Ichthyology Collection at VIMS is a library of preserved fishes from Virginia, the Chesapeake Bay, the North Atlantic, and the world beyond. The collection supports VIMS' institutional mission of research, education, and advisory service by engaging a broad community of scientists worldwide, providing the foundation for graduate education and research, and inspiring the public by sharing the biodiversity of fishes and the research that is being done to gain a better understanding of the natural world. The collection also serves as the only active, cataloged repository in the Commonwealth for voucher specimens of fishes collected by biologists at VIMS, numerous state (VDGIF, VMRC and DEQ) and federal agencies (NOAA and USFWS), Virginia Parks and Recreation (various counties), and the Virginia Aquarium.

The Nunnally Ichthyology Collection at VIMS also houses approximately 54,000 individual fish from institutions of higher education in Virginia that have divested their collections, including: Virginia Commonwealth University, University of Richmond, College of William & Mary, and George Mason University, and another approximately 52,000 fish formerly from the Chesapeake Biological Laboratory collection in Maryland. It is the only state collection for marine and freshwater fishes, and serves as the state repository for fishes collected in the Commonwealth. VIMS bears the responsibility of ensuring that this valuable resource is maintained on behalf of the Commonwealth. To date we have managed this through some allocation of our existing funds, federal grants and philanthropic gifts. As the size and value of this collection has grown, we lack the resources to ensure that the collection is adequately maintained and that it is available for use by state agencies and academic institutions.

Monitor Zooplankton and Larval Fish. Zooplankton (small marine organisms) serve both as trophic links between primary producers and higher trophic levels—such as commercially important fish and invertebrates. Furthermore, most commercially important fish and all shellfish in Chesapeake Bay have a pelagic, larval stage in the plankton—the survival of which exerts key control on the fisheries stock. However, for the past two decades there has been no systematic sampling of spatial and temporal variability in zooplankton or fish larval abundance in Virginia waters. The Commonwealth's current water quality monitoring programs and fisheries stock assessments completely exclude this key link in the estuarine and coastal food web. Indeed, predictive models of Bay water quality and fisheries stocks—if they include mid-trophic levels at all—are based on obsolete zooplankton data. Rising temperatures and changing salinity distributions in the Chesapeake Bay are certain to alter this important link in the food web.

With the Commonwealth's significant investment in the new R/V *Virginia*, recent upgrades and digitization of the Nunnally Ichthyology larval fish collection, and the wide expertise of faculty members including plankton and benthic ecology, ichthyology, and ecosystem modeling, VIMS is now uniquely poised to address this critical gap in our understanding of Bay and coastal food web dynamics. Recent advances in remote observation technology using an Underwater Vision Profiler and machine learning have also increased efficiency of zooplankton sampling, identification, and enumeration. This initiative will complete our fisheries monitoring program.

Establish Virginia Harmful Algal Bloom (HAB) Monitoring Consortium. Harmful algal blooms pose a significant threat to human and animal health, as well as to aquaculture, commercial fisheries, aquatic food webs and safe recreational water use. Recent increases in the frequency, severity and distribution of algal blooms have occurred worldwide and the threats posed by emerging HAB species are predicted to increase. Specifically, in Virginia's waters there are emerging HABs, as well as increases in the

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severity and distribution of several harmful species. Additional coordinated and intensive monitoring efforts are needed to gain a better understanding of the conditions that lead to blooms of HAB organisms and to more accurately predict the potential human health effects and impacts on aquatic life.

Virginia citizens would be best served by a HAB monitoring consortium where VIMS personnel would work cooperatively with other Virginia state agencies, particularly the Virginia Department of Environmental Quality (DEQ), Virginia Marine Resources Commission (VMRC) and the Virginia Department of Health (VDH). This consortium would coordinate a larger-scale HAB monitoring program in Virginia waters, engage in public education, and develop appropriate response and notification protocols for future HAB events. Currently the stations in VA estuarine and marine waters are typically monitored only monthly and more frequent monitoring is necessary, particularly during the peak bloom season of summer and early fall. More frequent monitoring is particularly important for shellfish growing areas where there is a risk to human and shellfish health. The role of VIMS scientists in this consortium would be species and toxin identification and quantification.

Expand Tetraploid Technology for Improved Yields of Oyster Aquaculture in Chesapeake Bay. Virginia leads the east coast in aquaculture production of clams and oysters. These developments have been rooted in scientific advances and transfer of contemporary technologies to the industry by VIMS. In fact, VIMS has become a world leader in shellfish aquaculture technologies. One of those technologies has been a force in driving oyster aquaculture to the forefront: tetraploid technology.

Tetraploid oysters (which have 4 sets of chromosomes as opposed to normal diploid oysters with 2 sets) are used by commercial hatcheries to mate which produce sterile (spawnless) triploid oysters (3 sets of chromosomes), which comprises >90% of farmed oysters in Virginia, and increasingly, east coast states. This technology is part of the Intellectual Property portfolio of the Aquaculture Genetics and Breeding Technology Center at VIMS. To date we have used tetraploids largely for the purpose of mating them with diploids producing sterile oysters, while normal diploids have been the focus of our breeding efforts to produce faster-growing, disease resistant oysters.

That means that the remarkable progress that we have made to date in breeding an improved oyster has been accomplished through genetic selection on only one-third of the genetic material that makes up a triploid oyster. We have now produced thousands of tetraploid oysters and are prepared to make even greater advances by beginning to do selective breeding to improve the tetraploids.

This will increase the operational cost of the breeding program, but we expect it will lead to major advances in Virginia's oyster aquaculture industry. The initiative will allow us to expand the development of tetraploid strains by developing new genetic material for release to industry, all with the goal to ensure that Virginia maintains its world-leading role in research and development in support of oyster aquaculture.

Increase Base Operating Support. The normal formulas the state uses to assess and supply base operating support to higher education institutions does not readily apply to VIMS and, thus, disadvantages the Institute. Specifically, this request includes vital support for 1) service contracts for high tech scientific equipment purchased through the Equipment Trust Fund, 2) inflationary increases in general operating expenses, and 3) support for personnel services in support units.

Continue to Operate as a Year-round Facility. As an independent state agency that is heavily involved in research and graduate education, VIMS also provides advisory service to the Commonwealth in the form of expert scientific advice on marine-related issues throughout Chesapeake Bay and the coastal ocean. All three of our missions, the graduate program, research and advisory programs, are heavily operational for the entire 12-month calendar year, and in fact, all of our faculty hold 12-month appointments. Field research is most active between April and October, but most other

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activities occur equally throughout the year. VIMS always has been, and will continue to be, a year-round operation.

Section B. Tuition and Fees Predictability Plans: Provide information about the assumptions used to develop tuition and fee charges shown in PART 1. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors. Include information, if applicable, on tuition increase plans for program- and level-specific charges or on any other alternative tuition and fee arrangement.

RESPONSE:

Not Applicable

Section C. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE:

Not Applicable

Section D. Programs and Instructional Sites: Provide information on any new academic programs, including credentials and certificates, or new instructional sites, supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE:

Not Applicable

Section E. Financial Aid: TJ21 requires "plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans." Virginia's definitions of low-income and middle-income under TJ21 are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE:

Not Applicable

Section F. Capital Outlay: Provide information on your institution's top two Education and General Programs capital outlay projects, including new construction as well as renovations, that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated.

RESPONSE:

Construct New Fisheries Science Building. This request supports the construction of a new 38,000 square-foot state-of-the-art research laboratory building to replace the 29-year-old Nunnally/Fisheries Science Laboratory. It will include a fish processing laboratory, climate-controlled storage and faculty research offices and laboratories supporting the Department of Fisheries Science. The new building

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will consolidate most of the Fisheries Science Department into one location, improving the colloquy between faculty, staff and students of the department. Additionally, space for the Nunnally Ichthyology Collection will serve as the largest repository for freshwater, Chesapeake Bay and coastal fishes of Virginia. The New Fisheries Science Building will require a feasibility study to analyze the current program needs and identify opportunities to house complimentary institute programs not currently used by the facility. The building will be required to meet LEED Silver design standards, at a minimum. The total cost for this project is estimated at \$30M.

Construct Field Operations Complex. This request supports the construction of a new 10,000 square-foot field operations facility to replace several existing structures that are deteriorated, in need of much repair and, due to their location, prone to flooding during storm and high tide events. The facility will be constructed with a raised elevation that will take into consideration sea level rise and will consist of offices for the department's administrative staff, a training/instruction classroom, a workshop to support the dive equipment program, a maintenance repair shop to support the field operations equipment repair program, and field and equipment storage. The new Field Operations Complex will require a feasibility study to analyze the current program needs and will be designed to meet LEED Silver standards, at a minimum. The total cost for this project is estimated at \$6.6M.

Section G. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

Not Applicable

Section H. Performance Pilots (optional): For this topic, any institution that wishes to include a Performance Pilot and provided notification by April 1 to relevant parties, should select one or more of the strategies presented in the institution's Academic and Financial plan (PART 3) and General Fund Request (PART 4) that constitute(s) "one innovative proposal" as defined in subsection F of § 23.1-306. Describe the proposal, the proposed performance measures and the requested authority or support from the Commonwealth.

RESPONSE:

Not Applicable

Section I. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

RESPONSE:

Increase Graduate Financial Aid. VIMS faculty continue to aggressively pursue grant support from federal agencies and private donors, and recognize that meeting the need for graduate financial aid will require multiple sources of funds. In the 2019 General Assembly session, VIMS was provided \$200K for Commonwealth Coastal Research Fellows. This funding will support graduate student research to strategically advance areas such as aquaculture, fisheries management, storm surge modeling, shoreline adaptation, water quality research, and resilience management approaches. The additional state support is a critical element if we are to maintain our historic leadership in graduate education in marine science and take advantage of our strategic institutional goal of further increasing enrollment via a professional master's degree program.

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Increase Base Operating Support. In the 2018 General Assembly session, VIMS was provided with \$625K in each year of the biennium for operations and maintenance of new facilities coming online. This funding supports service contracts for high tech scientific equipment purchased through the Equipment Trust Fund, inflationary increases in general operating expenses, and technical support personnel.

Enhance Chesapeake Bay Water Quality Modeling and Monitoring. In the 2018 General Assembly session, VIMS was provided with \$893,753, starting in FY 2020, for water quality improvement work. The funding includes \$406,075 for on-going support, \$84,678 for debt service costs under the Master Equipment Leasing Program (MELP) associated with the modeling and assessment technologies, and \$403,000 for development of the State of the Elizabeth River Scorecard for pollution levels in the Elizabeth River.

Monitoring Bay Grasses. In the 2019 General Assembly session, VIMS was funded \$380K to monitor bay grasses, a critical living resource that must co-exist with aquaculture. These funds also provide VIMS with the resources needed to evaluate interactions between oyster aquaculture and bay grasses, and to develop Best Management Practices for this industry to reduce impacts on grasses.

Section J. Economic Development Annual Report (Due October 1): Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. If applicable, the information should include:

1. University-led or public-private partnerships in real estate and/or community redevelopment.
2. State industries to which the institution's research efforts have direct relevance.
3. High-impact programs designed to meet the needs of local families, community partners, and businesses.
4. Business management/consulting assistance.

RESPONSE:

VIRGINIA INSTITUTE OF MARINE SCIENCE
FY 2020-2022 OPERATING BUDGET REQUESTS

The Virginia Institute of Marine Science has developed operating budget requests as part of the Commonwealth's 2020-2022 budget development process consistent with the guidance set forth by the Governor's Office, the Secretary of Education, and the State's Department of Planning and Budget. All of the requests are included in the Institute's Six Year Plan.

THEREFORE, BE IT RESOLVED, that the Board of Visitors of William & Mary in Virginia approves the following operating and capital budget requests for the Virginia Institute of Marine Science for submission to the Commonwealth as part of the 2020-2022 budget development process.

VIRGINIA INSTITUTE OF MARINE SCIENCE

FY 2020-2022 OPERATING BUDGET REQUESTS

<u>FY 2020-2021</u>	<u>FY 2021-2022</u>
\$250,000	\$250,000

Restore Saltwater Fisheries Survey Funding. Long-standing fisheries surveys by VIMS provide the scientific data on which saltwater fisheries in the Commonwealth of Virginia are managed. These surveys have been supported by a combination of state dollars and federal grants. Recent reductions in the state and federal funds resulted in five of our most important surveys being dramatically cut. Beginning in 2018, federal funding from the US Fish and Wildlife Service that flows through the Virginia Marine Resources Commission (VMRC) was reduced from \$1.8M to \$1.13M, largely as a result of a federal decision to alter the percentage split between freshwater and saltwater fish survey support provided to Virginia. At the same time, VMRC's source for providing their share of a 33% state match requirement (historically VMRC provided \$300K and VIMS provided \$300K of the required \$600K match for \$1.8M of federal funds) was reduced by the General Assembly so that most of those dollars could be used to support the Saltwater Fishing Tournament.

Secretary Strickler and the Commissioner Bowman managed to negotiate a slightly more favorable split in federal funds that resulted in a federal funding of \$1.4 M going to saltwater fisheries surveys, but the total loss between the state and federal sources was approximately \$700K. VIMS implemented austere cuts to these surveys, reduced personnel, and combined surveys to gain efficiency, but still fell \$230K short of having funding needed to sustain the surveys at a level to meet the needs of the Commonwealth. We are seeking to recover this lost support to maintain these surveys that are critical to wise management and economic viability of Virginia's saltwater fisheries.

\$225,000	\$225,000
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Manage Aquatic Diseases. Recent outbreaks of disease have damaged economically important and ecologically sensitive marine resources in the Commonwealth and nation. Examples include mycobacterial infections in striped bass, dermo and MSX in oysters, *Hematodinium* in blue crabs, morbillivirus in dolphins, wasting disease in seastars, bacterial infections in scallops, and parasitic infections in eels, to name a few. The pathogens responsible for these outbreaks are not well known, their risks to marine life and potential to spread remain understudied, and their ecological impacts have been difficult to assess with existing resources. To meet the challenge of diseases in marine systems, this initiative will provide science-based guidance on the management of existing and emerging disease threats to critical fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. VIMS scientists have considerable expertise working with diseases of marine animals; however, we aim to leverage this expertise by establishing state and regional response protocols, identifying and liaising with key groups such as state and federal resource managers and public health officials, as well as the fishing and aquaculture industries, serving as a clearinghouse for information to policy makers, and developing modeling tools to mitigate the effects of disease outbreaks. The health of marine resources such as fish and shellfish is fundamental to the growth of industries and the revitalization of coastal communities dependent upon them. This initiative will provide expert guidance on the management and mitigation of existing and emerging disease threats to vital fishery and aquaculture resources in the Commonwealth and Chesapeake Bay region. It will significantly enhance our responses to known pathogens and provide a clear framework, based on state-of-the-art science, for addressing the dangers of emerging diseases.

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<u>FY 2020-2021</u>	<u>FY 2021-2022</u>
\$390,000	\$390,000

Support Virginia Department of Health (VDH) and Virginia Marine Resources Commission (VMRC) Needs in Shellfish Aquaculture Management. Shellfish aquaculture in one of the fastest growing economic drivers in coastal Virginia, especially in rural areas. With this growth has come the need for new monitoring and assessment programs to support the work that VDH does in protecting human health and that VMRC does in managing the use of the state's aquatic resources. VIMS has the technical skills to conduct these new programs, but lacks the state-supported personnel to conduct the monitoring and some of the needed field sensors. Federal grant funding, which we employ with great success in supporting our research programs, is typically not available to support such monitoring programs. State support, in three separate monitoring programs, will allow us to meet the needs that have been expressed to us directly by VDH and VMRC.

1. **Improve Risk Management of Vibriosis.** A key threat to the growth and sustainability of shellfish aquaculture is the association of human-pathogenic *Vibrio* bacteria with product marketed for raw consumption, in particular oysters. Infections by the two *Vibrio* species of concern, *Vibrio vulnificus* and *Vibrio parahaemolyticus* (or vibriosis) are responsible for an estimated 80,000 illnesses and 100 deaths in the U.S. annually, with most of these infections associated with consumption of raw or undercooked shellfish. These bacteria can also have significant repercussions for the shellfish industry through product recall, closure of harvest beds and reduced opportunity for sales associated with negative publicity. With the rise in shellfish production and in consumption of shellfish, particularly oysters, as a raw product, as well as the likelihood for *Vibrio* species abundance to increase with warming seawater, favorable conditions are in place for an increase in vibriosis cases. Because these bacteria occur naturally in shellfish and their surrounding environment, preventing illnesses relies on a robust monitoring program. Within this context, increased monitoring of our local waters and shellfish will enhance our understanding of the factors driving the distribution and abundance of these bacteria in the environment and in shellfish. We will collaborate with VDH to foster science-based risk management strategies.
2. **Determine Carrying Capacity for Shell Production.** Sustaining Virginia's shellfish aquaculture industry and enabling future expansion are dependent on an adequate food supply for the shellfish; this supply comes from primary production by phytoplankton which sets the amount of shellfish that can be grown in an area (carrying capacity). Increasingly, VMRC is seeking VIMS' guidance on the carrying capacity of shellfish growing areas throughout Virginia's coastal waters. To satisfy this request, we need accurate, up-to-date measurements of local rates of phytoplankton production, a quantity that changes as nutrient inputs and temperature vary. This initiative will allow us to conduct monthly surveys in shellfish growing waters throughout Tidewater Virginia to build and maintain a spatially-explicit database that can be used to develop carrying capacity estimates for oyster and clam production in these waters. In conjunction with this we will develop user-friendly decision support modeling tools that can be directly used by VMRC and the shellfish aquaculture industry to assess carrying capacity and make informed decisions about the production capacity of a given water body.
3. **Assess Coastal Acidification and its Impact on Shellfish Aquaculture.** Coastal acidification, caused by increased atmospheric CO₂, presents a serious and credible threat to the marine resources of the Commonwealth, including shellfish aquaculture industry, fisheries stocks, and health of Chesapeake Bay and the Eastern Shore ecosystems. In September 2018, the Northam administration joined the International Alliance to Combat Ocean Acidification, demonstrating its commitment to ensuring that Virginia is a leader in addressing coastal acidification issues. To meet this commitment, we need to assess the severity of coastal acidification, develop an early warning system for stakeholders, and predict its impacts on living resources. In recent years, VIMS has

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developed observational capacity, advanced modeling tools, and sophisticated experimental facilities that are capable of supporting the Commonwealth's commitment.

<u>FY 2020-2021</u>	<u>FY 2021-2022</u>
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\$225,000	\$225,000
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The Nunnally Ichthyology Collection at VIMS also houses approximately 54,000 individual fish from institutions of higher education in Virginia that have divested their collections, including: Virginia Commonwealth University, University of Richmond, College of William & Mary, and George Mason University, and another approximately 52,000 fish formerly from the Chesapeake Biological Laboratory collection in Maryland. It is the only state collection for marine and freshwater fishes, and serves as the state repository for fishes collected in the Commonwealth. VIMS bears the responsibility of ensuring that this valuable resource is maintained on behalf of the Commonwealth. To date we have managed this through some allocation of our existing funds, federal grants and philanthropic gifts. As the size and value of this collection has grown, we lack the resources to ensure that the collection is adequately maintained and that it is available for use by state agencies and academic institutions.

**REVISIONS TO THE BYLAWS OF
THE BOARD OF VISITORS**

Amendments and revisions to the *Bylaws of the Board of Visitors* have been proposed in order to (1) reflect changes to the Code of Virginia, (2) continue to provide flexibility to implement organizational changes; and (3) clean up technical and typographical errors.

BE IT RESOLVED, That on the recommendation of the Rector, officials at both William and Mary and Richard Bland College, and University Counsel, the *Bylaws of the Board of Visitors* are hereby amended, effective immediately, as shown on the following pages.

BYLAWS OF THE BOARD OF VISITORS

ARTICLE I

I. **Board Authority**

- A. The Board of Visitors (Board) of The College of William & Mary in Virginia (the University or William & Mary) is the corporate body established by the Royal Charter and the Code of Virginia to govern William & Mary (including the Virginia Institute of Marine Science). The Board is also established by the Code of Virginia to govern Richard Bland College (the College or RBC).
- B. The Board has the powers and duties conferred upon it by the Royal Charter, the Code of Virginia, and the Management Agreement with the Commonwealth of Virginia.
- C. The Board has adopted these Bylaws to set forth the workings of the Board, the University and the College, and to fulfill its obligations under the law. The Board adopted codes of ethics for the University and the College that apply to all members of the institutional community – board members, employees, students, and volunteers (see Section XII. A. and B.). The Board strives to preserve the ideals and traditions of the institutions under its jurisdiction, including the student-administered Honor System that originated in the earliest years of the University.

ARTICLE II

II. **Membership**

- A. **Board of Visitors Members:** The Board consists of seventeen members appointed by the Governor of Virginia and confirmed by the General Assembly of Virginia.
- B. **Advisory representatives:** The Board is assisted by various non-voting advisory representatives who may attend committee meetings and the full meetings of the Board and any closed sessions of Board committees, as determined by the respective committee chair or the full Board, as determined by the Rector. In the event an advisory representative is unable to complete the term, the Rector will, in consultation with the President of William & Mary or the President of RBC, as appropriate, appoint a replacement representative to complete the term, with no

effect on eligibility to serve a full term. The representatives will be appointed by the Rector annually, as follows:

1. **Student Representative of William & Mary:** The President of the Student Assembly for a one-year term.
2. **Student Representative of Richard Bland College:** A student nominated by the President of RBC for a one-year term.
3. **Faculty Representative of William & Mary:** A faculty member selected, in consultation with the chair of the Committee on Academic Affairs and recommended by the President and Provost, from among the former presidents of the William & Mary Faculty Assembly, for no more than two consecutive one-year terms.
4. **Faculty Representative of Richard Bland College:** A faculty member recommended by the President of RBC, in consultation with the chair of the RBC Faculty Assembly, for no more than two consecutive one-year terms.
5. **Staff Liaison of William & Mary:** The President of the professional or operational/classified staff Assembly for a one-year term. Such appointments alternate each year between the professional and operational/classified staffs.

C. **Terms of Board members**

1. Members of the Board of Visitors have such terms as provided by law.
2. The terms of student and faculty advisory representatives begin on the day following Commencement at each institution and continue through Commencement the following year.
3. The term of the staff liaison begins on July 1 and continues until June 30 of the following year.

D. **Removal of Board members**

1. If any member of the Board fails to perform the duties of the office for one year without written justification to the Rector, the Rector may, after notifying that member, report such failure to the Governor and may request that the Governor exercise the authority under § 23.1-1300.C. of the Code of Virginia to remove the member from the Board. Such action must be recorded in the minutes of the next meeting.

Pursuant to § 23.1-1300.C. of the Code of Virginia, the Governor may remove from office for malfeasance, misfeasance, incompetence, or gross

neglect of duty any member of the Board of Visitors, and fill the resulting vacancy, subject to confirmation by the General Assembly.

2. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs required by § 23.1-1304 of the Code of Virginia during the first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members will record such failure in the minutes of the next meeting, and the Rector will notify the Governor. Pursuant to § 23.1-1300.E of the Code of Virginia, the member's office is vacated upon such notification.

ARTICLE III

III. Meetings

- A. **Regular meetings:** The Board meets regularly at least four times each year on dates selected by the Rector. The last meeting of the academic year is the annual meeting.
- B. **Special meetings:** Special meetings, including emergency meetings and annual retreats, may be called by the Rector, or in the Rector's absence or inability, by the Vice Rector, or at the request of five members of the Board.
- C. **Electronic meetings:** As long as a quorum is physically assembled at one primary or central meeting location, the Board may conduct meetings electronically in accordance with the requirements of the law.
- D. **Remote location participation:** Pursuant to § 2.2-3708.2 of the Code of Virginia, a member who is unable to attend a meeting of the Board may participate from a remote location, as follows:
 1. The member must disclose to the Rector on or before the date of the meeting that the member is unable to attend due to:
 - a. a personal matter, the nature of shall be identified with specificity. A member's remote participation due to a personal matter is limited to two meetings per calendar year; or
 - b. a temporary or permanent disability or other medical condition that prevents the member's physical attendance;

2. The Board will determine by majority vote whether the member has satisfied that the requirements for remote participation.
 3. If the Board approves the member's participation, the Board shall arrange for the voice of the remote participant to be heard by all persons at the Board's meeting location. The minutes of the meeting shall note the remote location from which the member participated. If the member was unable to attend the meeting due to a temporary or permanent disability or other medical condition, the minutes shall note this. If the member was unable to attend due to a personal matter, the minutes shall note the specific nature of the personal matter.
 4. If the Board disapproves the member's participation, such disapproval shall be recorded in the minutes with specificity. If a member's participation is not approved, the member may continue to monitor the meeting from the remote location but may not participate in the proceeding and may not be counted as present at the meeting.
 5. Committees or subcommittees of the Board, or those committee or subcommittees appointed by the Board or the Rector to perform a delegated function or to advise the Board, are authorized to allow members to participate remotely, subject to the same requirements as the Board has imposed on itself.
 6. **Participation by a member pursuant to subdivision D.1.a. is limited each calendar year to two meetings.** This limitation applies separately to Board meetings and committee or subcommittee meetings.
- E. **Notice of meetings:** Notice of meetings is provided in accordance with relevant provisions of the Virginia Freedom of Information Act, Chapter 37 of Title 2.2. The appointee or representative of the Virginia Attorney General is notified and may attend meetings of the Board and all Board committees.
- F. **Quorum:** A simple majority of the voting members of the Board (or of a committee, in the case of a committee meeting) serving at any time constitutes a quorum. The Rector is a member of each Board committee for purposes of a quorum. The Rector may appoint members to a committee on an ad-hoc basis in the event a quorum is needed for a specific meeting.
- G. **Resolutions of the Board:** All proposed resolutions of the Board are presented to the Board-appointed Secretary to the Board prior to the meeting at which they are to be considered, with mailing to the members and non-voting advisory representatives at least six calendar days prior to the meeting, except that the introduction of a motion and/or resolution for Board action may be offered at any

time at the request of the Rector, the President of the University or the President of the College, or on those occasions when a two-thirds majority of the members present at the meeting vote in the affirmative to suspend this rule. At the same time such resolutions and all materials are furnished to members of the Board, they are made available for review by members of the public.

- H. **Public and closed meetings:** The discussions of the Board and any actions taken by it are conducted in open meeting, unless a closed session is authorized by law. Any action taken in a closed meeting must be officially approved in open meeting before it has effect. Attendance at meetings of the Board during closed sessions is determined by the Rector in consultation with the President of the University or the President of the College and in coordination with the Secretary to the Board. Attendance at committee meetings during closed sessions is determined by the committee chair in consultation with the Rector.
- I. **Minutes:** The Board-appointed Secretary to the Board maintains minutes of all open meetings of the Board. The Secretary ensures that minutes are posted on the Board's website and made available as required by law.
- J. **Annual Executive Summary:** The Board submits to the General Assembly and the Governor an annual executive summary of its work no later than the first day of each regular session of the General Assembly, in accordance with procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports for publication on the General Assembly's website.
- K. **Board Evaluation:** The Board shall conduct a self-evaluation biennially during the Board Retreat with a process discussed by the Executive Committee and approved by the Rector. The Board may occasionally have a formal evaluation of its processes and procedures conducted by an external evaluator at the discretion of the Executive Committee.

ARTICLE IV

IV. Officers of the Board

A. The officers of the Board are:

- 1. **Rector:** The Rector presides over all meetings of the Board and determines the order of its business. The Rector serves as the spokesperson for the

- Board and its designated representative. The Rector performs other duties as prescribed by law or these Bylaws, or as expressly authorized by the Board, including the appointment of members to all committees of the Board, special committees, and ad hoc committees.
2. **Vice Rector:** The Vice Rector performs the duties of the Rector when the Rector is absent or unable to discharge the duties of the office.
 3. **Secretary of the Board:** The Secretary performs the duties of the Rector when neither the Rector nor the Vice Rector is present or able to discharge such duties.
- B. **Election of officers:** Prior to the annual meeting in every even year, the Rector appoints a committee of at least three members of the Board to nominate candidates for the offices of Rector, Vice Rector, and Secretary. Nominations will also be accepted from the floor. The Board elects officers from any members nominated at the annual meeting. By statute, either the Rector or the Vice Rector must be a resident of Virginia (§ 23.1-1300).
- C. **Term of office:** Each officer serves a two-year term beginning July 1 following the annual meeting. Officers are eligible for re-election for one additional term.
- D. **Vacancy of office:** Should an office be vacated prior to the conclusion of an elected term, the Rector, or officer pursuant to IV.A.2. and 3., appoints a committee of at least three members of the Board to nominate a candidate to stand for election at the next meeting of the Board to complete the unexpired portion of such term.

ARTICLE V

V. **Organization of the Board**

A. **Executive committee:**

1. **Membership:** The Executive Committee consists of: (1) the Rector, who serves as chair; (2) the Vice Rector; (3) the Secretary of the Board; (4) the chair of the Committee on Financial Affairs; and (5) three members of the Board at large appointed by the Rector.
2. **Delegation of the authority of the Board:** Except as provided otherwise by law or these Bylaws, the Executive Committee exercises the powers and transacts the business of the Board of Visitors between meetings of the full

Board as needed. All members of the Board will be informed promptly of any action taken.

3. **Responsibilities:** The Executive Committee organizes the working processes of the Board and recommends best practices for Board governance, consistent with relevant provisions of § 23.1-1306, of the Code of Virginia.
4. **Staffing:** The Board-appointed Secretary to the Board staffs the Committee.

B. Standing committees

1. **Designation:** The Board has the following standing committees with members appointed by the Rector:
 - a) Committee on Academic Affairs
 - b) Committee on Administration, Buildings and Grounds
 - c) Committee on the Student Experience
 - d) Committee on Audit, Risk and Compliance
 - e) Committee on Financial Affairs
 - f) Committee on Institutional Advancement
 - g) Richard Bland College Committee
2. **Membership:**
 - a) The Rector appoints one or more members of the Board to chair each committee and may appoint one or more Board members to serve as vice chair(s) of each committee.
 - b) The Rector appoints at least three members of the Board to each standing committee and may designate committees of the whole.
 - c) The Rector may replace chairs as necessary and remove members from committees or fill committee vacancies as necessary.
3. **Subcommittees:** Upon approval of the Rector, committees may appoint subcommittees of not less than three voting Board members from within their memberships to consider such specific matters as will facilitate the business of the committee. All subcommittee action is subject to ratification by the committee.

4. **Meetings of committees:** The chair, or vice chair acting when the chair is absent or unable to perform the duties of the chair, or a majority of the membership of the committee or subcommittee, may call meetings after consultation and approval by the Rector. Notice of meetings of committees and subcommittees is published as required by law.
 5. **Faculty representative members of committees:** Annually, the Rector in consultation with the President, Provost, and chair of the Academic Affairs Committee appoints a faculty member from those nominated by the William & Mary Faculty Assembly Executive Committee, to the positions of non-voting faculty representative to each of the Committees on Administration, Buildings and Grounds, the Student Experience, Institutional Advancement and Financial Affairs. No faculty member may serve on more than one committee. The William & Mary faculty representative to the Board (Section II.B.3.) serves as a non-voting advisory member of the Committee on Academic Affairs.
 6. **Student representative members of committees:** Annually, the Rector in consultation with the William & Mary President, Vice President for Student Affairs and Student Assembly President, shall appoint one William & Mary student from among the Student Assembly President, Vice President of the Student Assembly and the two student liaisons to the Board to the position of non-voting student representative to each of the Committees on Academic Affairs, Administration, Buildings and Grounds, the Student Experience, Institutional Advancement and Financial Affairs, with the understanding that such student shall serve for a term of one academic year.
- C. **Committee on Academic Affairs:** The Committee on Academic Affairs considers and makes recommendations on matters affecting educational policies and new degrees or programs, instructional faculty affairs, including academic tenure and emeritus status, and the academic organization of William & Mary, and advises the President of the University on matters of personnel policy in regard to members of the instructional faculty. The Committee meets on a regular basis with representatives of the faculties. The William & Mary faculty representative to the Board serves as a non-voting advisory member of the Committee. The Rector may appoint a student, as detailed in Section V.B.6., to the position of non-voting student committee representative. The Provost staffs the Committee.
- D. **Committee on Administration, Buildings and Grounds:** The Committee on Administration, Buildings and Grounds considers and makes recommendations on

all matters relating to the administrative operations of the University, including human resources policy in regard to classified employees, university employees and other non-instructional faculty members; the buildings and grounds of William & Mary, including the naming of buildings; information technology; procurement; and any other matters referred to it by the Rector or the President particularly regarding authority granted under The Restructured Higher Education Financial and Administrative Operations Act (Title 23.1 Chapter 10). The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives. The Senior Vice President for Finance and Administration and the Vice President for Finance and Technology staff the Committee.

The Chair and Vice Chair of the Committee serve on the Design Review Board, of which the Committee Chair serves as chair. The Design Review Board is advisory to the President of William & Mary.

- E. **Committee on the Student Experience:** The Committee on the Student Experience considers and makes recommendations on matters affecting the University's intercollegiate and recreational athletic policies, plans, and personnel, as well as student life, discipline, extracurricular activities and physical and behavioral health. The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives. The Committee meets on a regular basis with student representatives of the University designated by the President of the Student Assembly. The Director of Athletics and the Vice President for Student Affairs staff the Committee.
- F. **Committee on Audit, Risk and Compliance:** The Committee considers and makes recommendations on policy matters pertaining to compliance, campus safety and security, and enterprise risk management, including financial, operational and reputational risks. The Committee on Audit, Risk and Compliance supervises the Director of Internal Audit, who is charged with auditing William & Mary and Richard Bland. The Committee reviews and approves the annual Audit Plan recommended by the Director of Internal Audit. The Committee performs an annual evaluation of the Director of Internal Audit during the Board's annual meeting for recommendation to the full Board. The Committee provides oversight of the compliance program and approves the Compliance Charter. The Presidents of the University and of the College may advise and consult with the Committee on any matter pertaining to internal auditing. The Director of Internal Audit, the Chief Compliance Officer, the Senior Vice President for Finance and Administration, the

Vice President for Finance and Technology, and the RBC President or designee staff the Committee.

- G. Committee on Financial Affairs:** The Committee on Financial Affairs considers and makes recommendations concerning the financial affairs of William & Mary and the Virginia Institute of Marine Science, which includes the submission and approval of all budgets and the administration of the financial policies and procedures established by the Board. The Committee has power and authority, subject to the guidelines set by the Board, to invest and reinvest all funds held by the Board as an endowment or in trust for the uses and purposes of William & Mary, the Virginia Institute of Marine Science, and Richard Bland, with the assistance of the Presidents; and the Committee directs and controls the handling of investments by an investment counsel or depository agent at any time employed by the Board. The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives. The Senior Vice President for Finance and Administration and the Vice President for Finance and Technology staff the Committee.
- H. Committee on Institutional Advancement:** The Committee on Institutional Advancement consults with the President to promote William & Mary and foster the relationship between the University and its communities and friends. The Committee considers and makes recommendations on policies fostering lifelong relationships and connections between William & Mary and its alumni and fundraising, as well as legislative affairs, branding and communications. A representative of the Alumni Association and a representative of the William & Mary Foundation may meet with the Committee during Board meetings. The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives. The Vice President for University Advancement and the Vice President for Strategic Initiatives & Public Affairs staff the Committee.
- I. Richard Bland College Committee:** The Richard Bland College Committee considers and makes recommendations on matters affecting educational and faculty policies, new degrees or programs, instructional faculty affairs and appointments, including academic tenure, executive appointments, and the academic organization of the College, and advises the President of the College on matters of personnel policy in regard to all classes of employees. The Committee considers and makes recommendations concerning the financial affairs of the College, which includes the submission and approval of all budgets and the administration of the financial

policies and procedures established by the Board, as well as internal audits and compliance. The Committee considers and makes recommendations on all matters relating to the buildings and grounds of Richard Bland College, including the naming of buildings; the administrative operations of the College; information technology; procurement; and any other matters referred to it by the Rector or the President. The Committee consults with the President to promote Richard Bland's advancement and foster the relationship between the College and its communities and friends. The Committee considers and makes recommendations on policies fostering lifelong relationships and connections between Richard Bland and its alumni and fundraising. The Committee performs an annual evaluation of the President of Richard Bland College during the Board's annual meeting for recommendation to the full Board. The Richard Bland student and faculty representatives serve as non-voting advisory members of the Committee. The President of the College or a designee staffs the Committee.

- J. **Special or ad hoc committees:** The Rector may appoint special or ad hoc committees of the Board as needed for the benefit of the Board and/or the University or the College.

ARTICLE VI

VI. Executive positions reporting to the Board of Visitors

- A. **President of William & Mary:** The Board elects the President of the University, who serves at its pleasure and pursuant to a contract with the Board. Any change to the President's employment contract is made only by a vote of a majority of the Board. The duties and responsibilities of the President are prescribed by law, these Bylaws, and such employment contract.
1. The President may attend all meetings of the Board of Visitors or its committees, except as otherwise directed by the Board or committee. The President brings to the attention of the Rector and the Board such matters as require the attention or action of the Board and may participate in the discussions of the Board or its committees.
 2. In case of the incapacitation, death or resignation of the President, the Board of Visitors designates as promptly as possible an Interim President to serve until a President is elected by the Board and assumes office.
 3. At least annually, on a date set by the Rector, the Board conducts an evaluation of the performance of the President for the preceding year. Such

evaluation may be held in a closed meeting pursuant to § 2.2-3711 .A.1. of the Code of Virginia.

- B. President of Richard Bland College:** The Board elects the President of Richard Bland College, who serves at its pleasure and pursuant to a contract with the Board. Any change to the President's employment contract is made only by a vote of a majority of the Board. The duties and responsibilities of the President are prescribed by law, these Bylaws, and such employment contract.
1. The President may attend all meetings of the Board of Visitors or its committees, except as otherwise directed by the Board or committee. The President brings to the attention of the Rector and the Chair of the Richard Bland College Committee such matters as require the attention or action of the Board and may participate in the discussions of the Board or its committees.
 2. In case of the incapacitation, death or resignation of the President, the Board of Visitors designates as promptly as possible an Interim President to serve until a President is elected by the Board and assumes office.
 3. At least annually, on a date set by the Rector, the Board conducts an evaluation of the performance of the President for the preceding year. Such evaluation may be held in a closed meeting pursuant to § 2.2-3711 .A.1. of the Code of Virginia.

ARTICLE VII

VII. Administrative positions reporting to the Board of Visitors

- A. Director of Internal Audit:** On recommendation of the President of the University, the Board appoints a Director of Internal Audit. The Director is responsible for the formation of an annual Audit Plan and for the administration and operation in the Office of Internal Audit. The Director consults with the President of William & Mary and the President of Richard Bland in the administration and operation of the Office of Internal Audit. The Director reports to the Committee on Audit, Risk and Compliance, and is evaluated annually by the Committee during the Board's annual meeting for review with full Board.
- B. Building Official:** On recommendation of the President of the University, the Board appoints a Building Official certified by the Virginia Department of Housing

and Community Development. The Building Official is authorized to determine the suitability for occupancy of, and to issue certifications for building occupancy for, all capital projects undertaken at William & Mary. Prior to issuing any such certification, the Building Official ensures that the Virginia Uniform Statewide Building Code requirements are met for that capital project and that such project has been inspected by the Fire Marshal or authorized designee. The Building Official reports directly and exclusively to the Board of Visitors through the Committee on Administration, Buildings and Grounds, and is evaluated annually by the Committee during the Board's annual meeting for review with the full Board.

ARTICLE VIII

VIII. Administrative positions of the Board of Visitors

- A. **University Counsel:** The Attorney General of Virginia, in consultation with the President of the University, appoints an Assistant Attorney General and Special Counsel from the Office of the Attorney General as counsel to the Board, the University and the College to provide necessary legal services on both routine matters and special projects.
- B. **Secretary to the Board:** The Board-appointed Secretary to the Board provides assistance to the Rector and members of the Board of Visitors, maintains minutes of all meetings of the Board and makes them available to any member of the Board, the Presidents of the University and College, and such others as required by law, with the authority to provide certification to the minutes of the meetings of the Board when necessary. On recommendation of the President of the University, the appointment of the Secretary to the Board is approved by resolution of the Board of Visitors.

ARTICLE IX

IX. Chancellor

Upon recommendation of the President, the Board of Visitors may elect a Chancellor of the University. The Chancellor's position is honorary, without responsibility, authority or compensation except for those duties and responsibilities specifically assigned to that position by the Board of Visitors. The Chancellor serves for seven

years and is eligible for re-election for additional terms upon recommendation of the President.

ARTICLE X

X. Responsibilities of the President and Officers of William & Mary

A. The President is the chief executive officer of the University, oversees its overall operation under the direction of the Board and in accordance with approved policies, and is accountable to the Board for its performance. The President may adopt such rules and regulations as appropriate to the proper administration of the University, provided they are not inconsistent with the policies of the Board of Visitors or the requirements of law. The President is assisted in the performance of duties by officers as defined under Article X. B. The President recommends the appointment of such officers of the University, subject to the approval of the Board of Visitors.

Among other duties as the University's chief executive officer, the President:

1. Approves the salaries, appointments, promotions, and dismissals of members of the staff and faculties of the University.
2. Oversees the admission of students, seeing to their well-being and administering a student disciplinary and Honor Code.
3. Oversees the financial, budgetary, transactional and strategic activities of the University, as well as the use and maintenance of its physical facilities.
4. The President, in consultation with the Rector, recommends to the Board for approval candidates for honorary degrees. The President, in consultation with the Rector, may recommend that the Board revoke a previously awarded honorary degree.
5. Confers all properly authorized degrees, with the exception of honorary degrees, which are conferred by the Rector or the Chancellor or their designee.
6. Has the authority to transact business in the name of the University.
7. Has the authority to further delegate such authority as has been conferred to the President, subject to guidelines for its exercise, and the President remains responsible for the delegated function.

B. The Provost and other senior officers of the University report to the President. Such senior officers may include the Senior Vice President for Administration and Finance, the Vice President for Finance and Technology and the Vice Presidents for Strategic Initiatives and Public Affairs, Student Affairs, University Advancement, and the Director of Athletics.

1. The Provost serves as the chief academic officer and senior administrative officer of the University, and has general purview over all its educational programs, activities, personnel and policies. The Provost administers the affairs of the University during the temporary absence or disability of the President, except as otherwise directed by the Board.

The Provost is responsible jointly with the Senior Vice President for Finance and Administration and the Vice President for Finance and Technology for budgetary planning, and for submitting recommendations to the President regarding allocation of the University's resources and expenditure of its funds.

The Provost is responsible for working directly with the Deans, and the Faculty Assembly when appropriate, on academic planning, and on curricular, budgetary, personnel, and educational policy matters, for recommendation as appropriate to the President. In accordance with the provisions of the Faculty Handbook and the Code of Virginia and upon recommendation of the appropriate dean or administrative officer, the Provost submits to the President recommendations regarding salaries, appointments, promotions and dismissals of members of the staff and faculties of the University, and the establishment of new positions.

The Provost serves as the accreditation officer of William & Mary.

The Provost recommends to the President the calendar of the University, the curriculum of the faculties of the University, and the inauguration of new degrees or programs, the latter being subject to approval by the Board of Visitors. Such recommendations are formulated with due regard to the roles of the respective faculties, the Faculty Assembly, the educational mission of the University in the Virginia system of higher education, and budgetary and administrative feasibility.

Concurrently with the President, the Provost has the authority to transact business in the name of the University, with the exception of indebtedness and those particular assignments made to the Senior Vice President for Finance and Administration. The Provost has the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for its exercise.

2. The Senior Vice President for Finance and Administration administers the business affairs of the University. Under the direction of the President, the Senior Vice President is responsible jointly with the Provost and the Vice President for Finance and Technology for budget planning, and for recommendations to the President regarding University resource allocation and expenditure budgets.

It is the Senior Vice President's responsibility to assure that private funds under the custody of the Board are properly invested with the approval of the President and the Committee on Financial Affairs.

The Senior Vice President has custody of the University's key documents.

The Senior Vice President is responsible for the effective operation of the physical plant, the auxiliary enterprises, the general purchasing and supply system, human resources, campus security, and the buildings and grounds of the University.

Concurrently with the President, the Senior Vice President for Finance and Administration has the authority to transact business in the name of the University, including: (1) the transfer, conversion, endorsement, sale, purchase, assignment, conveyance and delivery of any and all shares of stocks, bonds, debentures, notes, and subscriptions warrants, cash or equivalent assets, and evidence of indebtedness; (2) any and all contracts for the purchase of real estate and other property, or other securities or assets now or hereafter owned by the Board, or bearing any similar designation indicating ownership by the University; (3) agreements setting forth the terms for the acceptance of gifts to the University; (4) any and all contracts for the purchase or rental of professional services, supplies and equipment, including software and hardware; the design and construction of facilities; non-disclosure and confidentiality agreements; real estate and property leases or rental agreements; capital leases; acquisition or conveyance of any other type of property interest, including easements;

equipment leases or fixed asset rental agreements; use of University facilities; and (5) any other agreements necessary to carry out and support the operations of the University, with the exception of those particular assignments made to the Provost. The sale of real property requires the approval of the Board and the Commonwealth of Virginia. The Senior Vice President for Finance and Administration has the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

- C. On recommendation of the President, the Board of Visitors appoints the Dean of the Faculty of Arts and Sciences and the Deans of the Schools of Business, Education, Law, and Marine Science. The Deans have general responsibility for the Faculties under their jurisdiction and for the direction of the work of the Faculty or School. The Deans report to the Provost.

The Dean of the Faculty of Arts and Sciences and the Dean of the appropriate School, except as otherwise provided, advises the Provost in the formation of the Faculty and the determination of curriculum.

Subject to the legal obligations of the University, and except as these Bylaws otherwise provide, actual instruction, including such matters as curriculum and degree requirements, is discharged by the respective faculties of the University and the College.

- D. On recommendation of the President, the Board of Visitors appoints the Dean of University Libraries. The Dean of University Libraries, under the direction of the Provost, has general purview over and administrative responsibility for the Earl Gregg Swem Library and those professional and departmental libraries of the University responsible to Swem Library, not including the Wolf Law Library.
- E. On recommendation of the President, the Board of Visitors appoints the Dean of the School of Marine Science as the Director of the Virginia Institute of Marine Science. The Dean/Director, under the direction of the President, has general purview of and administrative responsibility for the affairs of the Institute. Recognizing the integration of activities and on-going support provided to the Institute by William & Mary, the Dean/Director works in close collaboration with the Provost and Senior Vice President for Finance and Administration on financial and budgetary matters.

ARTICLE XI

XI. Responsibilities of the President and Other Senior Officers of Richard Bland College

A. The President is the chief executive officer of the College, oversees its overall operation under the direction of the Richard Bland College Committee and the Board and in accordance with its policies, and is accountable to the Richard Bland College Committee and the Board for its performance. The President may adopt such rules and regulations as may be deemed appropriate to the proper administration of the College, provided they are not inconsistent with the policies of the Board of Visitors or the requirements of law.

Among the duties as the College's chief executive officer, the President:

1. Upon the recommendation of appropriate academic officers, appoints members of the faculty.
 2. Oversees the admission of students, seeing to their well-being and administering a student disciplinary and Honor Code.
 3. Oversees the financial, budgetary, transactional and strategic activities of the University, as well as the use and maintenance of its physical facilities.
 4. The President, in consultation with the Rector, recommends to the Board candidates for honorary associate degrees.
 5. Confers all properly authorized degrees, with the exception of honorary degrees, which are bestowed by the President and the Rector, or someone designated by the Rector.
 6. Has the authority to transact business in the name of Richard Bland College.
 7. Has the authority to further delegate such authority as has been conferred to the President. Such delegation must remain subject to guidelines for the exercise thereof, and the President remains responsible for the delegated function.
- B. The President, while remaining responsible for the overall administration of the College, is assisted in the performance of duties by a chief academic officer, a chief financial officer, or such other senior officers as the President deems necessary or appropriate. The President recommends the appointment of such officers of the College, subject to the approval of the Board of Visitors.

ARTICLE XII

XII. Policies and Regulations

Policies for the governance of William & Mary and Richard Bland as made from time to time by the Board of Visitors are binding on the appropriate communities and published within the University and the College by appropriate means.

No rule or regulation adopted by the Presidents of the University or RBC is deemed contrary to the policies of the Board of Visitors unless so determined by the Board itself after the promulgation of such rule or regulation.

A. Code of Ethics of William & Mary

The Board adopted this Code of Ethics for William & Mary, including the Virginia Institute of Marine Science, on April 17, 2009:

Integrity is one of the core values of the College of William & Mary. Thus, we are committed to lawful and ethical behavior in all of the University's activities. At William & Mary, we insist that all members of the University community – our board members, employees, students, and volunteers – comply with all laws, regulations, policies and ethical norms applicable to them. More generally, we are to be honest, fair, and trustworthy ourselves and to take care that other members of the University community are also.

We, as members of the William & Mary community, will:

1. Obey the laws, regulations, and policies applicable to our university activities.
2. Protect and preserve university resources and ensure their proper use.
3. Avoid both conflicts of interest and the appearance of such conflicts.
4. Safeguard confidential information.
5. Make procurement decisions impartially and objectively.
6. Maintain effective internal controls to safeguard the regularity and integrity of our activities.
7. Treat other people with dignity and respect and strive to eliminate all discrimination or harassment at William & Mary.
8. Report any illegal or unethical action that comes to our attention, so the University can investigate and take corrective steps.

B. Code of Ethics of Richard Bland College

The Board adopted this revised Code of Ethics for Richard Bland College on September 28, 2018:

At Richard Bland College ("College" or "RBC"), we are committed to ethical and lawful behavior in all College activities. Likewise, every member of the College community—employees, students, volunteers, contractors, and agents—is expected to obey all applicable laws, regulations, and policies, and to report any illegal or unethical action so that the College can investigate and take corrective steps as appropriate.

All members of the Richard Bland College community are expected to embrace the principles of our Code and:

1. Perform work responsibly and well for our students and other stakeholders.
2. Treat all people with dignity and respect.
3. Act with integrity in all interactions on campus and when representing the College off campus.
4. Ensure ethics in our business activities, safeguarding confidential information, avoiding conflicts of interest, and safeguarding College resources.
5. Accurately represent the mission, values, and accredited status of the College at all times.

MISCELLANEOUS

Adoption and Amendment of Bylaws. All Bylaws of the Board previously adopted are hereby superseded. All bylaws of the Faculties and other organizations of the University or the College must be consistent with the Bylaws of the Board. The Board charges the President of William & Mary or the President of RBC, as appropriate, with the responsibility to recommend to the Board amendments to the bylaws of the Faculties and other organizations that are determined to be changes of significance.

The Bylaws of the Board may be amended or superseded at any regular meeting of the Board with thirty days prior written notice, or at a special meeting called for the purpose, provided that every such amendment or repeal must receive not less than nine affirmative votes.

Suspension of Bylaws. These Bylaws or any one of them may be temporarily suspended at any meeting of the Board by a three-fourths affirmative vote of all members present provided that no rule may be suspended until at least nine vote affirmatively therefore.

Parliamentary Authority. Meetings are conducted and minutes taken in accordance with the current edition of Robert's "Rules of Order Newly Revised."

As amended by the Board of Visitors on September 27, 2019

WILLIAM & MARY

APPOINTMENT OF W&M BUILDING OFFICIAL

WHEREAS, the Higher Education Restructuring Act and associated Management Agreement provides the President with authority to designate a Building Official responsible for building code compliance for the university, including the Virginia Institute of Marine Science, by either (i) hiring an individual to be the Building Official, or (ii) continuing to use the services of the Department of General Services, Division of Engineering and Buildings, to perform the Building Official function; and

WHEREAS, the university has determined that its current approach does not provide sufficient capacity for the timely review of building plans and associated project inspections; and

WHEREAS, the Department of General Services, Division of Engineering and Buildings, has indicated it has the capacity to serve as the university's Building Official including code review and inspections for new projects as well as projects on the main campus and at VIMS that are early in the design process; and

WHEREAS, on the recommendation of the Senior Vice President for Finance and Administration, the President wishes to enter into a memorandum of understanding with the Department of General Services, Division of Engineering and Buildings, to provide such services;

THEREFORE, BE IT RESOLVED, That the Board of Visitors authorizes the Senior Vice President for Finance and Administration to enter into a Memorandum of Understanding with the Department of General Services, Division of Engineering and Buildings, to provide such services,

BE IT FURTHER RESOLVED, That the Senior Vice President for Finance and Administration shall report annually to the Board regarding the effectiveness and efficiency of this program.

WILLIAM & MARY

**GUIDELINES FOR PUBLIC COMMENT PERIOD
ON TUITION/FEE INCREASES**

As of July 1, 2019, Section 23.1-307 (D) and (E) of the Code of Virginia requires governing boards to conduct public hearings on increases in undergraduate tuition and mandatory fees. The Code also requires governing boards to develop guidelines for conducting the public comment opportunity. The following proposed guidelines are recommended to the Board for approval.

THEREFORE, BE IT RESOLVED, That the Board approves the Guidelines for Public Comment Period on W&M Tuition/Fee Increases, as proposed, effective immediately.

**GUIDELINES FOR WILLIAM & MARY PUBLIC COMMENT PERIOD ON
TUITION/FEE INCREASES**

- William & Mary will hold a budget hearing for the public followed by a comment period whenever any type of tuition increase is proposed, including but not limited to in-state, out-of-state, undergraduate, graduate, and differential tuition rates for specific programs. This workshop/public comment period will be held during the 30-day window between the date that the public notice is given of the range of the tuition/mandatory fee increase and the Board's vote on tuition and fees. Public notice for these meetings will be given as required by law.
- At least three BOV members will be present for the public comment period, including at a minimum the Rector or Vice Rector and a member of the Committee on Financial Affairs.
- The hearing will begin with a presentation delivered by the university administration that gives the background and history of the university's tuition and fees and factors considered in developing the proposed percentage change and will be followed by a public comment period.
- Speakers can sign up on a first-come, first-served basis for the public comment period. Speakers will be asked to specify their affiliation with the university, e.g., current student, parent, alum, faculty/staff, member of the public, etc.
- Following the presentation, the public comment period will be held for 60 minutes. Additional time may be allotted if needed based on the number of those present who have not spoken.
- Each speaker will be requested to limit their comments to only proposed tuition and fees and their intended uses. Speakers wishing to have their comments entered in the public record must bring a copy.
- Written comments will also be accepted from the date that the public notice is issued and may be submitted in hard copy, via email, or online. Instructions for doing so will be included in the public notice.
- The full Board of Visitors will be sent all written comments following the public hearing.
- The BOV periodically will review these public comment guidelines, re-evaluate the time allotted for public comment based on demand, and modify the guidelines as appropriate.

CLOSED MEETINGS

The Board of Visitors may consider in closed session certain matters, including those listed below. The Code is very specific as to how these matters will be described in public session and in closing the meeting the motion must be specific as to the matters to be considered in closed session. There may be no discussion in closed session of matters not identified in the original motion.

I move that the _____ Committee convene in Closed Session for the purpose of discussing _____, as provided for in Section 2.2-3711.A., ____ .

<u>Code Section</u>	<u>Topic</u>
2.2-3711.A.1.	Personnel matters involving identifiable college employees (i.e., appointments, performance evaluations, leaves, etc.) or discussion or interviews of prospective candidates for employment.
2.2-3711.A.2.	Matters concerning any identifiable student
2.2-3711.A.3.	Acquisition of real property for a public purpose or disposition of publicly held real property
2.2-3711.A.4.	Protection of individual privacy in personal matters not related to public business
2.2-3711.A.6.	Investment of public funds where bargaining or competition is involved
2.2-3711.A.7.	Consultation with legal counsel and briefings by staff members pertaining to <u>actual or probable litigation</u>
2.2-3711.A.8.	Consultation with legal counsel employed by a public body regarding specific legal matters requiring <u>legal advice by such counsel</u>
2.2-3711.A.9.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.11.	Honorary degrees or special awards
2.2-3711.A.19.	Reports or plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure
2.2-3711.A.29.	Public contracts involving the expenditure of public funds

§2.2-3712.D. - At the conclusion of any closed meeting, the Board of Visitors shall immediately reconvene in open meeting and shall take a roll call or other recorded vote to be included in the minutes, certifying that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Any member of the public body who believes that there was a departure from the requirements of clauses (i) and (ii), shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place. The statement shall be recorded in the minutes of the public body.

BOARD OF VISITORS MEETING DATES

2019

September 25-27

November 20-22

2020

February 5-7 (Charter Day 2/7)

April 22-24 (Commencement 5/16)

September 23-25

November 18-20 (11/19 half day at Richard Bland College)

September 2019