

BOARD OF VISITORS  
WILLIAM & MARY

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COMMITTEE MEETINGS

*Board Rooms - Blow Memorial Hall*

April 24 – 26, 2019

**SCHEDULE**  
Board of Visitors Committee Meetings  
William & Mary  
April 24-26, 2019  
Blow Memorial Hall - William & Mary

**WEDNESDAY, APRIL 24:**

**BOARD DINING ROOM**

2:30 p.m.           Beverages/snacks available

**BOARD ROOM - COMMITTEE ON ACADEMIC AFFAIRS**

3:00-4:30 p.m.     Committee on Academic Affairs           Karen Kennedy Schultz, Chair  
                                (Provost Halleran)                               S. Douglas Bunch, Vice Chair

Mirza Baig  
Warren W. Buck III  
Anne Leigh Kerr  
Catherine A. Forestell, faculty representative  
Brendan J. Boylan, student representative

- A. Introductory Remarks
- B. Approval of Minutes – February 6, 2019
- C. Report from Provost
- D. Report from Faculty Liaison Committee Chair
- E. Closed Session (if necessary)
- F. Action Materials
  - 1. **Resolution 7**, pages 13-17
  - 2. **Resolution 8**, page 18
  - 3. **Resolution 9**, page 19
  - 4. **Resolution 10**, pages 20-21
  - 5. **Resolution 11**, page 22
  - 6. **Resolution 12**, pages 23-27
  - 7. **Resolution 13**, pages 28-33
  - 8. **Resolution 14**, pages 34-44
  - 9. **Resolution 15**, pages 45-46
  - 10. **Resolution 16**, page 47
  - 11. **Resolution 17**, pages 48-49
  - 12. **Resolution 18**, pages 50-51
  - 13. **Resolution 19**, pages 52-53
  - 14. **Resolution 20**, page 54
  - 15. **Resolution 21**, pages 55-56
  - 16. **Resolution 22**, pages 57-58
  - 17. **Resolution 23**, page 59
  - 18. **Resolution 24**, page 60
  - 19. **Resolution 25**, page 61

Board of Visitors  
SCHEDULE  
April 24-26, 2019

**WEDNESDAY, APRIL 24:**

**BOARD CONFERENCE ROOM - EXECUTIVE COMMITTEE**

4:30-6:15 p.m.

Executive Committee  
(Mr. Fox)

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

Thomas R. Frantz  
James A. Hixon  
Lisa E. Roday  
Brian P. Woolfolk

- A. Introductory Remarks
- B. Approval of Minutes – February 6, 2019
- C. Discussion topics
- D. Closed Session (if necessary)

**MASON SCHOOL OF BUSINESS – EXECUTIVE DINING ROOM**

6:30 p.m.

Board Reception and Dinner

**THURSDAY, APRIL 25:**

**BOARD DINING ROOM**

7:00 a.m. Breakfast available

**BOARD ROOM – RICHARD BLAND COLLEGE COMMITTEE**

7:30-9:45 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  
Lisa E. Roday  
Karen Kennedy Schultz  
Brian P. Woolfolk  
Matthew J. Smith, faculty representative  
Kayla M. Hand, student representative

- A. Introductory Remarks
- B. Approval of Minutes – February 7, 2019
- C. General Reports
- D. Action Material
  - 1. Resolution 1, page 64
  - 2. Resolution 2, pages 65-66
  - 3. Resolution 3, pages 67-68
  - 4. Resolution 4, page 69
  - 5. Resolution 5, page 70
  - 6. Resolution 6, page 71
- E. Closed Session (if necessary)

**BLOW HALL ROOM 201– INVESTMENTS SUBCOMMITTEE**

7:30-8:30 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 – September 27, 2018
- C. Investment Portfolio Evaluation Overview
- D. Update on Uniform Prudent Management of Institutional Funds Act
- E. Closed Session (if necessary)



**THURSDAY, APRIL 25:**

**BLOW HALL ROOM 201– COMMITTEE ON FINANCIAL AFFAIRS**

8:30-9:45 a.m.      Committee on Financial Affairs      James A. Hixon, Chair  
(Mr. Jones, Ms. Sebring)      Mirza Baig, Vice Chair

S. Douglas Bunch  
Anne Leigh Kerr  
Todd A. Stottlemeyer  
H. Thomas Watkins III  
Thomas J. Ward, faculty representative  
Patrick Canteros, student representative

- A. Approval of Minutes – February 7, 2019
- B. Report from Senior Vice President for Finance and Administration and Vice President for Finance/Chief Financial Officer
  - 1. **Resolution 26**, pages 75-77
  - 2. **Resolution 27**, page 78
  - 3. **Resolution 28**, pages 79-87
  - 4. **Resolution 29**, page 88
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. **Resolution 30**, pages 89-91
- D. Investments Subcommittee report
- E. Closed Session (if necessary)

**BOARD ROOM – COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

9:45-11:00 a.m.      Committee on Institutional Advancement      Sue H. Gerdelman, Chair  
(Mr. Lambert)      Anne Leigh Kerr, Vice Chair

Victor K. Branch  
Thomas R. Frantz  
Todd A. Stottlemeyer  
H. Thomas Watkins III

- A. Approval of Minutes
  - 1. November 15, 2018 – Institutional Advancement
  - 2. February 9, 2019 – Campaign Steering Committee
- B. Campaign Update
- C. Institutional Positioning Study
- D. Closed Session (if necessary)

11:00 a.m.      Depart for Swern Library front plaza in College vans

**THURSDAY, APRIL 25:**

**SWEM LIBRARY FRONT PLAZA**

11:15 a.m.           Munford Plaza dedication

**WELLNESS CENTER PATIO**

12:00 noon           The Lemon Project Drum Circle  
  
                                  Lunch

1:00 p.m.            Return to Blow Memorial Hall

**BOARD ROOM – COMMITTEE ON THE STUDENT EXPERIENCE**

1:15-2:15 p.m.      Committee on the Student Experience      H. Thomas Watkins III, Chair  
                                  (Ms. Ambler, Ms. Huger)                                 Lisa E. Roday, Vice Chair

S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman  
Karen Kennedy Schultz  
Todd A. Stottlemyer  
Rowan Lockwood, faculty representative  
Samir Talaware, student representative

- A. Introductory Remarks
- B. Approval of Minutes – February 7, 2019
- C. Report from Vice President for Student Affairs
- D. Report from Director of Athletics
- E. Closed Session (if necessary)

**BLOW HALL ROOM 201 - COMMITTEE ON AUDIT, RISK AND COMPLIANCE**

1:15-3:00 p.m.      Committee on Audit, Risk and Compliance      Brian P. Woolfolk, Chair  
                                  (Mr. Erdahl, Ms. Mason, Mr. Jones)                                 Barbara L. Johnson, Vice Chair

Mirza Baig  
Victor K. Branch  
William H. Payne II  
J.E. Lincoln Saunders

- A. Approval of Minutes – February 6, 2019
- B. Report from Auditor of Public Accounts
- C. Report from Interim Chief Compliance Officer
- D. Report from Director of Internal Audit
- E. Closed Session (if necessary)

Board of Visitors  
SCHEDULE  
April 24-26, 2019

**THURSDAY, APRIL 25:**

**BOARD ROOM – AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY AND INNOVATION**

3:00-5:00 p.m. Ad Hoc Committee Todd A. Stottlemyer, Co-Chair  
(Mr. Halleran, Mr. Broaddus, Mr. Jones) Thomas R. Frantz, Co-Chair

- A. Opening remarks
- B. Update on Institutional Partnership Performance Agreement and Tech Talent Investment Program
- C. "Tiger Team" Updates
- D. Closed Session (if necessary)

5:00 p.m. Recess Committee meetings

5:15 p.m. **Annual Board Photograph**

**THE WREN PORTICO AND WREN YARD:**

5:30-7:30 p.m. Provost and Board of Visitors Faculty Reception and Picnic Dinner

Board of Visitors  
SCHEDULE  
April 24-26, 2019

**FRIDAY, APRIL 26:**

**BOARD DINING ROOM**

7:30 a.m. Breakfast available

**BOARD ROOM - COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

8:15-9:00 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  
Camryn Easley, student representative

- A. Approval of Minutes – February 7, 2019
- B. Report from Building Official
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. **Resolution 31**, pages 98-102
- D. Report from Senior Vice President for Finance and Administration
  - 1. **Resolution 32**, pages 103-108
  - 2. **Resolution 33**, page 109
  - 3. **Resolution 34**, page 110
  - 4. **Resolution 35**, pages 111-126
  - 5. **Resolution 36**, pages 127-130
  - 6. **Resolution 37**, pages 131-132
- E. Climate Survey Update
- E. Closed Session (if necessary)

**BOARD ROOM – BOARD OF VISITORS MEETING**

9:00-11:00 a.m. FULL BOARD MEETING - see MEETING AGENDA Mr. Littell

**BOARD DINING ROOM**

11:30 a.m. Lunch

**YORKTOWN PIER**

4:00 p.m. R/V Virginia christening ceremony  
5:00-7:00 p.m. Reception and tours  
7:00-9:00 p.m. Dinner – Historic Yorktown Freight Shed

AGENDA ITEMS  
Board of Visitors Meeting  
William & Mary

April 24-26, 2019  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

|                           |  |
|---------------------------|--|
| Resolution 1, page 64     | Approval of Academic Promotion                         |
| Resolution 2, pages 65-66 | Approval of 2019-2020 Operating Budget Proposal        |
| Resolution 3, pages 67-68 | Approval of 2019-2020 Tuition & Fees                   |
| Resolution 4, page 69     | Approval of Honorary Degree – Delegate Riley E. Ingram |
| Resolution 5, page 70     | Approval of Honorary Degree – Justin G. Reid           |
| Resolution 6, page 71     | Multi-Use Forest Management Plan                       |

WILLIAM & MARY

|                            |   |
|----------------------------|---|
| Resolution 7, pages 13-17  | Appointments to Fill Vacancies in the Instructional Faculty           |
| Resolution 8, page 18      | Designated Professorships   |
| Resolution 9, page 19      | Faculty Leaves of Absence   |
| Resolution 10, pages 20-21 | Faculty Promotions  |
| Resolution 11, page 22     | Award of Academic Tenure  |
| Resolution 12, pages 23-27 | Resolution to Modify the Faculty Retirement and Return to Work Policy |
| Resolution 13, pages 28-33 | Resolution to Modify the Constitution of the Faculty Assembly         |
| Resolution 14, pages 34-44 | Resolution to Modify the Bylaws of the Faculty of Arts & Sciences     |

Board of Visitors  
AGENDA ITEMS  
April 24-26, 2019

|                            |   |
|----------------------------|---|
| Resolution 15, pages 45-46 | Resolution to Approve a Bachelor of Arts in Education Program in Elementary Education |
| Resolution 16, page 47     | Resolution to Approve a Master of Computer Science Program in Arts & Sciences         |
| Resolution 17, pages 48-49 | Retirement of Bruce B. Campbell, Department of Modern Languages & Literatures         |
| Resolution 18, pages 50-51 | Retirement of James S. Heller, Law School   |
| Resolution 19, pages 52-53 | Retirement of Deborah A. Hewitt, Mason School of Business                             |
| Resolution 20, page 54     | Retirement of Lori Korinek, School of Education                                       |
| Resolution 21, pages 55-56 | Retirement of Gail A. McEachron, School of Education                                  |
| Resolution 22, pages 57-58 | Retirement of Lawrence J. Ring, Mason School of Business                              |
| Resolution 23, page 59     | Retirement of William L. Stauffer, Mason School of Business                           |
| Resolution 24, page 60     | Retirement of William R. Stewart, Jr., Mason School of Business                       |
| Resolution 25, page 61     | Retirement of Robert H. Stowers, Mason School of Business                             |
| Resolution 26, pages 75-77 | William & Mary FY 2019-20 Operating Budget Proposal                                   |
| Resolution 27, page 78     | Revise FY 2020 Tuition Rate for Incoming In-State Undergraduate Students              |
| Resolution 28, pages 79-87 | FY 2019-20 Tuition and Fee Structure for Full- and Part-Time Students                 |
| Resolution 29, page 88     | Approval of Adoption of the Commonwealth's Tech Talent Investment Program             |

Board of Visitors  
AGENDA ITEMS  
April 24-26, 2019

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|------------------------------|---|
| Resolution 30, pages 89-91   | Virginia Institute of Marine Science FY 2019-20 Operating Budget Proposal   |
| Resolution 31, pages 98-102  | Virginia Institute of Marine Science Resolution to Approve 2020-2026 Six-Year Capital Plan  |
| Resolution 32, pages 103-108 | William & Mary Resolution to Approve 2020-2026 Six-Year Capital Plan  |
| Resolution 33, page 109      | 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, page 110      | 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, pages 111-126 | 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, pages 127-130 | Resolution to Approve the Roles and Responsibilities of the Design Review Board   |
| Resolution 37, pages 131-132 | Resolution of the Board of Visitors of the College of William & Mary: Revised Endorsement of the Compton Drive Multi-Use Pathway Project  |



COMMITTEE ON ACADEMIC AFFAIRS

April 24, 2019

3:00 - 4:30 p.m.

Board Room - Blow Memorial Hall

Karen Kennedy Schultz, Chair

S. Douglas Bunch, Vice Chair

- I. Introductory Remarks – Ms. Schultz
- II. Approval of Minutes – February 6, 2019
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Thomas J. Ward
- V. Closed Session (if necessary)
- VI. Action Materials - Provost Michael R. Halleran
  1. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 7**
  2. Designated Professorships **Resolution 8**
  3. Faculty Leaves of Absence **Resolution 9**
  4. Faculty Promotions **Resolution 10**
  5. Award of Academic Tenure **Resolution 11**
  6. Resolution to Modify the Faculty Retirement and Return to Work Policy **Resolution 12**
  7. Resolution to Modify the Constitution of the Faculty Assembly **Resolution 13**
  8. Resolution to Modify the Bylaws of the Faculty of Arts & Sciences **Resolution 14**
  9. Resolution to Approve a Bachelor of Arts in Education Program in Elementary Education **Resolution 15**
  10. Resolution to Approve a Master of Computer Science Program in Arts & Sciences **Resolution 16**
  11. Retirement of Bruce B. Campbell, Department of Modern Languages & Literatures **Resolution 17**



Committee on Academic Affairs  
April 24, 2019

- |   |                             |
|---|-----------------------------|
| 12. Retirement of James S. Heller, Law School                       | <b><u>Resolution 18</u></b> |
| 13. Retirement of Deborah A. Hewitt, Mason School of Business       | <b><u>Resolution 19</u></b> |
| 14. Retirement of Lori Korinek, School of Education                 | <b><u>Resolution 20</u></b> |
| 15. Retirement of Gail A. McEachron, School of Education            | <b><u>Resolution 21</u></b> |
| 16. Retirement of Lawrence J. Ring, Mason School of Business        | <b><u>Resolution 22</u></b> |
| 17. Retirement of William L. Stauffer, Mason School of Business     | <b><u>Resolution 23</u></b> |
| 18. Retirement of William R. Stewart, Jr., Mason School of Business | <b><u>Resolution 24</u></b> |
| 19. Retirement of Robert H. Stowers, Mason School of Business       | <b><u>Resolution 25</u></b> |

VII. Discussion

VIII. Adjourn

**COMMITTEE ON ACADEMIC AFFAIRS  
MINUTES – FEBRUARY 6, 2019**

**MINUTES**  
**Committee on Academic Affairs**  
**February 6, 2019**  
**Room 201 – Blow Memorial Hall**

Attendees: Karen Kennedy Schultz, Chair; S. Douglas Bunch, Vice Chair; Warren W. Buck III, faculty representative Catherine A. Forestell, student representative Brendan J. Boylan, staff liaison Jennifer C. Fox. Board members present: Lisa E. Roday. Others present: Provost Michael R. Halleran, Henry Broaddus, W. Fanchon Glover, Matthew Lambert, Jack Martin, Jeremy Martin, Sarah Melchior, Ann Marie Stock, Tom Ward, Kate Conley, Virginia Torczon, Skip Niles, Janice Zeman, Brian W. Whitson and other College faculty and staff.

Chair Karen Kennedy Schultz called the Committee to order at 2:30 p.m.

Following brief opening remarks, Ms. Schultz recognized that a quorum was present and asked for a motion to approve the minutes of the meeting of November 14, 2018. Motion was made by Mr. Buck, seconded by Mr. Bunch and approved by voice vote of the Committee.

Provost Halleran gave brief updates on the following:

- 1) Two faculty members will be announced as SCHEV Outstanding Faculty awardees
- 2) New Early Decision process
- 3) Continuing diversity efforts
- 4) Faculty hiring initiative

The Provost introduced Vice Provost for Academic and Faculty Affairs Ann Marie Stock, who reported on the university-wide Teaching and Learning Studio under development. Ms. Stock advised that Professor Paul Heideman and she co-chair the group charged with developing a hub for academic innovation and unique teaching processes that will be located in Swem Library. A brief discussion ensued.

Faculty Liaison Committee Chair Professor Tom Ward provided an update on the Faculty Assembly's work on revisions to the Faculty Assembly Constitution, Arts & Sciences Bylaws and the Faculty Handbook. A brief discussion ensued.

Professor Ward introduced Professor of Law Nancy Combs, who also serves as Director of the Human Security Law Center, and Director of the Summer Abroad Program. Professor Combs reported on her work in the field of international criminal justice and her scholarship. A brief discussion ensued.

Ms. Schultz moved that the Committee on Academic Affairs convene in Executive 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 Mr. Buck and approved by voice vote of the Committee. The Committee went into executive session at 3:28 p.m.

The Committee reconvened in open session at 3:43 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.)

The Provost distributed **Handout Resolution 24**, Resolution to Approve a Bachelor of Science Program in Data Science, and briefly reviewed the background for this resolution as well as **Resolution 8**, Resolution to Approve a Bachelor of Arts Program in Linguistics, and **Resolution 9**, Resolution to Approve a Doctor of Juridical Science Program. A brief discussion and the new degrees ensued.

Ms. Schultz asked for a motion to adopt as a block **Resolutions 3 through 21 and Handout Resolution 24**:

- **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty
- **Resolution 4**, Designated Professorships
- **Resolution 5**, Faculty Leaves of Absence
- **Resolution 6**, Faculty Promotions
- **Resolution 7**, Award of Academic Tenure
- **Resolution 8**, Resolution to Approve a Bachelor of Arts Program in Linguistics
- **Resolution 9**, Resolution to Approve a Doctor of Juridical Science Program
- **Resolution 10**, Retirement of John W. Conlee, Department of English
- **Resolution 11**, Retirement of William J. Hausman, Department of Economics
- **Resolution 12**, Retirement of Colleen Kennedy, Department of English
- **Resolution 13**, Retirement of Rosa Alejandra Lukaszew, Department of Physics
- **Resolution 14**, Retirement of John H. Oakley, Department of Classical Studies
- **Resolution 15**, Retirement of Marc Lee Raphael, Department of Religious Studies
- **Resolution 16**, Retirement of George T. Rublein, Department of Mathematics
- **Resolution 17**, Retirement of Nancy J. Schoenberger, Department of English
- **Resolution 18**, Retirement of Joel D. Schwartz, Department of Government
- **Resolution 19**, Retirement of Yanfang Tang, Department of Modern Languages and Literatures
- **Resolution 20**, Retirement of Susan Verdi Webster, Department of Art & Art History
- **Resolution 21**, Retirement of Sharon L. Zuber, Department of English
- **HANDOUT Resolution 24**, Resolution to Approve a Bachelor of Science Program in Data Science

Motion was made by Mr. Buck, seconded by Mr. Bunch and approved by voice vote of the Committee. (**Resolution 24** is appended.)

There being no further business, the Committee adjourned at 3:50 p.m.

February 6, 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: 3

NAYS: 0

ABSENT DURING CLOSED SESSION:



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Karen Kennedy Schultz  
Chair  
Committee on Academic Affairs

WILLIAM & MARY  
RESOLUTION TO APPROVE A BACHELOR OF SCIENCE PROGRAM IN  
DATA SCIENCE

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

WHEREAS, this undergraduate program has been developed by faculty members in American Studies and English, Applied Science, Biology, Computer Science, Economics, Government, Linguistics, Mathematics, and Psychological 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 December 2018 and the Faculty of Arts & Sciences in February 2019; and

WHEREAS, the demand for employees with skills in interdisciplinary approaches to extract and gain knowledge from numerous and distinct sets of data and to communicate technical findings is growing, and this program will prepare students for careers in data analytics in most business and industry sectors as well as in more traditional academic science careers and offer students credentials that are highly desirable to employers; and

WHEREAS, Data Science differs from applied mathematics, statistics, or computer and information science in that a data scientist has a breadth of experience across all of these fields but may not have as much knowledge as a specialist in any particular field; and

WHEREAS, this program will utilize the core competencies of existing faculty members in the areas of Applied Science, the Center for Geospatial Analysis, Biology, Computer Science, Economics, Government, Mathematics, Psychological 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 Science in Data Science 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).



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.

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

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



WILLIAM & MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

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

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

WILLIAM & MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

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

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

WILLIAM & MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

LESLIE A. STREET, cont'd

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

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

WILLIAM & MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

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

Boston College  
Visiting Assistant Professor, 2015-2016

Harvard University  
Postdoctoral Fellow, 2014-2015

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:

MYRIAM L. COTTEN, Mansfield Associate Professor of Applied Science

LESLIE W. GRANT, Dorman Family Term Distinguished Associate Professor of Education

TARA L. GROVE, Mills E. Godwin, Jr. Professor of Law

AUDREY J. HORNING, Forrest D. Murden, Jr. Professor of Anthropology

ANYA LUNDEN, Class of 2022 Associate Professor of English

CHRISTINE PETROVITS, Mansfield Associate Professor of Accounting

Board of Visitors

Resolution 9

April 24-26, 2019

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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.

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  
FACULTY PROMOTIONS

The following members of the Instructional Faculty of William & Mary have been recommended for promotion in academic rank by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

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

Clinical Assistant Professor to Clinical Associate Professor

David E. Boelzner, Law School

Elizabeth P. Foster, Mason School of Business

Clinical Associate Professor to Clinical Professor

Dawn Edmiston, Mason School of Business

Deborah A. Hewitt, Mason School of Business

David H. Murray, Mason School of Business

Research Associate Professor to Research Professor

Marjorie A.M. Friedrichs, School of Marine Science

Assistant Professor to Associate Professor

Jay Butler, Law School

Associate Professor to Professor

Bruce B. Campbell, Department of Modern Languages & Literatures

Michael A. Daise, Department of Religious Studies

Danielle H. Dallaire, Department of Psychological Sciences

Melanie Dawson, Department of English

Sarah Day, Department of Mathematics

WILLIAM & MARY  
FACULTY PROMOTIONS

Associate Professor to Professor (cont'd)

Mark H. Forsyth, Department of Biology

Leah F. Glenn, Department of Theatre, Speech, and Dance

Michael F. Leruth, Department of Modern Languages & Literatures

Michael G. Luchs, Mason School of Business

Alexander Prokhorov, Department of Modern Languages & Literatures

Robert T. Vinson, Department of History and Africana Studies Program

Gexin Yu, Department of Mathematics

Michael A. Unger, School of Marine Science

Gang Zhou, Department of Computer Science



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 Provost and 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:

Elizabeth Talbott, School of Education

WILLIAM & MARY  
RESOLUTION TO MODIFY THE  
FACULTY RETIREMENT AND RETURN TO WORK POLICY

WHEREAS, the College-wide Personnel Policy Committee (PPC) met in April 2018 to discuss proposed changes to the Faculty Retirement and Return to Work Policy and approved changes endorsed by the Faculty Assembly; and

WHEREAS the Faculty Assembly met in November 2018 and has now approved the following revisions to the Policy; and

WHEREAS these changes will extend this policy to non-tenure-eligible faculty (NTEs) and eliminate the upper age requirement, while also providing greater clarity to the policy;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the proposed changes, effective immediately, and the Faculty Retirement and Return to Work Policy is now amended as per the attached document.

**College of William and Mary  
Faculty Retirement and Return to Work Policy**

1. Purpose
  - 1.1 Background
2. Policy
  - 2.1 Program Objectives
  - 2.2 Eligibility for Participation in the FRRW Program
  - 2.3 Major Program Elements and Terms
3. Procedures
  - 3.1 Reemployment Agreement
  - 3.2 Criteria for Approval
  - 3.3 Termination of Agreement
4. References

## 1. Purpose

This policy outlines a program to assist the College's ~~instructional faculty in~~ transitioning from full-time active service to retirement and to facilitate the possible subsequent part-time reemployment as a temporary restricted employee. Subsequent reemployment will be permitted on a case-by-case basis in the College's discretion, consistent with unit staffing needs and with consideration of financial and other factors.

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### 1. Background

The Virginia General Assembly passed legislation in spring 1988 making it possible for institutions of higher education in the Commonwealth to propose retirement incentive plans for tenured faculty at or over the age of 60. Any such program must be funded by the institution's own resources and must meet the applicable requirements as specified by the *Code of Virginia* and the Appropriations Act.

## 2. Policy

This policy allows part-time reemployment of selected retired faculty as temporary restricted faculty. The program shall be called the Faculty Retirement and Return to Work (FRRW) program. The program does not preclude faculty from negotiating other contracts after retirement.

### 2.1 Program Objectives

1. To allow selected retired faculty to return to reduced, temporary and part-time teaching<sup>1</sup> responsibilities at a proportionally reduced salary while receiving – but no longer accruing – retirement benefits.
2. To provide the College some added flexibility in hiring new, replacement faculty.

<sup>1</sup> Additional service duties are also possible.

- 3. To allow the College the benefit of continuing service by qualified teachers toward the end of their academic careers.

**2.2 Eligibility for Participation in the FRRW Program**

Participants in the program must:

- 1. ~~must be at least 60 at the time or if less than 60, have a minimum of thirty years of service to the Commonwealth when participation in the program begins, i.e., when one begins teaching as an adjunct in the semester following retirement and the signing of an FRRW agreement;~~
- 2. have retired and surrendered tenure, ~~if applicable;~~
- 3. have been, at the time of their retirement, a full-time instructional faculty member;
- 4. have at least ten years of full-time service at the College of William and Mary (full-time service may include periods of leave with full or partial pay, and selected periods of leave without pay in which full benefits were provided);
- 5. have a finding of satisfactory in teaching on the most recent post-tenure review, or a satisfactory evaluation of teaching in the last three years of annual merit evaluations;
- 6. have withdrawn from active membership in the *Virginia Retirement System (VRS)* or *Optional Retirement Plan (ORP)*; and
- 7. sign a binding FRRW agreement at a time in compliance with applicable state and federal laws.

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**Deleted:** before August 1 or January 15 of the semester in which they would return to work. If less than age 60, have a minimum of thirty years of service to the Commonwealth.

**Deleted:** with tenure or a contractual right to continued employment

**2.3 Major Program Elements and Terms**

Part-time reemployment as a temporary restricted faculty member may be considered a desirable option for faculty who would like to utilize their professorial talents but with a reduced workload. A primary criterion in the approval of an employment arrangement must be the enhancement of the academic or research program of the academic unit.

Faculty members may assume part-time, temporary restricted teaching roles where their expertise will make a significant contribution to the employing unit. By utilizing temporary employment, the College hopes to make it possible for long-term faculty to remain actively involved in the life of the College while reducing their professorial responsibilities.

The following guidelines apply to the part-time temporary restricted employment program. These guidelines are intended to ensure compliance with VRS rules, the Code of Virginia and the provisions of the Internal Revenue Code:

1. Part-time, temporary restricted employment following retirement is not a faculty right, but is arranged on mutual understanding of the faculty member, and the department chair and program director, if applicable, with the approval of the dean.
2. Unless otherwise provided by law, the faculty member must have been retired – that is, he or she must have actually ceased employment and been removed from the College’s payroll – for a minimum of 30 days during what would be a normal pay/work period for that employee.
3. The temporary work after retirement cannot be identical to the work performed prior to retirement. Typically this requirement can be satisfied by reemployment performing part, but not all, of the faculty member’s prior duties – for example, by removing the expectation of research for TE faculty or by a reduced teaching load for NTE faculty.
4. The faculty member may not return to a position that provides retirement benefits. The College will cease contributions to the faculty member’s VRS or ORP at the effective date of their retirement from their full-time faculty position. If reemployed, the faculty member will be in a part-time, temporary restricted position that does not accrue retirement benefits.
5. Any agreement for reemployment (a “FRRW agreement”) must be in writing, but may not be offered until after retirement. The agreement will specify the nature and duration of the assignment and the amount of compensation. The reduced salary will reflect the the work assignment and the pre-retirement salary.
6. Employment under a FRRW agreement will be as a part-time NTE faculty member. Typically, contracts will be for no longer than one year, annually renewable on mutual agreement for up to a total of five years. The FRRW agreement should be reevaluated annually, or on a similar periodic cycle based on the term of the assignment. In the normal course of events, no salary increases will be provided during the term of the agreement.
7. Faculty in the FRRW program may earn no more than 50% of their pre-retirement salary. The faculty member may request a release from the teaching obligations in the agreement with timely notice (see Section 3.3 below)

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Deleted: (Clarification as of 10/29/13: This means that a faculty member on a 9-, 10- or 11-month contract who retires at the end of a given semester may not return to work under this policy until at least 30 days into the next academic semester, excluding summer session.)

Deleted: (with research not an expectation of reemployment)

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Deleted: <sup>3</sup>

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Deleted: (i.e. the salary will be proportional to

Deleted: )

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Deleted: and no less than 20% of a normal faculty work schedule during the period of reemployment as a part-time, temporary restricted faculty member. Instructional responsibilities are based (proportionately) on typical assigned loads for senior faculty in that unit (“typical” – meaning usual teaching obligations for faculty without endowed professorships, named chairs or administrative responsibilities).

<sup>1</sup> If the department chair does not approve the request, an Arts & Sciences faculty member may appeal to the A&S Dean. In the professional schools, if a dean does not approve the request, a faculty member may appeal to the Provost. The Provost and/or Dean of Arts and Sciences may reverse the decision if the denial was not reasonably related to the legitimate interests of the academic unit.

<sup>2</sup> As of 10/29/13, this provision means that a faculty member on a 9-, 10- or 11-month contract who retires at the end of a given semester may not return to work under this policy until at least 30 days into the next academic semester, excluding summer session. Federal or state laws may extend this period.

<sup>3</sup> The focus of this program is on teaching and possibly some service. Part-time reemployment in the FRRW Program will be based on instructional and service responsibilities (not for research, writing, or publishing). Exceptions for research in all units or advisory services at the School of Marine Science will be reviewed on a case-by-case basis.

8. Appropriate office/professional space (perhaps shared) and reasonable access to clerical support and departmental operating resources may be furnished.

### 3. Procedures

#### **3.1 Reemployment Agreement.**

An agreement for reemployment as a part-time, temporary restricted faculty member after retirement may be negotiated and signed only after retirement. The reemployment agreement will be made only upon the satisfaction of the requirements outlined under Section 2.3 above and the other terms of this Policy. The FRRW agreement should be approved by the department chair and program director, if applicable, and the dean.

~~Deleted: The department must complete a Part-Time Faculty Authorization for Payment.~~

Prior to retirement, a faculty member may notify his department of his interest in participating in the program.

#### **3.2 Criteria for Approval.**

It is understood that participation in the FRRW Program is not an entitlement and is not guaranteed. In addition to satisfaction of the requirements described in Sections 2.2 and 2.3, above, chairs, directors, and deans must certify that there will be no negative budgetary or instructional impacts within the unit as a consequence of an agreement. In the normal course of events, deans are not to approve such requests if they have reasonable concerns that the unit's instructional capacity or financial well-being will be harmed by its approval. Other grounds for denial may include: 1) lack of confidence in the retiree's teaching skills or ability even with findings of satisfactory in teaching, or 2) insufficiency of funds released by the retirement to allow the dean to fill the vacated tenure line position in a timely manner.

#### **3.3 Termination of Agreement.**

The College may terminate a signed FRRW agreement only for cause. Under normal circumstances, such cause may include: 1) financial exigency, 2) failure of the part-time, temporary restricted faculty member satisfactorily to perform his/her duties, or 3) violation of any College policy as described in the *Faculty Handbook* that would warrant a severe sanction. Notification will be provided no less than two months prior to the faculty member's next teaching assignment and the faculty member may appeal such termination to the dean or provost as appropriate.

A part-time, temporary restricted faculty member may terminate his/her agreement with timely notice to the chair and director, where applicable, and the dean. Timely notice shall be considered to be sufficient time to replace or cancel scheduled courses with no negative impacts on the curriculum or student progress. Should a part-time, temporary restricted faculty member wish to cancel his/her teaching on a one-time basis (i.e., for one semester) as a consequence of his/her health or the health of an individual for whom he/she is the primary care-giver, the FRRW agreement may be allowed to continue in force by timely mutual agreement.



WILLIAM & MARY  
RESOLUTION TO MODIFY  
THE CONSTITUTION OF THE FACULTY ASSEMBLY

WHEREAS the Faculty Assembly has reviewed carefully the Faculty Assembly Constitution and made revisions; and

WHEREAS the Faculty Assembly unanimously approved these changes at its January 29, 2019 meeting; and

WHEREAS, the schools, per policy, have voted to accept these changes;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves these revisions, effective immediately, and the Constitution of the Faculty Assembly is now amended as per the attached document.

**Constitution of the Faculty Assembly of the College of William and Mary**

Approved by the Board of Visitors on April 22, 2005; Effective July 1, 2005 and as amended April 15, 2011 and, November 21, 2014, and January 29, 2019

**Constitution**

**ARTICLE I**

~~Name~~ Purpose and Authority

~~The name of this organization shall be~~ Section 1. The Faculty Assembly (or the Assembly) of the College of William and Mary in Virginia (or William & Mary) is the elected faculty body that regularly advises, hereinafter referred to as the Assembly.

**ARTICLE II**

~~Purpose~~

~~The purpose of the Assembly shall be to advise the President and the Provost on matters affecting the welfare of the university and to ensure~~ that ensures effective faculty participation in the governance of the university as a whole.

**ARTICLE III**

~~Jurisdiction~~

~~Section 1. The Assembly shall regularly advise the President and the Provost on matters affecting the welfare of the university.~~

Section 2. The Assembly shall assess the impact of proposed programs and proposed changes in existing programs that affect more than one faculty or school or significantly affect the university's resource allocation or educational mission. The Assembly will evaluate the impact of university plans on educational policy, admissions policy, student affairs, personnel policy, and resource allocation within the university.



Section 3. The Assembly through its Executive Committee shall provide faculty liaison to the Board of Visitors and shall provide faculty representation to all long-range planning committees, ~~including the Faculty Committee on University Priorities (FCUP) and its successors.~~

Section 4. The Assembly shall have the authority to establish its own committees and bylaws.

Section 5. At its discretion, the Assembly shall call university-wide faculty meetings.

Section 6. The Assembly shall recommend ~~appointment of the~~ faculty representatives to all university-wide appointed committees. At its discretion, it may delegate these recommendations to the faculties.

~~Section 5. The Assembly may review and make its own recommendations on policy changes proposed by standing or ad-hoc university-wide committees.~~

Section ~~7~~6. The Assembly shall review periodically the jurisdiction, composition, and activities of the university-wide committees; and shall recommend changes it deems necessary. Such a review ~~will~~ should be conducted at least once every four years.

Section 8. The Assembly shall review personnel policies, tenure and promotion standards, recruitment policies, and the policy aspects of faculty compensation and benefits.

Section 9. The Assembly may review and make its own recommendations on policy changes proposed by standing or ad-hoc university-wide committees.

Section ~~10~~7. The Assembly may formulate recommendations on matters that are not under the direct jurisdiction of standing or ad-hoc university-wide committees. It may adopt resolutions on matters affecting the university as it deems appropriate.

Section 11. The Assembly shall collect information relating to matters of concern to the faculty and ascertain the priorities of the faculty.

Section ~~12~~8. The Assembly shall have timely access to the agendas of the Board of Visitors, reports of all university-wide committees, and preliminary drafts of the university budget.

Section ~~9~~13. The Assembly's jurisdiction shall not supersede the authority of the constituent faculties as provided in their bylaws and approved by the Board of Visitors.

#### **ARTICLE II~~V~~IV** Representation

Section 1. The Assembly shall represent the five faculties of the university: the Faculty of Arts and Sciences (Arts & Sciences) and the separate faculties of the schools of Business, Education, Law, and Marine Science.

~~be composed of twenty one members. In some years, the Assembly may also include one additional NTE member as provided in Section 4.~~

Section 2. ~~Twenty one members shall representing seven constituencies: the Areas I, II, and III of the Faculty of Arts and Sciences, the Schools of Business, Education, Law, and Marine Science. Each of the Arts & Sciences constituencies shall be assigned four seats; each of the Schools, two seats; the faculty representative to the Board of Visitors shall have one seat.~~Constituencies. The five faculties shall be divided into seven constituencies: Arts & Sciences departments shall be divided into Areas I, II, and III as defined in the Arts & Sciences Bylaws; the schools of Business, Education, Law, and Marine Science shall each constitute one constituency.

Section 3. Proportionality. The Assembly shall include twenty elected members representing seven constituencies. Each of the Arts & Sciences constituencies shall be assigned four seats; each of the other constituencies, two seats.

Section 4. Each constituency shall have no more than one elected non-tenure eligible (NTE) representative on the Assembly at any given time.

Section ~~5~~4. If, at the time of the Annual Meeting, no NTE faculty would otherwise be one of the elected members described in Section 2 for the coming year, the Executive Committee will appoint a non-voting representative from the NTE faculty to serve on the Assembly for a term of ~~three years~~one year, which is renewable at the discretion of the Executive Committee.



Section ~~6~~5. "Assembly-eligible" faculty means those faculty members of the faculty eligible to serve on the Assembly ~~as provided in III.2 under Article V, Section 1.~~ Should the ratio of Assembly-eligible faculty in Arts & Sciences to Assembly-eligible faculty in the Schools fall below 11:9 or rise above 4:1, the allocation of seats between Arts & Sciences and the Schools shall be reconsidered and a recommendation made to the Assembly by the Executive Committee.

#### **ARTICLE ~~III~~IV**

##### **Membership**

Section 1. The Assembly shall be composed of twenty-one voting members. Twenty of those shall be elected to represent the constituencies (II.2). The faculty representative to the Board of Visitors shall be an additional voting member of the Assembly, ex officio. In some years, the Assembly may include one additional non-voting NTE member as provided in II.5.

Section 2. Eligibility. The membership of the Assembly shall be limited to tenured and tenure-eligible faculty, and to continuing full-time non-tenure-eligible faculty (NTEs)NTE faculty with at least five years in that status at the College at the time of their election.

Section ~~3~~2. Terms. The elected members of the Assembly shall serve for terms of three years so adjusted that the terms of approximately one-third of the members shall assume office at the first regular meeting of each academic year. A member shall be eligible for re-election to one additional consecutive term, following which two years must pass before he or she is again eligible. For purposes of eligibility, a partial term, to fill out the unexpired term of some other elected member or for any other reason, shall be counted as a full term.

Section ~~4~~3. Vacancies shall be filled promptly through election by the original constituency.

Section ~~5~~4. The Provost shall serve as a non-voting administrative faculty representative to the Board of Visitors shall be a member of the Assembly, ex officio.

#### **ARTICLE ~~IV~~V**

##### **Voting Privileges of Faculty and Members**

Section 1. Each faculty at the College of the university shall determine who is a voting member of that faculty. Every voting member of a faculty is eligible to vote for Assembly

~~representation representatives from that faculty. Voting in~~ Members of more than one faculty may vote in only one faculty.

Section 2. Except as otherwise provided in Sections 3 and 4, each member of the Assembly shall have one vote.

Section 3. Any NTE member appointed under ~~Article IV, Section 4II.5~~ will not have voting rights on the Assembly.

Section 4. Elected NTE members will not have voting rights on matters related to tenure and the promotion of tenure-line faculty.

#### **ARTICLE VH**

##### **Amendment of the Constitution**

Section 1. Amendments to this constitution may be proposed by a two-thirds vote of the full Assembly membership, excluding any non-voting member.

Section 2. Ratification of amendments to this constitution ~~shall~~ must be by approval of approved by 5 out of the 7 of the constituencies of the Assembly (or by Arts & Sciences and two schools), and by the Board of Visitors.

#### **ARTICLE VIH**

##### **Dissolution of the Assembly**

~~After a three year trial period, t~~The Assembly may be dissolved by approval of 5 out of the 7 constituencies of the Assembly (or by Arts & Sciences and two schools).

WILLIAM & MARY  
RESOLUTION TO MODIFY  
THE BYLAWS OF THE FACULTY OF ARTS & SCIENCES

WHEREAS, the Faculty of Arts & Sciences has reviewed carefully the Bylaws of the Faculty of Arts & Sciences and made several revisions; and

WHEREAS, the Faculty of Arts & Sciences approved these changes at their meeting on March 12, 2019;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves these proposed changes, effective immediately, and the Bylaws of the Faculty of Arts & Sciences are now amended as per the attached document.

**BYLAWS**  
**Faculty of Arts & Sciences**  
**William & Mary**  
April 3, 2012  
as amended March 12<sup>th</sup>, 2019

**Article I**

**Definition of the Faculty of Arts & Sciences**

~~Section 1. The Faculty of Arts and Sciences (or the Faculty, Arts & Sciences, A&S) is one of the constituent faculties of the College of William and Mary in Virginia (or William & Mary). All persons holding full time teaching or research appointments as professors, associate professors, assistant professors, instructors, or lecturers in Arts & Sciences are members of the Faculty and are entitled to vote in Arts & Sciences meetings. Faculty members shall retain voting privileges on becoming faculty emeriti/ae. All persons holding appointments as research associates or post-doctoral fellows are non-voting members of the Faculty.~~

Section 2. The President and Provost of William & Mary, the Dean of University Libraries, the Dean of the Faculty of Arts & Sciences (~~hereinafter referred to as the Dean~~), the Dean of Undergraduate Studies, the Dean of Interdisciplinary Studies, the Dean for Educational Policy, and the Dean of Graduate Studies ~~& Research~~, are members *ex officio* of the Faculty.

Section 3. For certain organizational purposes, Arts & Sciences departments are grouped into three areas:

1. Area I - Art & Art History, Classical Studies, English Language & Literature, Modern Languages & Literatures, Music, Philosophy, Religious Studies, Theater, Speech & Dance;
2. Area II - Anthropology, Economics, Government, History, Kinesiology & Health Sciences, Military Science, Psychological Sciences, Sociology;
3. Area III - Applied Science, Biology, Chemistry, Computer Science, Geology, Mathematics, Physics.

**Article II**

**Officers of the Faculty**

Section 1. The Dean, appointed by the Board of Visitors on the recommendation of the President of the university, is the chief administrative officer of Arts & Sciences.

Section 2. The Dean shall preside at Arts & Sciences faculty meetings. The Dean may appoint a Parliamentarian to assist with the meeting. In the absence of the Dean, the Faculty may elect a temporary presiding officer or accept the Dean's designee.

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Section 3. A Secretary of the Faculty shall be elected from among the members of the Faculty for a term of three years. The Secretary shall record the minutes of each meeting and post them on the A&S website as soon as possible thereafter. Electronic copies shall be provided for the University archives. Opportunity shall be given at each meeting of the Faculty to correct the minutes of the previous meeting.

**Deleted:** of the College, the President, the Provost, the Dean of the Faculty, and the Secretary. The copy in the possession of the Dean of the Faculty may be contested by any member of the Faculty upon request.

### Article III Meetings of the Faculty

Section 1. The Dean shall hold monthly Arts & Sciences faculty meetings from September through May excepting January. Notice of these meetings shall be given at least seventy-two hours in advance.

Section 2. Special meetings of the Faculty may be called

1. by the President, the Provost, or the Dean;
2. upon the request of an elected or standing committee of the Faculty or upon the written petition of at least twenty-five members of the Faculty.

Section 3. Forty members of the Faculty shall constitute a quorum.

Section 4. No resolution affecting the educational policy of the university shall be voted on in a meeting unless it shall have been submitted in writing to the Dean and the Faculty Affairs Committee and the text thereof transmitted by the Faculty Affairs Committee to all members of the Faculty at least one week prior to the date of the meeting. This provision may be waived by unanimous consent of those present.

Section 5. Arts & Sciences faculty meetings are open to attendance by all members of the university community. However, the Faculty may move into executive session by a majority vote of faculty members present.

Section 6. The rules contained in the current edition of *Robert's Rules of Order* shall govern the meetings of the Faculty 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 Faculty may adopt.

Section 7. The Faculty will conduct votes electronically for the purpose of electing committee members. After the written version of the proposed slate for committees has gone out in accordance with Article V, Section 2.1 below, at the subsequent meeting of the Faculty, the Committee on Nominations & Elections will present the slate for committee elections and take

nominations from the floor. Within one day of that meeting, electronic balloting for committee slots will be open for a period of one week.

#### **Article IV**

##### **Responsibilities of the Faculty**

Section 1. As one of the constituent bodies of the university, the Faculty of Arts & Sciences shares in the general responsibility to develop and maintain an educational program of high quality. The Faculty has exclusive responsibility for specific parts of this program and shares with other faculties and administrative officers' responsibility and concern for all aspects of the operation of the university which bear upon the educational program as a whole or upon any of its parts.

Section 2. The Faculty of Arts & Sciences shall determine the academic requirements for the earned degrees of Bachelor of Arts, Bachelor of Science, Master of Arts, Master of Science, Doctor of Philosophy, and such other earned academic degrees as may be assigned to its jurisdiction by the Board of Visitors.

1. With respect to these degrees, the Faculty shall:
  - a. certify the names of those students who have fulfilled the academic requirements for those degrees;
  - b. determine the academic prerequisites for admission of students to courses and to candidacy for degrees;
  - c. determine the policy governing the evaluation of credits transferred from other institutions;
  - d. determine the conditions defining "undergraduate," "graduate," and "residence" credit;
  - e. determine academic standards for continuation in residence, for academic classification, and for status as a student in the university;
  - f. determine the system of grading to be employed;
  - g. determine policy regarding final examinations; and
  - h. determine the regulations governing attendance of students in classes.

2. The Faculty may delegate the administration of its policies to its duly constituted officers and committees.

Section 3. The Faculty may make recommendations to the Provost and to the President regarding any matter affecting the educational program of the university.



Section 4. Through adequate representation on university committees and councils, Arts & Sciences faculty members shall participate in the establishment and administration of policies on matters affecting the educational program such as (but not limited to) admissions, the university calendar, academic record-keeping, the development and use of the libraries, research and publication, conditions of student life, extra-curricular events, nominations for honorary degrees, the selection of major administrative officials, and the determination of institutional priorities and the allocation of resources.

#### Article V

##### Elected Committees of the Faculty

Section 1. All elected committees shall have balanced representation from each of the three areas provided in Article I, Section 3. All committees shall report regularly to the Faculty.

Section 2. There shall be a Committee on Nominations & Elections consisting of ~~six members~~ elected for terms of three years, ~~with terms expiring annually~~. The Committee on Nominations & Elections shall elect its chair annually after the election of new members.

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1. The Committee on Nominations & Elections shall actively seek out and nominate appropriate candidates for the office of Secretary and for all elective committee chairs and memberships of the Faculty, except as otherwise specified in these Bylaws. In seeking out candidates, the Committee shall take positive steps to secure the fullest and most representative participation of all members of the Faculty in governance, limited only by the availability, interests, and capabilities of individuals. At least one week in advance of elections, the Committee on Nominations & Elections shall provide to the Faculty written nominations for vacant elective positions. It shall keep a record of all offices of the Faculty and shall inform the Faculty and its appropriate officers when vacancies in these offices occur by reason of expiration of terms.
2. Candidates for vacancies on the Committee on Nominations & Elections shall be nominated by the Faculty Affairs Committee.
3. Any member of the Faculty may suggest to the Committee on Nominations & Elections a candidate for nomination to any office, and nothing in the provisions of these Bylaws shall be construed as abridging the right of any member of the Faculty to make nominations from the floor, provided the nominee is of the appropriate area and accepts the nomination in person or in writing before the Faculty votes.
4. Elections shall be held for the Committee on Nominations & Elections in September and tenure shall commence upon election. Terms of all other elected committees shall

commence at the beginning of the academic year following election except when the election is being held to fill a replacement for a faculty member who is on leave or has vacated the position early. In these instances tenure shall commence upon election. Elections shall be completed within one week of the meetings at which nominations are made.

Section 3. There shall be a Faculty Affairs Committee (FAC) consisting of the Dean *ex officio* and six tenured members of the Faculty elected for terms of three years, two terms expiring annually. The Faculty shall elect the chair annually after the election of new members.

1. The FAC shall inform itself on current developments of any sort which may affect the educational function of the university or the welfare of the Faculty, review and assess these, and bring them to the attention of the President, the Provost, the Faculty, and committees of the Faculty, as may be appropriate, together with its recommendations for further study or action.
2. The FAC shall coordinate the work of all other committees of Arts & Sciences and, in consultation with their chairs, shall schedule their reports to the Faculty so as to ensure their timely and adequate consideration. This provision shall not be construed to prevent any member of the Faculty from requesting a committee report at any faculty meeting.
3. The FAC shall advise the Dean on faculty appointments to committees, strategic planning, advancement, personnel, and policy matters (particularly those involving interpretation of the Faculty Handbook).
4. The FAC shall ensure that contact deans are reviewed in consultation with faculty prior to reappointment as a part of their professional development.
5. The FAC shall regularly review the structure, composition, and jurisdiction of Faculty committees.
6. When the university is not in session the FAC shall continue to serve its designated functions and may at its discretion act on behalf of the Faculty, provided a majority of the committee is available.

Section 4. There shall be an Educational Policy Committee (EPC). Its voting members shall consist of nine members from the Faculty of Arts & Sciences, one representative each from the schools of Education and Business, three students, and the Dean for Educational Policy *ex officio*; non-voting advisory members shall include the Registrar, the Director of Academic

Advising, and a representative of the Dean of University Libraries. Arts & Sciences faculty members shall be elected for terms of three years, three terms expiring annually. The students shall be selected by an agency designated by the student body and must be certified by the Dean. The Faculty of Arts & Sciences shall elect the chair of the Educational Policy Committee annually after the election of new members; that chair will be a member of the Faculty of Arts & Sciences. A quorum composed of six voting members from the Faculty of Arts & Sciences shall be necessary when deciding upon recommendations regarding educational policy. There shall be at least one member from each area.

1. The EPC shall conduct a continuing study of the undergraduate educational program, regularly reviewing the educational policies and procedures of the Faculty. It shall review all recommendations and requests for changes in the undergraduate curriculum. It shall bring proposals involving changes in educational policy before the Faculty, together with its recommendations for action, but shall have authority to approve or disapprove any changes in the curriculum which do not alter existing policy.
2. In performing its duties the EPC shall be empowered to call upon any member or group of the Faculty for advice and assistance.

Section 5. There shall be a Committee on Degrees consisting of the Dean of Undergraduate Studies as chair, and four faculty members elected for terms of four years, one term expiring annually. The Dean of Undergraduate Studies shall vote on policies and petitions only in the case of a tie among the elected committee members. Representatives of the University Registrar's Office, the Office of Academic Advising, and the Dean of Students Office may participate in committee proceedings in an advisory (non-voting) capacity.

1. The Committee on Degrees shall:
  - a. evaluate academic credits transferred from other institutions for credit toward an undergraduate degree
  - b. in consultation with the Office of the University Registrar, determine which students have completed the requirements for earned undergraduate degrees and certify their names to the Board of Visitors.
2. In the exercise of its duties, the Committee on Degrees shall be empowered to waive the literal application of degree requirements whenever, in its judgment, special circumstances exist which justify such actions.

Section 6. There shall be a Committee on Academic Status consisting of six elected faculty members, the Dean of Students, the Dean of Undergraduate Studies, and the University

Registrar. The elected members shall be elected for terms of three years, two terms expiring annually. After the election of new members, the Committee on Academic Status shall elect its chair from among the elected members. Representatives of the Registrar's Office, the Office of Academic Advising, and the Office of the Dean of Students may participate in committee proceedings in an advisory (non-voting) capacity. The Committee on Academic Status has three functions:

1. hearing individual student requests for exception to academic rules and regulations not directly related to fulfillment of degree requirements, grade changes, and transfer credits;
2. reviewing, at the end of each semester, the academic progress of students in academic difficulty and making continuance determinations;
3. occasionally recommending changes in academic policy, based upon considerations prompted by individual requests.

Section 7. There shall be an Advisory Committee on Retention, Promotion, & Tenure (RPT) consisting of six full professors elected for terms of three years, two terms expiring annually. The Committee shall elect its chair from among its members annually after the election of new members. A committee member shall recuse him/herself from any decision affecting a member of his/her own department. A committee member shall reveal if he or she does not have an arm's-length relationship, or if there is a potential conflict of interest; the committee shall then decide whether recusal is warranted. In all such cases, a former member of the Committee from the same Area will serve as a substitute. The RPT committee shall review all recommendations made by departments in Arts & Sciences concerning the retention, promotion, or tenure of members of these departments. The comments resulting from such review shall be forwarded to the Dean.

~~Deleted: tenured members~~

Section 8. There shall be a Committee on Faculty Awards, Prizes, & Professorships (CFAPP) consisting of six tenured members of the Faculty elected for terms of three years, two expiring annually. In addition, one representative from the Office of the Dean will be selected by the Dean to serve on the committee in an advisory (non-voting) capacity.

1. The CFAPP, in cooperation with the Dean, will review and suggest revisions to solicitations for awards, prizes, and professorships, and will suggest methods of advertising solicitations to reach as many faculty as possible. The CFAPP will monitor and review the procedures for solicitation, nomination, and selection of awards, prizes, and professorships and will recommend changes with the goal of improving efficiency, transparency, participation, and fairness.



2. By September 1 each year, the Office of the Dean should provide a list to CFAPP of all Arts & Sciences faculty who have current awards, prizes, and professorships and are expected to serve on review committees in the upcoming academic year. At the same time, the Dean's office should provide a list of all likely awards, prizes, and professorship solicitations for the upcoming academic year. The CFAPP will then make recommendations to the Dean for membership on review committees. Except for awards, prizes, and professorships with existing committee structures, at least one CFAPP faculty member will be part of each review committee for awards, prizes, and professorships in Arts & Sciences.
3. The Dean will make available to CFAPP an ongoing annual record of all nominees and awardees for all awards, prizes, and professorships. Using this record, the CFAPP will attempt to identify inequities in the nominations for, and selection and distribution of, awards, prizes, and professorships within Arts & Sciences, and make recommendations to the Dean to remedy these.
4. The CFAPP will report once per year to the Faculty Affairs Committee and the Faculty of Arts & Sciences, including numbers of nominees; numbers of awards, professorships, and prizes; and names of faculty members to whom awards were given. The CFAPP will serve as a contact for A&S faculty with questions about the selection of awards, prizes, and professorships.
5. CFAPP members are eligible for all awards, prizes, and professorships during their tenure on the committee. CFAPP members who hold awards, professorships, or prizes are exempt from serving on review committees, as their service on CFAPP is considered to fulfill that requirement.

*Section 9. There shall be an International Studies Advisory Committee (ISAC) consisting of six members elected for three years, two expiring annually. Up to two students may serve on the committee for one year by nomination from the student assembly or the committee. Additional non-voting members shall include the Director of the Charles Center or his/her appointed representative, the Director of Global Education or his/her appointed representative, and either the Dean for Educational Policy or the Dean of Undergraduate Studies. The ISAC is advisory to the Dean and the Faculty Affairs Committee. It shall provide support and guidance to A&S faculty initiatives in international studies by encouraging faculty efforts to internationalize the curriculum, promoting prudent risk-management practices, and exercising oversight of A&S study abroad programs administered by the Hayes Center.*

**Article VI**  
**Other Committees of the Faculty**

Section 1. Subject to the approval of the President, the Faculty may establish such standing committees as it deems necessary to exercise its responsibilities. The size and composition of such committees, which must have representation as is proper and adequate to their functions, of teaching members of the Faculty, administrative officers, and students shall be determined by the Dean with the advice of the Faculty Affairs Committee unless otherwise specified below.

Section 2. There shall be a standing Committee on Graduate Studies (COGS) consisting of faculty members who have been designated as the Director of Graduate Studies for each department or program. It shall be chaired by the Dean of Graduate Studies and Research. The Committee on Graduate Studies shall make recommendations to the Faculty regarding policy, and carry out established policy, with respect to admissions, curricula, degree requirements, and academic standards in programs leading to the degrees of Master of Arts, Master of Science, Doctor of Philosophy, and such other earned post-baccalaureate degrees as may fall within the jurisdiction of the Faculty; and, concurrently with other faculties of the university, for all programs in which members of the Faculty of Arts & Sciences participate substantially.

Section 3. There shall be a standing Committee on Honors & Interdisciplinary Studies (CHIS), which will consist of six faculty members (appointed for terms of three years in consultation with the Dean of Interdisciplinary Studies), one undergraduate student, and one graduate student. It will be chaired by the Dean of Interdisciplinary Studies. The CHIS serves as the advisory committee to the Charles Center. In this capacity, CHIS serves as the supervisory committee for honors programs, and as the curriculum committee for all majors and minors administered through the Charles Center.

Section 4. There shall be a standing Council of Chairs & Program Directors (CCPD) that meets regularly to discuss matters affecting the general welfare of academic departments and programs in Arts & Sciences. The co-chairs are elected by its members in the fall to serve for a calendar year.

Section 5. The Dean, with the advice of the Faculty Affairs Committee, shall recommend to Faculty Assembly those members of the Faculty of Arts & Sciences to serve on standing committees of the university as a whole.

Section 6. The Dean, with the advice of the Faculty Affairs Committee, may establish such *ad hoc* committees of the Faculty as he/she deems necessary and appoint their members.

~~Deleted: other Faculties of the College, for all programs in which members of the Faculty of Arts and Sciences participate substantially. The Committee on Graduate Studies, of which the Dean of Research and Graduate Studies shall be chair, shall include the Dean of Graduate Studies of the School of Marine Science and the chairs of departments and directors of programs of the Faculty of Arts and Sciences offering graduate work or their respective representatives, and such other members of the Faculty as the Faculty Affairs Committee may recommend.~~

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~~Deleted: There shall be specialized standing curricular committees which shall make recommendations to the and Interdisciplinary Studies. The Study Abroad Committee, the American Studies Committee, the Women's Studies Committee, the Public Policy Committee, the Black Studies Committee, the Environmental Science and Policy Committee and such others as may be established, may be elected or appointed. They shall conduct a continuing study of the educational policies and procedures in their areas of responsibility, generally supervise student program and advising, and review proposals involving educational policy. They shall bring proposals for change, together with their recommendations for action, to the appropriate standing committee of the Faculty, but they shall have authority to approve or disapprove any changes that do not alter existing policy. All curriculum changes must be approved by the Educational Policy Committee (See Article V Sec. 3.2.)~~

**Article VII**

**The Faculty Assembly**

Section 1. Representatives to the Faculty Assembly from Arts & Sciences shall comprise no fewer than three members from the Faculty Affairs Committee, one from each area, who shall be elected as provided elsewhere in these Bylaws. Additional representatives will be elected by the Faculty so that the total number of representatives in each Area (see Article I, Section 3) shall equal the number allocated by the Constitution of the Faculty Assembly. Members of the Faculty will be nominated as follows:

1. The Committee on Nominations & Elections shall nominate at least two candidates for each available position in the Faculty Assembly allocated to Arts & Sciences other than those held by elected members of the Faculty Affairs Committee,
2. Candidates for these positions may also be nominated from the floor of the Faculty, provided the nominee is of the appropriate area and accepts the nomination in person or in writing before the faculty votes.

~~Deleted: a sufficient number of candidates in addition to the elected members from the Faculty Affairs Committee, who shall be elected as provided elsewhere in these Bylaws, so that the total number of representatives elected from each area shall equal the number of representatives allocated to that area by the Constitution of the Faculty Assembly. The Committee on Nominations and Elections shall~~

Section 2. The representatives of the Faculty Assembly shall designate one of their number to report at each regular Arts & Sciences meeting on the discussions and actions of the Faculty Assembly.

Section 3. The chair of the Faculty Affairs Committee shall be on the Executive Committee of the Faculty Assembly whenever possible.

**Article VIII**

**Amendments and Effective Date**

Section 1. These Bylaws may be amended by a two-thirds vote at any Arts & Sciences meeting, provided that a copy of the proposed amendment is sent to every member of the Faculty at least one week in advance.

Section 2. These Bylaws and any amendments shall become effective upon approval by the President and the Board of Visitors.



WILLIAM & MARY  
RESOLUTION TO APPROVE A  
BACHELOR OF ARTS IN EDUCATION PROGRAM  
IN ELEMENTARY EDUCATION

WHEREAS, the William & Mary Faculty of the School of Education proposes to offer an undergraduate program that will confer a Bachelor of Arts in Education (BAED) degree in Elementary Education starting in May 2021; and

WHEREAS, this undergraduate program has been developed by faculty members in Curriculum and Instruction and is supported by the School of Education senior administration; and

WHEREAS, the proposal has received approval from the School of Education Academic Committee and the Faculty of the School of Education in February 2019; and

WHEREAS, the provosts of Virginia public universities have identified the current and anticipated teacher shortage in Virginia as one of the most significant issues affecting future economic development; and

WHEREAS, the Secretary of Education and Superintendent of Public Instruction in the Commonwealth of Virginia have encouraged teacher preparation programs in the Commonwealth to help in addressing the statewide teacher shortage; and

WHEREAS, elementary education is one of the critical shortage areas identified by the Virginia Board of Education and reported to the Virginia General Assembly; and

WHEREAS, the Virginia General Assembly passed legislation in 2018 that allows higher education institutions to offer four-year bachelor's degree programs in education; and

WHEREAS, this program, aligned closely with the university curriculum, will help to enable more undergraduate students to earn their BAED and teaching certification within four years, ready to enter the workforce;



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 in Education degree in Elementary Education, which will be taught and administered by the Faculty of the School of Education; and

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), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and the Virginia Department of Education.

WILLIAM & MARY  
RESOLUTION TO APPROVE A  
MASTER OF COMPUTER SCIENCE PROGRAM  
IN ARTS & SCIENCES

WHEREAS, the William & Mary Faculty of Arts & Sciences proposes to offer a graduate program that will confer a Master of Computer Science (M.C.S.) Degree starting in August 2020; and

WHEREAS, this graduate program has been developed by faculty members in Computer Science and is supported by the Arts & Sciences senior administration; and

WHEREAS, the proposal has received approval from the Arts & Sciences Committee on Graduate Studies in April 2019 and the Faculty of Arts & Sciences in April 2019; and

WHEREAS, the demand for people with practical orientation and advanced skills in computer science is growing, and this program will prepare students for professional computing careers in the public and private sectors and offer students credentials that are highly desirable to employers; and

WHEREAS, the Virginia General Assembly passed legislation in 2019 that supports public institutions to increase by at least 25,000 the number of new post-secondary degrees in computer science, computer engineering, and closely-related fields and thereby expand a talent pool to benefit employers across the commonwealth; and

WHEREAS, this program will utilize the core competencies of the faculty of Computer Science 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 Master of Computer Science program, which will be taught and administered by the Faculty of Arts & Sciences; and

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).

RETIREMENT OF BRUCE B. CAMPBELL  
DEPARTMENT OF MODERN LANGUAGES & LITERATURES

Bruce B. Campbell received his B.A. from Bowdoin College and went on to earn his M.A. and Ph.D. in Modern European History from the University of Wisconsin, Madison. Professor Campbell joined the faculty of William & Mary as an Assistant Professor of German Cultural Studies in the Fall of 1999, having previously taught at the university in 1995 and 1998-1999. He was promoted to Associate Professor in 2003, and Professor in 2019.

As a scholar, Professor Campbell's research interests and publications have focused on State violence, paramilitary organizations, National Socialism, perpetrator biography, radio, detective fiction, and the political uses of culture, mostly as these have been experienced in central Europe from 1871 to the present. Trained as a historian, Professor Campbell's work over the years has evolved from a focus on Nazi paramilitary organizations to the ways in which the German past is remembered and the role that new cultural technologies played (and play) in the forging of identities, particularly in relation to the State. The author of two monographs and two edited volumes, he is currently working on a political biography. Importantly, through the arc of his career, Professor Campbell has embraced interdisciplinarity in all of his projects, established a strong, international reputation in the fields of German history and Cultural Studies, and been recognized as a leader in his field for the innovation and incisiveness of his work. In 2016, he was selected to give a Tack Faculty Lecture and received a Plumeri Award for Faculty Excellence.

The major focus of Professor Campbell's career, however, has been on our students. Since coming to William & Mary, Professor Campbell has designed and taught 24 new courses, many incorporating his research interests, such as "German Detective Fiction" and "Media and Modernity in the Weimar Republic," others bridging several disciplines, like his co-designed "Introduction to European Studies." In addition to his regular teaching responsibilities for the German Studies and European Studies programs, Professor Campbell has led a number of extremely compelling and innovative collaborations in teaching, some of these time-sensitive, like Modern Languages & Literatures' team-taught "MDLL 360: After Charlottesville" class last spring. Most recently, Professor Campbell brought his interdisciplinary perspective to the Center for the Liberal Arts where he worked, as a Fellow for three years, to help further develop and sustain our COLL curriculum.

Professor Campbell has served the university community in countless ways over the last two decades. He has held multiple leadership positions as Program Director of European Studies and of German Studies; as Modern Languages & Literatures' Associate Chair for Faculty Affairs; as a Center for the Liberal Arts Fellow, and as Director of both the summer study abroad program in Potsdam, Germany and the semester in Washington Program. In addition to these roles, he has served thoughtfully on a wide

range of university and Arts & Sciences committees, including the Faculty Assembly, PBK Committee on Nominations, Washington Program Faculty Steering Committee, and the Arts & Sciences Library committee. Professor Campbell's service to the department includes, longstanding service on the Modern Languages & Literatures' Policy Committee, Personnel Committee, Awards Committee, and participation in numerous hiring committees. He also played a key role in the creation of the European Studies major and the reconfiguration of the German Studies major. Professor Campbell's service to the profession includes chairing the Modern Language Association Executive Committee for the Interdisciplinary Approaches to Culture and Society Discussion Group, service on the German Studies Association program committee for their annual conference, on several dissertation committees, and as external reviewer of multiple manuscripts for both journals and university presses.

A hallmark of Professor Campbell's tenure at the university that bears underscoring is his exceptionally dedicated and effective out-of-class mentoring. Not only has he regularly offered independent studies and directed honors theses, he has invested extraordinary amounts of time mentoring students applying for Fulbright ETA fellowships, helping to generate a record number of awards at the university. We remain indebted to him for his long and dedicated service, for his passion and commitment to student learning, and for the many scholarly contributions he has made to our intellectual community over his long and distinguished career.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Bruce B. Campbell; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his twenty years of service, a change in status from Professor of German Studies to Professor of German Studies, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Bruce B. Campbell with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF JAMES S. HELLER  
WILLIAM & MARY LAW SCHOOL

Jim Heller came to the W&M Law School in 1988, from the University of Idaho College of Law. He was a double-threat man, holding both a J.D. from the University of San Diego School of Law and an M.L.S. from the University of California (Berkeley) School of Library and Information Services. He had previously worked as Director of the U.S. Department of Justice Civil Division Library and as Associate Law Librarian and Head of Reader Services at the George Washington University National Law Center.

Professor Heller quickly revitalized the Law School's library staff, and built on its commitment to serve students, faculty, and public users of the library. He placed reference staff out in the public space of the library, not behind closed doors, to make clear the library's commitment to service, accessibility, and problem-solving.

Professor Heller oversaw the complex, multi-staged, but ultimately wonderful expansion of the Wolf Law Library which was completed in 2007. His role in overseeing the design and construction of the new Law Library, plus the "North Wing," and the "New Wing" of the Law School, were of inestimable value. In addition to his leadership responsibilities in the Library, Professor Heller became an active member of the Law School faculty, teaching in various iterations of the Legal Skills Program, and, importantly, in the Public Policy Program on the main campus, where he received high marks for his knowledge of the legal system, availability to students, and building students' confidence in their ability to understand complex legal documents and concepts.

He authored a book, the *Librarian's Copyright Companion*. He published book chapters and dozens of academic articles. He created a website, *Wythepedia*, an active source of research and information about one of Virginia's founding fathers. He presented academic papers at the Canadian Association of Law Libraries, the British and Irish Association of Law Libraries, the Armed Forces Staff College, the American Library Association, and the American Council of Learned Societies, among many others. He was nationally and internationally known as an expert in copyright in the digital age.

He received recognition for much of his work: He was awarded the "Service to SEALL Award" for "sustained and special service to the Southeastern Chapter of the American Association of Law Libraries." He was named the Outstanding Law Librarian in 1991 by Legal Information Alert.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of James S. Heller; expresses its deep appreciation to him for the many contributions he has made to the School of Law and William & Mary during his thirty years of devoted service; and approves a change in status from Professor of Law to Professor of Law, Emeritus.



BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy delivered to Professor James S. Heller with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF DEBORAH ALLEN HEWITT  
RAYMOND A. MASON SCHOOL OF BUSINESS

Deborah Allen Hewitt is a Clinical Professor of Economics and Finance at William & Mary's Raymond A. Mason School of Business. She holds her Ph.D. from Duke University, where she was a James B. Duke scholar. She is a member of the Investment Advisory Committee of the Virginia Retirement System (VRS), and a Trustee Emeritus of the Board of Trustees of the Endowment of William & Mary, from which she received her B.A. (1975) in economics with high honors. She is a member of Phi Beta Kappa.

Professor Hewitt was an international consultant and lived and worked abroad for nearly twenty years. She lived in Japan during the height of their bubble economy in the late 1980s-early 1990s, and in Thailand during their rapid growth period. She continues her international travels by leading the MBA Global Immersion classes to destinations such as China, India, Brazil, and South Africa. She previously taught international economics and finance at UCLA and Claremont Graduate School.

Professor Hewitt has published numerous academic and business articles on the subjects of international trade and finance. She also co-authored with her business partner, John Rutledge, the book RUST TO RICHES: The Coming of the Second Industrial Revolution which has been translated into Japanese and was a business best-seller in Japan. She has contributed articles to several business and investment publications including Standard & Poor's Credit Week and Bottom Line, as well as *The Wall Street Journal* and *Barron's*. She was a frequent panelist on Wall Street Week with Louis Rukeyser for five years, and has appeared recently on Fox Business News, Bloomberg TV, and NPR national radio.

Professor Hewitt was originally hired as a Lecturer of Business Administration and Special Advisor to the Dean at the Mason School of Business in the fall of 1999, and was later hired as a Visiting Assistant Professor of Business Administration in June of 2000, and became a Clinical Professor of Business. She was promoted to full clinical professor in 2019.

Professor Hewitt is a gifted teacher and has received accolades from her students, which they echo as alumni. She primarily taught economic analysis and international finance in the MBA and Online MBA programs. She has been a leader in innovation in the Mason School. We commend her, in particular for blazing new trails for our students and us in the international arena, most especially for establishing a second Executive MBA international trip hosted by Fudan University in China.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Deborah Allen Hewitt; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her twenty years of service, a change in status from Clinical Professor to Clinical Professor, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Clinical Professor of Economics and Finance Deborah Allen Hewitt, with best wishes for continuing and creative work in the years ahead.



RETIREMENT OF LORI A. KORINEK  
SCHOOL OF EDUCATION

Lori A. Korinek received her undergraduate degree in Special Education from the University of Wisconsin and her Master's degree in Elementary and Early Childhood Education from William & Mary. After completing her Ph.D. in Special Education from the University of Florida in 1985, she returned to her alma mater as an assistant professor in Curriculum and Instruction, Special Education. Between degrees, she worked as a Team Leader at a residential facility for individuals with intellectual disabilities; a public school teacher in Chesapeake, VA; an instructor at Old Dominion University; and an Educational Diagnostician, Instructor, and Clinical Supervisor for the University of Florida in Gainesville.

During her 34 years as a W&M faculty member in the School of Education, Professor Korinek has fulfilled the roles of teaching, scholarship and professional service including coordination of the Special Education teacher preparation program. She is among the most productive W&M faculty in securing external funding with over \$30 million to her credit as Principal Investigator (PI) or Co-PI on 35 federal and state personnel preparation and technical assistance grants. Since 1996, she has been a PI for the W&M Training and Technical Assistance Center project sponsored by the Virginia Department of Education. Center staff provide professional development services for educators in high needs schools in Eastern Virginia to increase their capacity to improve outcomes for students with disabilities. For the past decade, Professor Korinek has also been a member of the Virginia Department of Education training team for the Aspiring Special Education Leaders initiative across the Commonwealth.

Professor Korinek's primary areas of expertise include interventions for students with behavioral and learning disabilities, and collaboration among the adults who support their success in schools. In her teaching, scholarship, and service, she is dedicated to ensuring that research translates into effective practice and positive outcomes for K-12 students with disabilities and their educators. She has authored or co-authored 35 journal articles, 17 chapters, and two books. She has nearly 140 refereed or invited national and international presentations to her credit, in addition to numerous regional and state workshops and seminars. In recognition of her exemplary accomplishments, Professor Korinek has received the Plumeri Research Award, a W&M Chair for Teaching Excellence, two Dean's awards for collaborative initiatives, and a W&M Alumni Fellowship for Excellence in Teaching as well as their Recognition for Public Service award.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Lori A. Korinek; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 34 years of service, a change in status from Professor of Education to Professor of Education, Emerita.

BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same delivered to Professor Korinek with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF GAIL A. McEACHRON  
SCHOOL OF EDUCATION

Gail A. McEachron received her undergraduate and master's degrees in Elementary Education from Arizona State University and her Ph.D. in Curriculum and Instruction from The University of Texas at Austin. She has been working in the field of education for 47 years and for 32 years has been teaching courses in Foundations, Social Studies, Language Arts, and supervising student teachers at William & Mary.

International education, multilingual education and cross-cultural understanding are long-standing research interests. Professor McEachron has taught in, observed in, or collected research in more than 60 PK-16 schools in the United States and more than 30 PK-16 schools in Europe, India, Jordan, and the United Arab Emirates. The breadth and depth of these experiences enhanced her teaching and research primarily in the fields of social science and humanities education. Over the course of her career, she has taught 11 different undergraduate courses and 13 different graduate teacher education courses, in addition to professional development courses and/or seminars for experienced teachers.

Currently, she is the Past-President of the Virginia Educational Research Association where she has held a leadership role for the past three years. Her most recent research study on interdisciplinary social studies and science teaching with technology integration, conducted with Williamsburg-James City County classroom teachers, was published in *The Social Studies Review* (2019). In addition to scholarly publications including a book, editing a book, book chapters, research reports and numerous articles, Professor McEachron published curriculum projects as a consultant for the *Smithsonian Institution's National Museum of Natural History*.

In 2015, Professor McEachron received the Phi Beta Kappa, John D. Rockefeller, Jr. Award for Excellence in Teaching. She is the only person from the School of Education to receive the award. The Award for Excellence in Teaching recognizes the importance that PBK places on the quality of undergraduate teaching, and "shall be made to a faculty member who has demonstrated a commitment to the concept of an academic community in which teachers and undergraduate students work together to advance knowledge."

Professor McEachron was Director of the ESL Dual Endorsement Program from 2011 to 2016; the program received the VA-ATE Partnership Award in 2013. Recently, she was a Reves Center for International Studies Faculty Fellow; she received a matching grant with a colleague from Bath Spa University to involve BSU and W&M students in data collection on language support in elementary and high schools in England and Virginia.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Gail A. McEachron; expresses its appreciation for her many contributions to the College of William & Mary; and approves, with deep gratitude for her 32 years of service, a change in status from Professor of Education to Professor of Education, Emerita.

BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor McEachron with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF LAWRENCE J. RING  
RAYMOND A. MASON SCHOOL OF BUSINESS

Lawrence Ring is Chancellor Professor of Business and the Executive MBA Alumni Professor of Executive Education at William & Mary's Raymond A. Mason School of Business. He received his B.S. in Industrial Management, M.S. in Management and Ph.D. in Industrial Administration from the Krannert School of Management at Purdue University. He was the founder and first director of William & Mary's Executive MBA Program and also served the business school as Associate Dean for Academic Affairs. He previously held academic appointments at the University of Toronto, the University of Virginia, and Purdue University, as well as seminar appointments at Nijenrode University (Netherlands), the International Management Institute (Switzerland), Melbourne Business School Mt. Eliza and Monash University (Australia), Trinity College (Dublin), IAE (Argentina), Singapore Retail Institute, and the Stockholm School of Economics (Sweden).

Professor Ring's teaching and research interests center on the areas of marketing management and marketing and retailing strategy. He has received MBA Program Outstanding Teaching Awards eight times at William & Mary and once at the University of Toronto. In 2011, he received the Thomas Ashley Graves Award for sustained excellence in teaching. He is coauthor of the books *Decisions in Marketing* (1984, 1989), *Retail Management* (2004), and *Strategic Marketing* (2011), and has published a variety of scholarly articles, technical notes, and cases.

In addition to his work at William & Mary, he teaches in numerous executive development programs around the world. In 1983, he co-founded the executive program, Strategic Planning and Management in Retailing. That program has been offered on an open enrollment basis over one hundred times since then in North and South American, Europe, Australia, Africa, and Asia. Various versions of the program have also been offered numerous times on a private/custom basis to many large retailing organizations. Professor Ring maintains an active consulting and executive education practice that includes assignments with many significant retail companies from around the world. In addition to the United States, he has been particularly active in Australia and South Africa.

Professor Ring has served as a member of the Boards of Directors of Acme Markets of Virginia; Bon Ton Stores, Inc., York, Pennsylvania; C. Lloyd Johnson Company, Inc., Norfolk, Virginia; Mr. Price Group, Ltd., Durban, South Africa; Retail Ventures Incorporated, Columbus, Ohio; Sportmart, Inc., Wheeling, Illinois; and the Williamsburg Landing Corporation, Williamsburg, Virginia. He was also a member of the International Advisory Board of Angus and Coote Limited, Sydney, Australia.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Larry Ring; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 34 years of service, a change in status from Chancellor Professor of Business Administration, Executive MBA Alumni Professor to Executive MBA Alumni Professor, Emeritus.

Board of Visitors

Resolution 22

April 24-26, 2019

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BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Chancellor Professor Larry Ring, with best wishes for continuing and creative work in the years ahead.



RETIREMENT OF WILLIAM L. STAUFFER, JR.  
RAYMOND A. MASON SCHOOL OF BUSINESS

William L. Stauffer, Jr., Esquire, is a Clinical Associate Professor for the Raymond A. Mason School of Business at William & Mary. He was, until February of 2017, when he retired from the active practice of law, a senior trial partner/shareholder and then of counsel with Williams Mullen law firm, working out of its Richmond, and Tysons, Virginia offices. He is a graduate of The Pennsylvania State University (1971) and The Marshall-Wythe School of Law (1974).

Professor Stauffer's law practice focused on complex business trials and disputes, primarily involving the financial institution, mortgage banking and real estate industries. He has decades of experience litigating and resolving disputed matters in state and federal courts, and is admitted to practice law in the Commonwealth of Virginia and the District of Columbia.

Locally, he served as President and Director of the Newport News Bar Association. Professor Stauffer has been recognized by *Virginia Business* magazine on multiple occasions as one of the state's "Legal Elite" for civil litigation. The *Best Lawyers in America* has recognized him, for ten consecutive years, as a top lawyer in the areas of commercial litigation, banking and finance litigation, and real estate litigation. He was named *Best Lawyers' 2014 Norfolk Litigation—Banking and Finance "Lawyer of the Year."* *Virginia Super Lawyers* has also recognized him for business litigation.

Professor Stauffer is lauded by his students for his teaching and commitment to their educational, personal, and professional development. He meets personally with each of his undergraduate students (and many of his graduate students) during the year to discuss, advise, and assist them on their professional plans, especially summer internship and full-time employment opportunities. In 2015 and again in 2017 Professor Stauffer received the Faculty Excellence Award from the Mason School's undergraduate students. He has been recognized by The Seven Society for "his tremendous commitment and contribution to the university community" at William & Mary. More recently, the Bishop James Madison Society has invited him to perform a Final Lecture in the Great Hall of the Wren Building, an honor extended each year to a single departing professor or staff member with "an exceptional reputation for service to the College."

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of William L. Stauffer, Jr., Esquire; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his nine years of service, a change in status from Clinical Associate Professor to Clinical Associate Professor, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Clinical Associate Professor William L. Stauffer, Jr., with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF WILLIAM ROYCE STEWART, JR.  
RAYMOND A. MASON SCHOOL OF BUSINESS

William ("Bill") Royce Stewart, Jr. received his undergraduate degree in mechanical engineering from Tufts University, a master's degree from The Johns Hopkins University and his doctorate from the University of Maryland, College Park. He has taught courses in Negotiation and Game Theory, Statistics, and Quantitative Modeling. He was recognized as the outstanding faculty member in the School's Executive MBA program in 1997, and again in 2007. He received the Dean's Award for Outstanding Service to the School of Business in 1995. Professor Stewart was designated the David L. Peebles Professor of Business, School of Business Administration in 2002.

His research interests include combinatorial optimization and heuristics, negotiation and game theory, and energy modeling. Professor Stewart has published articles in Operations Research, Networks, the European Journal of Operational Research, Operations Research Letters, Socio-Economic Planning Sciences, Applications of Management Science, the Journal of Heuristics, Utilities Policy, and IEEE Transactions on Power Systems.

Professor Stewart has been a consultant to the Energy Information Administration and the Federal Energy Regulatory Commission. He also has developed an executive seminar in Negotiation and Game Theory which has been offered at several locations around the country, and he is currently working on a book on negotiation and game theory.

William Stewart joined the Raymond A. Mason School of Business as an Assistant Professor of Business Administration in the fall of 1977, was promoted to Associate Professor in September 1981, and promoted to Full Professor in August 1987. While on a faculty research grant, he was a visiting professor at the University of Colorado at Boulder.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of William Royce Stewart, Jr.; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 42 years of service, a change in status from David L. Peebles Professor of Business to David L. Peebles Professor of Business, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor William Royce Stewart, Jr. with best wishes for continuing and creative work in the years ahead.



RETIREMENT OF ROBERT H. STOWERS  
RAYMOND A. MASON SCHOOL OF BUSINESS

Robert H. Stowers is a Clinical Associate Professor of Management and Leadership Communications for the Raymond A. Mason School of Business. He earned his bachelor and master's degrees from American International College (Springfield, Massachusetts) and his doctorate from Rutgers University (New Brunswick, New Jersey) in Leadership and Policy Development. He wrote his dissertation on the topic of writing improvement. Additionally, Professor Stowers has done post-doctoral work at the University of Utah in Salt Lake City, Utah.

Professor Stowers became a Lecturer of Business Administration at the Raymond A. Mason School of Business in the 1994-95 academic year and has served as an omnibus and vitally important resource to the business school and its graduate programs in all aspects of communication skills development, demonstration, and assessment. He received his full-time restricted appointment as Lecturer of Business Administration in Management Communications in 1998.

Professor Stowers has extensive experience teaching undergraduate, graduate, and executive courses at William & Mary, the University of Akron, and Kent State University. He also has offered seminars to corporate executives, medical personnel, lawyers, accountants, and financial services managers on-site at numerous organizations as well as on college campuses. His research interests are diverse, but include applications of communication in professional settings. For example, he has sought ways to investigate the communication needs of those employed in public accounting, engineering, and medicine. He recently published two articles in professional journals—one in the *Business Communication Quarterly* and the other in the *Journal of Technical Writing and Communication*. He recently wrote and published a book titled Lost in a Cornfield: Never Losing Faith. He also is developing two additional articles with colleagues at William & Mary.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert H. Stowers; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 25 years of service, a change in status from Clinical Associate Professor of Business to Clinical Associate Professor of Business, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Clinical Associate Professor Robert H. Stowers, with best wishes for continuing and creative work in the years ahead.

**EXECUTIVE COMMITTEE**

April 24, 2019

4:30 – 6:15 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 – February 6, 2019
- III. Closed Session (if necessary)
- IV. Discussion
- V. Adjourn

**EXECUTIVE COMMITTEE  
MINUTES – FEBRUARY 6, 2019**

**MINUTES**  
**Executive Committee**  
**February 6, 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, Senior Assistant Attorney General Carrie S. Nee and Special Counsel Roscoe C. Roberts

Chair John E. Littel called the meeting to order at 4:10 p.m.

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of November 14, 2018. Motion was made by Mr. Frantz, seconded by Ms. Roday and approved by voice vote of the Committee.

Mr. Littel welcomed Carrie Nee and Roscoe Roberts, and then asked Secretary to the Board Michael Fox to briefly review the Board schedule for the next few days. A discussion ensued regarding several issues including plans for the Charter Day weekend, the General Assembly session and other general updates.

Mr. Littel moved that the Executive Committee of the Board of Visitors of the College of William and Mary convene in Executive 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 employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, to discuss specific recommendations related to future fundraising strategies as well as current development activities, and to discuss the consideration of honorary degrees or special awards, as provided for in Section 2.2-3711.A.1., 8., 9. and 11. 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 4:30 p.m.

The Executive Committee reconvened in open session at 5:25 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.

February 6, 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

April 25, 2019

7:30 - 9:45 a.m.

Barbara L. Johnson, Chair

J. E. Lincoln Saunders, Vice Chair

Board Room – Blow Memorial Hall

- I. Introductory Remarks – Mr. Saunders
- II. Approval of Minutes – February 7, 2019
- III. General Reports
  - A. Report from President and Administration – Debbie L. Sydow
  - B. Report from Faculty Representative – Matthew Smith
  - C. Report from Student Representative – Kayla Hand
- IV. Action Material
  - A. Approval of Academic Promotion **Resolution 1**
  - B. Approval of 2019-2020 Operating Budget Proposal **Resolution 2**
  - C. Approval of 2019-2020 Tuition & Fees **Resolution 3**
  - D. Approval of Honorary Degree – Delegate Riley E. Ingram **Resolution 4**
  - E. Approval of Honorary Degree – Justin G. Reid **Resolution 5**
  - F. Multi-Use Forest Management Plan **Resolution 6**
- V. Informational Material
  - A. Administrative Update: RBC-19 Progress Report. *Pre-read*
  - B. 2018-19 Operating Budget Update. *Pre-read*
  - C. Report from Faculty Representative. *Pre-read*
  - D. Report from Student Representative. *Pre-read*
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

RICHARD BLAND COLLEGE COMMITTEE  
MINUTES – FEBRUARY 7, 2019



**MINUTES**  
**Richard Bland College Committee**  
**February 7, 2019**  
**Board Room – Blow Memorial Hall**

Attendees: Barbara L. Johnson, Chair; 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 and Sue H. Gerdelman. Others present: President Debbie L. Sydow, J. Tyler Hart, Paul Edwards, Kenneth LaTessa, Eric Kondzielawa, Kent B. Erdahl, Carrie S. Nee, Kate Conley, Amy S. Sebring, Michael J. Fox, Brian W. Whitson, Sandra J. Wilms and other faculty and staff.

Barbara Johnson called the Richard Bland College Committee to order at 8:00 a.m. Recognizing that a quorum was present, Ms. Johnson asked for a motion to approve the minutes of the meeting of November 15, 2018. Motion was made by Mr. Branch, seconded by Mr. Buck and approved by voice vote of the Committee.

Ms. Johnson advised that a joint workgroup to deliberate opportunities for mutually beneficial linkages between W&M and RBC has been formed. President Sydow and President Rowe met in early January to discuss the charge, composition, timeline and parameters of this workgroup, which will convene to begin work later this month. The group has been charged with identifying three to five business opportunities to define the relationship and drive finances. These will be integrated into the new strategic plan. Recommendations will be reported to the Board at the summer retreat in July.

President Sydow introduced the Richard Bland staff members in attendance and thanked Ken LaTessa for his service as Acting Provost. She noted two new appointments were being presented in the resolutions to the Committee: Maria Dezenberg as Provost and Mark Jacobson as Director of Accounting and Financial Reporting.

The President asked W&M Chief Financial Officer Amy Sebring and RBC Chief Information, Strategy & Innovation Officer Ken Latessa to provide a brief update on the January meeting which focused on IT structure and procurement. A brief discussion ensued, followed by the administrative reports.

Mr. LaTessa reviewed 2018-19 enrollment results. Chief Business Officer Paul Edwards provided the finance update. Chief Development Officer Tyler Hart discussed the endowment campaign. Director of Human Resources Takeya McLaurin reported on annual compliance training and the workplace enrichment initiative. Strategic Planning Specialist Aimee Joyaux provided an update on the strategic plan, REACH 2025. Director of Operations & Capital Assets Eric Kondzielawa provided a brief construction update on the planning and design of the Innovation Center with the assistance of Bill Boyce of RRMM Architects. A brief discussion ensued.

Faculty Representative Professor Matt Smith introduced two presentations on behalf of the faculty, noting that he and Student Representative Kayla Hand had worked together on them:

Richard Bland College Committee

MINUTES

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- Ned Novack, Director of Strategy at SCRIB, an online training and education platform provider, described the program at RBC.
- Professor of English Alice Henton and RBC Honors Student Catherine Ranese, reported on the digital literacies course.

Following brief discussion, Ms. Johnson reviewed **Resolution 1**, Executive Appointment, and asked for a motion to approve it. Motion was made by Mr. Woolfolk, seconded by Mr. Buck and approved by voice vote of the Committee. Provost Maria Dezenberg was introduced to the Committee, and briefly addressed the group.

Ms. Johnson asked for a motion to approve **Resolution 2**, Appointment to Fill Vacancy in the Professional Faculty. Motion was made by Ms. Schultz, seconded by Ms. Roday and approved by voice vote of the Committee.

Ms. Johnson moved that the Richard Bland College Committee of the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing performance goals and evaluation of the president; 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; and for consultation with legal counsel regarding a pending OCR complaint and other compliance matters requiring the provision of legal advice, as provided for in Section 2.2-3711.A.1. and 8., of the Code of Virginia. Motion was seconded by Mr. Saunders and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into Closed Session at 9:30 a.m.

The Committee reconvened in open session at 10:06 a.m. Ms. Johnson 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. Saunders and approved by roll call vote of the Committee members conducted by Executive Liaison to the Board Sandra Wilms. (Certification **Resolution** is appended.)

Ms. Johnson asked for a motion to recommend to the full Board approval of the amended employment agreement as discussed in closed session. Motion was made by Mr. Woolfolk, seconded by Mr. Branch and approved by voice vote of the Committee.

There being no further business, the Committee adjourned at 10:09 p.m.

February 7, 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;

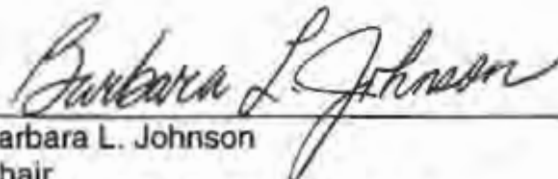
NOW, THEREFORE, BE IT RESOLVED, That the Richard Bland College Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session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

The following members of the instructional faculty of Richard Bland College have been recommended for the award of academic promotion by the Peer Review Committee and the Provost.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the award of academic promotion to the following faculty members, effective with the beginning of the 2019-20 academic year:

**DAVID S. McCARTHY**, from Assistant Professor of History to Associate Professor of History, effective August 10, 2019:

Ph.D. (2008), History, The College of William and Mary  
M.A. (2003), History, The College of William and Mary  
A.B. (1999), Dartmouth College

Richard Bland College:

Assistant Professor of History, 2015-2019

The University of Tennessee at Chattanooga:

Lecturer, 2012-2014

Stetson University:

Visiting Assistant Professor, 2009-2011

Furman University:

Visiting Assistant Professor, 2008-2009

**KEVIN J. PETERS**, from Associate Professor of Biology to Professor of Biology, effective August 10, 2019:

Ph.D., Biology, University of Alabama, 2009

M.S., Biology, University of Alabama, 2004

B.S., Biology, University of Alabama, 2001

Richard Bland College:

Associate Professor, Biology, 2013-2019

Assistant Professor, Biology, 2009-2013

University of Alabama:

Graduate/Teaching Assistant, 2001-2009

**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

In FY19, actual housing occupancy levels reflect an average of 345 filled beds out of a total of 476 beds – or approximately 72.5% overall. Although lower than the FY19 budgeted target of 85%, the current occupancy level provides sufficient revenue to cover the operating costs of the housing program, including debt service on the dorms. As a result, 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, the FY20 operating budget shows an anticipated positive balance of \$400,000.

In total, expenditures for FY20 are expected to be \$19.26 million as shown in the table below.



**FY20 Richard Bland College Operating Budget Summary**

| Revenue                | FY19 Estimated<br>Actuals | FY20 Proposed<br>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%      |
| <b>Total Revenue</b>   | <b>19,205,426</b>         | <b>19,658,802</b>       | <b>453,376</b>         | <b>2.4%</b> |

| Operatings Expenditures       | FY19 Estimated<br>Actuals | FY20 Proposed<br>Budget | Change from Prior Year |             |
|-------------------------------|---------------------------|-------------------------|------------------------|-------------|
|                               |                           |                         | \$ Change              | % Change    |
| <b>Personnel</b>              |                           |                         |                        |             |
| 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                 | 5,615,733               | (409,660)              | -6.8%       |
| Financial Aid                 | 926,682                   | 1,306,180               | 379,498                | 41.0%       |
| <b>Total Expenditures</b>     | <b>18,511,060</b>         | <b>19,258,802</b>       | <b>747,742</b>         | <b>4.0%</b> |

\* 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 (REACH25) 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 FY20 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.

Mandatory Auxiliary fees for in-state and out-of-state students in FY20 will also remain constant with no increase to the current FY19 rates.

To normalize pricing plans and alleviate complexity in the pricing structure, pricing for most residential rooms will increased, while the weighted average price of a residential room will be slightly reduced. All residents will be required to purchase a meal plan. The meal plan cost will remain unchanged as well.

A proposed FY20 tuition and fee summary sheet is attached.

The College'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**

| IN-STATE ***                                 | ACTUAL<br>FY 2018-19 | PROPOSED<br>FY 2019-2020 | PERCENT<br>CHANGE | DOLLAR<br>CHANGE |
|--|----------------------|--------------------------|-------------------|------------------|
| Per Credit Hour Taken:                       |                      |                          |                   |                  |
| Tuition                                      | \$ 193               | \$ 193                   |                   |                  |
| E&G Technology Fee                           | 7                    | 7                        |                   |                  |
| <b>Total Tuition and E&amp; G Fees</b>       | <b>\$ 200</b>        | <b>\$ 200</b>            | <b>0.00%</b>      | <b>\$ -</b>      |
| Auxiliary Comprehensive Fee                  | \$ 70                | \$ 70                    |                   | \$ -             |
| <b>Total In State Tuition &amp; Fees</b>     | <b>\$ 270</b>        | <b>\$ 270</b>            | <b>0.00%</b>      |                  |
| <br>   |                      |                          |                   |                  |
| <b>OUT-OF-STATE***</b>                       |                      |                          |                   |                  |
| Per Credit Hour Taken:                       |                      |                          |                   |                  |
| Tuition                                      | \$ 650               | \$ 650                   |                   |                  |
| E&G Technology Fee                           | 7                    | 7                        |                   |                  |
| <b>Total Tuition and Fees</b>                | <b>\$ 657</b>        | <b>\$ 657</b>            | <b>0.0%</b>       | <b>\$ -</b>      |
| Auxiliary Comprehensive Fee                  | \$ 70                | \$ 70                    |                   | \$ -             |
| <b>Total Out-of-State Tuition &amp; Fees</b> | <b>\$ 727</b>        | <b>\$ 727</b>            | <b>0.0%</b>       |                  |
|  | <b>\$ 21,810</b>     | <b>\$ 21,810</b>         |                   |                  |
| <br>   |                      |                          |                   |                  |
| <b>OTHER FEES:</b>                           |                      |                          |                   |                  |
| * Application Fee                            | \$ 50                | \$ 50                    | 0.0%              | \$ -             |
| Blended Room Average                         | 7,799                | 7,739                    | -0.8%             | (60)             |
| 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 \*\* Mandatory for all residential students. Includes dining dollars

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

**RICHARD BLAND COLLEGE  
APPROVAL OF HONORARY DEGREE  
DELEGATE RILEY E. INGRAM**

Richard Bland College seeks to honor meritorious and outstanding service to the College and the community at large, and to recognize persons whose lives serve as examples of the College's aspirations for its students by awarding the Honorary Associate degree.

Delegate Riley E. Ingram has deep roots in the community and has long been dedicated to serving its constituents and their families. Delegate Ingram has served in the Virginia House of Delegates since 1992, representing the 62<sup>nd</sup> district east of Richmond, made up of parts of Chesterfield, Henrico, Prince George County and the city of Hopewell.

Delegate Ingram graduated from Prince George High School and grew up in Hopewell, Virginia. He served as a letter carrier for the Hopewell Post Office for nine years and has been the Owner/Broker of Ingram & Associates Real Estate Company, Inc. for thirty-eight years.

Delegate Ingram previously served as a member of the Jamestown-Yorktown Foundation, Chairman of the Tri-Cities Regional Domestic Violence Task Force, and Mayor for the City of Hopewell.

Delegate Ingram has been steadfast in his support of Richard Bland College and its mission since his election to the General Assembly in 1992.

**THEREFORE, BE IT RESOLVED**, That in recognition of Delegate Ingram's extraordinary public service, professional achievements, distinguished career, and commitment to higher education in the Commonwealth of Virginia, he receive the highest form of recognition offered by Richard Bland College to persons of exceptional distinction.

**BE IT FURTHER RESOLVED**, That upon recommendation of the President, the Board of Visitors of The College of William & Mary in Virginia, hereby approves the awarding of the Honorary Associate of Science degree to Delegate Ingram at the Richard Bland College Commencement Ceremony on May 11, 2019.

**RICHARD BLAND COLLEGE  
APPROVAL OF HONORARY DEGREE  
JUSTIN G. REID**

Richard Bland College seeks to honor meritorious and outstanding service to the College and the community at large, and to recognize persons whose lives serve as examples of the College's aspirations for its students by awarding the Honorary Associate degree.

Mr. Justin G. Reid is a cultural preservationist and civil rights public historian who currently serves as the Director of African American Programs with the Virginia Humanities, where he helps develop and support cultural heritage initiatives across the state and manages the General Assembly's African American cultural resources task force.

Mr. Reid previously worked for the Moton Museum & National Historic Landmark in his hometown of Farmville, VA, where he oversaw the 2013 opening of Moton's award-winning \$6 million permanent exhibition. Mr. Reid also worked for the U.S. Department of Education's Office of Innovation & Improvement, and the George Mason University Center for Social Entrepreneurship.

Mr. Reid is a former founding board member of the annual Virginia Children's Book Festival and co-founder of the College of William & Mary's Lemon Project on History & Race. Mr. Reid held fellowships with the Colonial Williamsburg Foundation, U.S. House of Representatives, and Maggie L. Walker National Historic Site.

Mr. Reid holds a B.A. in American and African studies from the College of William & Mary, where he co-chartered the Omega Psi Phi Fraternity, worked in undergraduate admissions, and served as a Sharpe Community Scholar and NAACP president.

Mr. Reid honored Richard Bland College by delivering the Commencement Address on May 11, 2019.

**THEREFORE, BE IT RESOLVED**, That in recognition of Mr. Justin G. Reid's extraordinary public service, professional achievements, distinguished career, and commitment to higher education in the Commonwealth of Virginia, he receive the highest form of recognition offered by Richard Bland College to persons of exceptional distinction.

**BE IT FURTHER RESOLVED**, That upon recommendation of the President, the Board of Visitors of The College of William & Mary in Virginia, hereby approves the awarding of the Honorary Associate of Science degree to Mr. Reid at the Richard Bland College Commencement Ceremony on May 11, 2019.

**RICHARD BLAND COLLEGE**

**MULTI-USE FOREST MANAGEMENT PLAN**

In April 2014, the Board of Visitors approved a Multi-Use Forest Management Plan to ensure the health, proper maintenance and management, and potential harvesting of trees on various acres of undeveloped state land on campus. The Plan was developed in conjunction with the Virginia Department of Forestry (Department), which is tasked, by the Code of Virginia with the proper use and management of the forest resources of the Commonwealth. The Department has developed and maintained a written multi-use forest management plan on the forestland owned by Richard Bland College. In conjunction with the adoption of the Plan in 2014, the Board approved an initial timber harvest that was conducted in 2015.

The College and the Department now propose a second harvest based on assessments performed in 2017. The current proposal, as described more fully in the 2017 Richard Bland College Harvest Plan, is to harvest the 35 acres of Pine on the West side of Johnson Road (Stand "A") and the 36 acres on the East side of Johnson Road (Stand "B") along with approximately 77 acres of the remaining timber on the South side of Carson Drive (Stand "C"). A buffer would be left on the manicured part of campus and along the stream which runs through the area. This harvest would be initiated in the summer of 2019.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the timber harvest proposed by the College and the Virginia Department of Forestry.



INVESTMENTS SUBCOMMITTEE  
of the  
COMMITTEE ON FINANCIAL AFFAIRS

April 25, 2019

7:30 – 8:30 a.m.

Blow Memorial Hall – Room 201

Mirza Baig, Chair

H. Thomas Watkins III, Vice Chair

- I. Opening Remarks - Mr. Baig
- II. Approval of Minutes – September 27, 2018
- 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 March 31, 2019. *Pre-read*
- IV. Update on Uniform Prudent Management of Institutional Funds Act (UPMIFA). *Pre-read*
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

**INVESTMENTS SUBCOMMITTEE  
MINUTES – SEPTEMBER 27, 2018**

**MINUTES**  
**Investments Subcommittee**  
**September 27, 2018**  
**Blow Memorial Hall – Room 201**

Attendees: Mirza Baig, Chair; H. Thomas Watkins III, 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.

Chair Mirza Baig convened the Investments Subcommittee meeting at 8:00 a.m. Recognizing a quorum was present, Mr. Baig requested a motion to approve the minutes of the April 20, 2018. Motion was made by Mr. Hixon, seconded by Mr. Watkins and approved by voice vote.

Mr. Baig then called on the Optimal Service Group, investment advisors for the Board's endowment, for an update on performance and any recommendations. Optimal Service Group staff reviewed FY 2018 performance as well as performance for the first two months of FY 2019.

Relative to performance, Optimal reported:

- Generally, markets continue to perform well with U.S. stocks, and particularly growth stocks, leading the way. They see U.S. stocks as being somewhat over valued and are watching closely interest rate increases and the resultant impact on bond returns.
- They noted a market value for the BOV endowment as of August 31, 2018 of \$86.8 million, and a fiscal year-to-date return of 2.8% versus 2.3% for the benchmark.
- The portfolio structure remains consistent with guidelines with a slight overweigh to U.S. stocks given the favorable environment.

Optimal recommended and the Subcommittee approved (motion by Mr. Baig, second by Mr. Hixon) liquidating the BlueTrend ASP Fund (08/31/2018 value of \$368,636), an investment manager in the alternative space and redistributing these funds to other alternative strategies (\$\$100,000 to Marshall Wace; \$100,000 to Graham; and \$168,636 to Canyon Balanced). In support of this type of review the Chair asked that, in the future, Optimal provide a ranking of investment managers by performance.

The Subcommittee reviewed options for investment of the "Green Endowment" given new opportunities in that space. The "Green Endowment" has a 08/31/2018 market value of \$624,086. Ultimately the Subcommittee approved (motion by Mr. Watkins; second by Mr. Hixon) an overall 70/30 equity to fixed income mix for these funds and the Optimal recommendations for a broader allocation among managers with one adjustment.

Mr. Baig moved that the Investments Subcommittee of the Board of Visitors Committee on Financial Affairs convene in Closed Session for discussion or consideration of investment matters relating to the investment of public funds where competition or bargaining is involved, where, if made public initially, the financial interest of the governmental unit would be adversely affected.,

Investments Subcommittee  
MINUTES  
Page 2

as provided for in Section 2.2-3711.A. 6., of the Code of Virginia. Motion was seconded by Mr. Hixon and approved by voice vote of the Committee. The observers were asked to leave the room and the Subcommittee went into closed session at 8:45 a.m.

The Subcommittee reconvened in open session at 9:00 a.m. Mr. Baig reviewed the topic discussed in 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 Mr. Hixon and approved by roll call vote conducted by Mr. Baig. (Certification **Resolution** is appended.)

There being no further business, the Chair adjourned the meeting.

September 27, 2018

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors' Investments Subcommittee of the Committee on Financial 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 Subcommittee that such closed session was conducted in conformity with Virginia law;

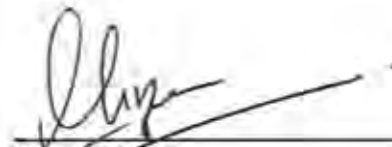
NOW, THEREFORE, BE IT RESOLVED, That the Investments Subcommittee of the Committee on Financial Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed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

VOTE

AYES: 3

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
Mirza Baig  
Chair  
Investments Subcommittee of the  
Committee on Financial Affairs



COMMITTEE ON FINANCIAL AFFAIRS

April 25, 2019

8:30-9:45 a.m.

Blow Memorial Hall – Room 201

James A. Hixon, Chair

Mirza Baig, Vice Chair

- I. Introductory Remarks - Mr. Hixon
- II. Approval of Minutes – February 7, 2019
- III. Report by Senior Vice President for Finance and Administration Samuel E. Jones and Vice President for Finance and Chief Financial Officer Amy S. Sebring
  - A. FY 2019-20 Operating Budget Proposal. **Resolution 26**.
  - B. FY 2019-20 Operating Budget Detail for Educational and General Programs. *Pre-Read*
  - C. FY 2019-20 Operating Budget Detail for Sponsored Programs. *Pre-Read*
  - D. FY 2019-20 Operating Budget Detail for Student Financial Assistance. *Pre-Read*
  - E. FY 2019-20 Operating Budget Detail for Board of Visitors Private Funds. *Pre-Read*
  - F. FY 2019-20 Operating Budget Detail for Auxiliary Enterprises. *Pre-Read*
  - G. Revise FY 2020 Tuition Rate for Incoming In-State Undergraduate Students. **Resolution 27**.
  - H. FY 2019-20 Tuition and Fee Structure for Full- and Part-Time Students. **Resolution 28**.
  - I. Approval of Adoption of the Commonwealth's Tech Talent Investment Program. **Resolution 29**.
  - J. FY 2018-19 Operating Budget Summary. *Pre-Read*
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
  - A. FY 2019-20 Operating Budget Proposal. **Resolution 30**.
  - B. FY 2018-19 Operating Budget Summary. *Pre-Read*

Committee on Financial Affairs  
April 25, 2019

- V. Investments Subcommittee Report – Mr. Baig
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS  
MINUTES – FEBRUARY 7, 2019

**MINUTES**  
**Committee on Financial Affairs**  
**February 7, 2019**  
**Blow Memorial Hall – Room 201**

Board members in attendance: James A. Hixon (Committee Chair), Mirza Baig (Vice Chair), S. Douglas Bunch, Todd A. Stottlemyer, H. Thomas Watkins III; faculty committee representative Thomas J. Ward, student representative Brendan Boylan; staff liaison Jennifer C. Fox. Board members in attendance: Sue H. Gerdelman and William H. Payne. Others in attendance: President Katherine A. Rowe, Samuel E. Jones, Amy Sebring, John T. Wells and other observers.

Chair James Hixon called the meeting to order at 9:00 a.m. Recognizing that a quorum was present, Mr. Hixon asked for a motion to approve the minutes of the November 16, 2018, meeting. Motion was made by Mr. Watkins, seconded by Mr. Bunch and approved by voice vote of the Committee.

The Chair stated that the Committee's agenda was relatively streamlined since the so-called "Short Session" of the General Assembly is on-going. As a result while staff will provide a summary of budget changes approved by the House Appropriations and Senate Finance committees, final numbers will not be available until the end of session. The Committee has one action item, **Resolution 22**, Cash Management Investment Policy, dealing with the investment of the university's operating fund balances.

The Chair then called on Amy Sebring, Vice President for Finance and Chief Financial Officer, to give an update on the General Assembly. Ms. Sebring reminded the Committee that the Commonwealth's existing budget includes significant incremental state funding for the university in FY 2020 including support for high demand degrees, need-based financial aid, Veteran's Counseling and public policy. The current budget also supports a 2% across-the-board base salary adjustment for faculty and staff as well as an additional merit-based increase of 2% for classified staff.

Ms. Sebring next provided a summary of the revenue assumptions underlying budget amendments recommended by the Governor as well as those approved by the House and Senate, with the primary differentiator being treatment of revenue generated as a result of federal tax changes. She then provided a detailed comparison of the various budget recommendations, noting that the House and Senate budget recommendations will next go to conference with final approval expected by February 23, 2019.

After discussion, Mr. Hixon then called on John Wells, Virginia Institute of Marine Science (VIMS) Dean and Director, to provide an update on how the budget process might impact VIMS. After providing an overview of VIMS funding sources including some discussion of federal sources and trends, Dean/Director Wells noted that VIMS appeared to do well in all versions of the budget currently under consideration. While there are items to be reconciled, support for the Institute's mission remains strong.

The Chair advised that the Cash Management Investment Policy, was last reviewed by the Board in February 2016 and it is Board policy to review at least once every three years. Changes proposed are minor, consisting of updated Code of Virginia citations and some changes in investment duration parameters.

After discussion, Mr. Hixon asked for a motion to approve **Resolution 22**, Cash Management Investment Policy. Motion was made by Mr. Stottlemyer, seconded by Mr. Baig, and approved by voice vote of the Committee.

During the meeting, the Chair also called on Mr. Baig as Chair of the Investments Subcommittee to provide an update on a recent conference call with Wells Fargo, the Board's investment advisor. Mr. Baig provided a detailed summary addressing recent market and Board of Visitors' endowment performance, the status of individual managers, and expectations for the future.

There being no further business, the Committee adjourned at 9:45 a.m.

**WILLIAM & MARY**  
**FY 2019-20 OPERATING BUDGET PROPOSAL**

This summary provides an overview of William & Mary's proposed operating budget for fiscal year 2019-2020 (FY20) and identifies specific budget actions. Detailed budgets by program are contained in the pre-read materials provided to the Board of Visitors on April 16, 2019. The budget for the Virginia Institute of Marine Sciences is presented separately under Resolution 30.

The FY20 operating budget was developed in the context of the university's strategic planning process and the Six-Year Plan as approved by the Board of Visitors. To the extent resources are available, expenditures in support of the university's mission reflect the priorities outlined in these plans.

**Sources of Revenue for FY20**

The FY20 operating budget, as presented, combines the university's state appropriated funds as well as donor funds and other revenues maintained locally at the university. Projected revenues fall into five main categories as follows:

1. **State general fund (GF) appropriations** (\$53.8 million) primarily support the university's academic mission, commonly referred to as the Educational and General (E&G) program, and need-based, in-state undergraduate financial aid. The FY20 projected state GF support includes technical adjustments related to the state's share of salary actions, anticipated changes in fringe benefits, and targeted allocation to increase the number of high-demand degrees as well as funds to establish a data science major, and a veterans' counseling program. Incremental state funds are also provided to moderate FY20 tuition increases for in-state undergraduate students.
2. **Tuition and E&G fee revenue** (\$211.6 million) reflects anticipated funds based on proposed FY20 tuition and fee rates included in Resolutions 27 and 28. These funds are used to support the university's academic programs as well as need-based undergraduate financial aid.
3. Unrestricted and restricted gifts as well as endowment earnings received by the university are categorized as **Private Funds** (\$17.9 million). They do not include funds budgeted as part of the William & Mary Foundation or other university-affiliated foundations.
4. Funds from **Grants & Contracts** for Sponsored Programs (\$31.4 million), which includes both direct funding for research as well as indirect cost recoveries used to support research facilities and administrative infrastructure.
5. Student and user fees support **Auxiliary Enterprises** (\$113.8 million), which provide non-academic goods or services to students, faculty and staff, including housing, dining, student health, and athletics.



**Proposed Spending Priorities for FY20**

In total, the university's FY20 proposed operating budget includes \$428.4 million in projected revenues, including \$3.1 million from the fund balance of university private funds, and \$428.0 million in expenditures.

Priority expenditures include:

- Maintaining the *William & Mary Promise* to provide need-based financial aid to low- and middle-income Virginia students;
- Investing in increased degree production of high demand fields, including computer science and data analytics;
- Creating a new program in mental health counseling for veterans and their families;
- Providing funding to raise the minimum wage rate from \$10.61 per hour to \$12.00 hour – a 13% increase in the minimum wage rate at William & Mary;
- Funding to provide a 3% salary increase for all faculty and operational staff and a pool of funds to support one-time bonuses for outstanding performance; and
- Funding to provide a state mandated salary increase of 2.75% for classified employees plus an additional 2.25% pool for merit-based salary increases.

The following table provides a summary across all revenue sources and a breakdown of expenditures by program. It is important to note that the proposed FY20 operating budget does not include the Virginia Institute of Marine Science (VIMS) or funds maintained and controlled by university-affiliated foundations. Resolution 30 provides the FY20 Proposed Operating Budget for VIMS.

April 24-26, 2019

Page 3 of 3

| Revenue <sup>1</sup>                  | FY19 Estimated<br>Actuals | FY20 Proposed<br>Budget | Change from Prior Year |             |
|---------------------------------------|---------------------------|-------------------------|------------------------|-------------|
|                                       |                           |                         | \$ Change              | % Change    |
| State General Fund                    | 48,888,800                | 53,811,500              | 4,922,700              | 10.1%       |
| Tuition and E&G Fees                  | 203,430,900               | 211,596,100             | 8,165,200              | 4.0%        |
| Grants & Contracts                    | 32,050,000                | 31,350,000              | (700,000)              | -2.2%       |
| University Private Funds <sup>2</sup> | 18,623,500                | 17,859,400              | (764,100)              | -4.1%       |
| Auxiliary Revenue <sup>3</sup>        | 112,677,300               | 113,804,000             | 1,126,700              | 1.0%        |
| <b>Total Revenue</b>                  | <b>\$415,670,500</b>      | <b>\$428,421,000</b>    | <b>\$12,750,500</b>    | <b>3.1%</b> |

| Expenditures, by Program <sup>1</sup> | FY19 Estimated<br>Actuals | FY20 Proposed<br>Budget | Change from Prior Year |             |
|---------------------------------------|---------------------------|-------------------------|------------------------|-------------|
|                                       |                           |                         | \$ Change              | % Change    |
| Instruction                           | 119,555,500               | 126,182,500             | 6,627,000              | 5.5%        |
| Research                              | 2,227,800                 | 2,217,800               | (10,000)               | -0.4%       |
| Public Service                        | 46,500                    | 46,600                  | 100                    | 0.2%        |
| Academic Support                      | 32,907,700                | 33,914,300              | 1,006,600              | 3.1%        |
| Student Services                      | 10,266,000                | 10,521,400              | 255,400                | 2.5%        |
| Institutional Support                 | 33,985,000                | 35,073,900              | 1,088,900              | 3.2%        |
| Plant Operations                      | 20,766,700                | 22,497,100              | 1,730,400              | 8.3%        |
| Financial Aid                         | 50,078,700                | 53,630,200              | 3,551,500              | 7.1%        |
| Sponsored Programs                    | 32,217,600                | 31,425,000              | (792,600)              | -2.5%       |
| Auxiliary Services                    | 110,075,200               | 112,504,400             | 2,429,200              | 2.2%        |
| <b>Total Expenditures</b>             | <b>\$412,126,700</b>      | <b>\$428,013,200</b>    | <b>\$15,886,500</b>    | <b>3.9%</b> |

<sup>1</sup>Total revenues and expenditures exclude the Virginia Institute of Marine Science and funds maintained in university-affiliated foundations.

<sup>2</sup>University Private Funds includes current year revenue of \$18.6 million in FY19. In FY20, University Private Funds include projected current year revenue of \$14.7 million plus \$3.1 million from the beginning fund balance.

<sup>3</sup>Auxiliary Revenues include \$900,000 generated in support of student financial aid.

Details for each of the major program areas were provided in the pre-read materials provided to the Board of Visitors on April 16, 2019.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William & Mary in Virginia approves the FY 2019-20 Operating Budget of the university as displayed herein.

**WILLIAM & MARY**  
**REVISE FY 2020 TUITION RATE**  
**FOR INCOMING IN-STATE UNDERGRADUATE STUDENTS**

On November 16, 2018, the Board of Visitors approved **Resolution 14, Maintain Four-Year Tuition Guarantee for In-state Undergraduate Students**. This resolution approved continuation of the *William & Mary Promise* as the operating model for the university. As a result, for FY20 continuing in-state undergraduates would see no increase in tuition. The Board also approved FY20 tuition for incoming in-state undergraduates at \$18,375, with this rate to be guaranteed for four years.

This action maintained the *William & Mary Promise* as the university's operating model for enhancing and sustaining quality, affordability and access. The Board anticipated that this tuition action, in combination with increases in state general fund support, would provide the university with the resources necessary to implement the revised Six-Year Plan approved at its September 2018 meeting. This tuition structure, when combined with the university's commitment to provide need-based financial aid to low- and middle-income Virginia families, would allow William & Mary to remain one of the most affordable public institutions in Virginia for those families.

Subsequent to this Board action, the 2019 General Assembly and Governor amended the 2018-20 Appropriation Act to include funds to moderate FY20 in-state undergraduate tuition increases at Virginia's public institutions of higher education. Specifically, the Appropriation Act includes \$1,450,000 in state funding to be granted to William & Mary so long as tuition and mandatory Educational and General (E&G) fee charges for in-state undergraduate students are maintained at FY19 levels. Essentially the state funds replace tuition revenue that would be generated by the Board's November 2018 action.

The Commonwealth's funding action has no impact on other FY20 tuition or non-E&G fees that may be approved by the Board of Visitors. Tuition and fees for out-of-state undergraduate as well as in-state and out-of-state graduate and professional students will be set by the Board by separate resolution, reflecting funding actions of the 2019 General Assembly, market conditions for each student group, and feedback provided to the Board during its public comment session.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, recognizes and supports the Commonwealth's allocation of state funds to moderate FY20 tuition increases for in-state undergraduate students;

**BE IT FURTHER RESOLVED**, That the Board reverses its November 2018 action to increase tuition for incoming in-state undergraduate students, maintains the FY19 tuition rate of \$17,434 for these students with no increase in E&G fees and guarantees that rate for four years.

**BE IT FURTHER RESOLVED**, That consistent with the *William & Mary Promise* continuing in-state undergraduates would see no increase in tuition for FY20.

**WILLIAM & MARY**  
**FY 2019-20 TUITION AND FEE STRUCTURE**  
**FOR FULL- AND PART-TIME STUDENTS**

Consistent with tuition and fee authority granted to William & Mary in the Code of Virginia, the attached schedules for undergraduate, graduate, first professional, and special program tuition, student fees, and room and board are recommended for approval by the Board of Visitors.

Under Resolution 27, the Board of Visitors resolved to maintain tuition for incoming, in-state undergraduate students at the current FY19 tuition rate of \$17,434. Consistent with the *William & Mary Promise*, tuition rates for continuing in-state undergraduate students admitted in FY17, FY18, and FY19 will remain at \$15,674, \$16,370, and \$17,434, respectively. Total cost (tuition, fees, room, and board) for in-state undergraduates will range from \$34,794 to \$36,554, depending on class. Out-of-state undergraduate tuition will increase by \$1,354 (3.5%) to \$40,089 with a total cost (tuition, fees, room and board) of \$59,780. Tuition and fee increases for full-time, in-state and out-of-state graduate and professional students range from \$679 to \$1,446, varying by program. Proposed increases in special rate programs reflect market conditions.

Revenue generated through the proposed increases will provide sufficient resources to support state-mandated salary increases, maintain the *William & Mary Promise*, with continued focus on providing need-based grant aid for Virginia's low and middle-income families, while also supporting core business functions, key strategic initiatives, and important risk mitigation and compliance efforts.

Fee allocations for auxiliary services, facility debt service, student activities, and average charges for room and board support projected expenditures for state-mandated salary increases, operations and required debt service on facilities while allowing some contribution to the College's auxiliary reserve.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia approves the Tuition and Fees outlined in Tables 1-8 for FY20. Pursuant to Section 23.1-1301 A.5., Code of Virginia, the Board further delegates authority to the Provost and Senior Vice President for Finance and Administration to establish: 1) course fees as needed to offset materials, supplies or additional course-specific costs not covered by general tuition and fees, and 2) special program fees for study abroad programs, online programs, certificate or other professional programs. The Provost and Senior Vice President for Finance and Administration shall update the Board annually on any program tuition and fees approved under this delegation.

**TABLE 1. TUITION AND FEE SUMMARY  
UNDERGRADUATE PROGRAMS, BY RESIDENCY**

| <b>UNDERGRADUATE, FULL-TIME</b>   |                 |                     |                         |                     |                      |                     |
|---|-----------------|---------------------|-------------------------|---------------------|----------------------|---------------------|
|   | <b>FY 2019</b>  |                     | <b>Proposed FY 2020</b> |                     | <b>Dollar Change</b> |                     |
|   | <b>In-State</b> | <b>Out-of-State</b> | <b>In-State</b>         | <b>Out-of-State</b> | <b>In-State</b>      | <b>Out-of-State</b> |
| <i><b>Tuition</b></i>   |                 |                     |                         |                     |                      |                     |
| Seniors   | \$15,674        | \$38,735            | \$15,674                | \$40,089            | \$0                  | \$1,354             |
| Juniors   | 16,370          | 38,735              | 16,370                  | 40,089              | 0                    | 1,354               |
| Sophomores  | 17,434          | 38,735              | 17,434                  | 40,089              | 0                    | 1,354               |
| New Students  | N/A             | 38,735              | 17,434                  | 40,089              | N/A                  | 1,354               |
| <i><b>Standard Fees</b><sup>1</sup></i>                                 |                 |                     |                         |                     |                      |                     |
| General Fee (See Table 6 Detail)  | 4,527           | 4,527               | 4,619                   | 4,619               | 92                   | 92                  |
| Facility Fee (See Table 7 Detail)                                       | 1,303           | 1,303               | 1,439                   | 1,439               | 136                  | 136                 |
| Technology Fee  | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |
| Student Faculty Fee   | 5               | 5                   | 5                       | 5                   | 0                    | 0                   |
| HEETF Fee   | 31              | 62                  | 31                      | 62                  | 0                    | 0                   |
| State Building Fee  | N/A             | 540                 | N/A                     | 540                 | N/A                  | 0                   |
| <b>Subtotal, Standard Fees</b>  | <b>5,966</b>    | <b>6,537</b>        | <b>6,194</b>            | <b>6,765</b>        | <b>228</b>           | <b>228</b>          |
| <i><b>Room and Board</b></i>  |                 |                     |                         |                     |                      |                     |
| Room, Wtd. Avg.   | 7,436           | 7,436               | 7,958                   | 7,958               | 522                  | 522                 |
| Board (19 meals)  | 4,800           | 4,800               | 4,968                   | 4,968               | 168                  | 168                 |
| <b>Subtotal, Room and Board</b>   | <b>12,236</b>   | <b>12,236</b>       | <b>12,926</b>           | <b>12,926</b>       | <b>690</b>           | <b>690</b>          |
| <i><b>Total Cost</b></i>  |                 |                     |                         |                     |                      |                     |
| Seniors   | 33,876          | 57,508              | 34,794                  | 59,780              | 918                  | 2,272               |
| Juniors   | 34,572          | 57,508              | 35,490                  | 59,780              | 918                  | 2,272               |
| Sophomores  | 35,636          | 57,508              | 36,554                  | 59,780              | 918                  | 2,272               |
| New Students  | N/A             | 57,508              | 36,554                  | 59,780              | N/A                  | 2,272               |
| <b>UNDERGRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b> |                 |                     |                         |                     |                      |                     |
| <i><b>Tuition Per Credit Hour</b></i>                                   |                 |                     |                         |                     |                      |                     |
| <b>All Undergraduates, Part-Time</b>                                    | <b>\$425</b>    | <b>\$1,235</b>      | <b>\$425</b>            | <b>\$1,278</b>      | <b>\$0</b>           | <b>\$43</b>         |

**Notes:**<sup>1</sup> Course specific or program specific fees may also apply.<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.



**TABLE 2. TUITION AND FEE SUMMARY  
 GRADUATE PROGRAMS, BY RESIDENCY**

| <b>GRADUATE (M.A., M.S., M.Ed., Ph.D., Ed.D), FULL-TIME</b>        |                 |                     |                         |                     |                      |                     |
|--|-----------------|---------------------|-------------------------|---------------------|----------------------|---------------------|
|  | <b>FY 2019</b>  |                     | <b>Proposed FY 2020</b> |                     | <b>Dollar Change</b> |                     |
|  | <b>In-State</b> | <b>Out-of-State</b> | <b>In-State</b>         | <b>Out-of-State</b> | <b>In-State</b>      | <b>Out-of-State</b> |
| <b><i>Tuition</i></b>  |                 |                     |                         |                     |                      |                     |
| Arts & Science/Education/VIMS                                      | \$10,064        | \$27,086            | \$10,516                | \$28,305            | \$452                | \$1,219             |
| Master of Public Policy (M.P.P.)                                   | 22,000          | 32,000              | 22,000                  | 32,000              | 0                    | 0                   |
| <b><i>Standard Fees<sup>1</sup></i></b>                            |                 |                     |                         |                     |                      |                     |
| General Fee (See Table 6 Detail)                                   | 4,527           | 4,527               | 4,619                   | 4,619               | 92                   | 92                  |
| Technology Fee   | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |
| Student Faculty Fee  | 5               | 5                   | 5                       | 5                   | 0                    | 0                   |
| HEETF Fee  | 31              | 62                  | 31                      | 62                  | 0                    | 0                   |
| State Building Fee   | N/A             | 540                 | N/A                     | 540                 | N/A                  | 0                   |
| <b>Subtotal, Standard Fees</b>                                     | <b>4,663</b>    | <b>5,234</b>        | <b>4,755</b>            | <b>5,326</b>        | <b>92</b>            | <b>92</b>           |
| <b><i>Graduate Program Fees</i></b>                                |                 |                     |                         |                     |                      |                     |
| Arts & Sciences/Education/VIMS                                     |                 |                     |                         |                     |                      |                     |
| Facility Fee   | 1,034           | 1,034               | 1,169                   | 1,169               | 135                  | 135                 |
| <b><i>Total Tuition and Fees, By Program</i></b>                   |                 |                     |                         |                     |                      |                     |
| Arts & Sciences/Education/VIMS<br>(M.A., M.S., M.Ed., Ph.D., Ed.D) | 15,761          | 33,354              | 16,440                  | 34,800              | 679                  | 1,446               |
| Master of Public Policy (M.P.P.)                                   | 27,697          | 38,268              | 27,924                  | 38,495              | 227                  | 227                 |
| <b>GRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b> |                 |                     |                         |                     |                      |                     |
| <b><i>Tuition, Per Credit Hour</i></b>                             |                 |                     |                         |                     |                      |                     |
| Graduate, Part-Time in Arts &<br>Sciences/Education/VIMS           | \$560           | \$1,325             | \$585                   | \$1,383             | \$25                 | \$58                |

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.



**TABLE 3. TUITION AND FEE SUMMARY - TRADITIONAL PROGRAMS  
SCHOOL OF LAW, BY RESIDENCY**

| <b>LAW (J.D., LL.M.,S.J.D.), FULL-TIME</b>                    |                 |                     |                         |                     |                      |                     |
|---|-----------------|---------------------|-------------------------|---------------------|----------------------|---------------------|
|   | <b>FY 2019</b>  |                     | <b>Proposed FY 2020</b> |                     | <b>Dollar Change</b> |                     |
|   | <b>In-State</b> | <b>Out-of-State</b> | <b>In-State</b>         | <b>Out-of-State</b> | <b>In-State</b>      | <b>Out-of-State</b> |
| <b>Tuition</b>  |                 |                     |                         |                     |                      |                     |
| Juris Doctor (J.D.)   | \$27,961        | \$36,390            | \$28,723                | \$37,152            | \$762                | \$762               |
| Master of Law (LL.M.)   | 27,961          | 36,390              | 28,723                  | 37,152              | 762                  | 762                 |
| Doctor of Juridical Science (S.J.D.)                          |                 |                     | 28,723                  | 37,152              |                      |                     |
| <b>Standard Fees<sup>1</sup></b>                              |                 |                     |                         |                     |                      |                     |
| General Fee (See Table 6 Detail)                              | 4,527           | 4,527               | 4,619                   | 4,619               | 92                   | 92                  |
| Technology Fee  | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |
| Student Faculty Fee   | 5               | 5                   | 5                       | 5                   | 0                    | 0                   |
| HEETF Fee   | 31              | 62                  | 31                      | 62                  | 0                    | 0                   |
| State Building Fee  | N/A             | 540                 | N/A                     | 540                 | N/A                  | 0                   |
| <b>Subtotal, Standard Fees</b>                                | <b>4,663</b>    | <b>5,234</b>        | <b>4,755</b>            | <b>5,326</b>        | <b>92</b>            | <b>92</b>           |
| <b>Law School Fees</b>  |                 |                     |                         |                     |                      |                     |
| Law Facility Fee  | 776             | 776                 | 922                     | 922                 | 146                  | 146                 |
| Law North Wing Building Fee                                   | 230             | 230                 | 230                     | 230                 | 0                    | 0                   |
| Law Library Building Fee                                      | 340             | 340                 | 340                     | 340                 | 0                    | 0                   |
| Law Printing/Activity Fee                                     | 30              | 30                  | 30                      | 30                  | 0                    | 0                   |
| <b>Total Tuition and Fees, by Program</b>                     |                 |                     |                         |                     |                      |                     |
| Juris Doctor (J.D.)   | 34,000          | 43,000              | 35,000                  | 44,000              | 1,000                | 1,000               |
| Master of Law (LL.M.)   | 34,000          | 43,000              | 35,000                  | 44,000              | 1,000                | 1,000               |
| Doctor of Juridical Science (S.J.D.)                          |                 |                     | 35,000                  | 44,000              |                      |                     |
| <b>LAW, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b> |                 |                     |                         |                     |                      |                     |
| <b>Tuition, Per Credit Hour</b>                               |                 |                     |                         |                     |                      |                     |
| <b>Law, Part-Time</b>   | <b>\$825</b>    | <b>\$1,225</b>      | <b>\$847</b>            | <b>\$1,251</b>      | <b>\$22</b>          | <b>\$26</b>         |

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.

**TABLE 4. TUITION AND FEE SUMMARY  
 SCHOOL OF BUSINESS, BY RESIDENCY**

| <b>BUSINESS (MAcc, MBA, MSBA), FULL-TIME</b>  |                 |                     |                         |                     |                      |                     |
|---|-----------------|---------------------|-------------------------|---------------------|----------------------|---------------------|
|   | <b>FY 2019</b>  |                     | <b>Proposed FY 2020</b> |                     | <b>Dollar Change</b> |                     |
|   | <b>In-State</b> | <b>Out-of-State</b> | <b>In-State</b>         | <b>Out-of-State</b> | <b>In-State</b>      | <b>Out-of-State</b> |
| <b>Tuition</b>  |                 |                     |                         |                     |                      |                     |
| Master of Accountancy (MAcc)  | \$27,600        | \$37,750            | \$28,200                | \$38,600            | \$600                | \$850               |
| Master of Business Administration (MBA)   | 26,700          | 37,500              | 28,100                  | 38,520              | 1,400                | 1,020               |
| Master of Science in Business Analytics (MSBA)                                      | 35,000          | 41,500              | 36,000                  | 42,700              | 1,000                | 1,200               |
| <b>Standard Fees<sup>1</sup></b>  |                 |                     |                         |                     |                      |                     |
| General Fee   | 4,527           | 4,527               | 4,619                   | 4,619               | 92                   | 92                  |
| Technology Fee  | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |
| Student Faculty Fee   | 5               | 5                   | 5                       | 5                   | 0                    | 0                   |
| HEETF Fee   | 31              | 62                  | 31                      | 62                  | 0                    | 0                   |
| State Building Fee  | N/A             | 540                 | N/A                     | 540                 | N/A                  | 0                   |
| <b>Subtotal, Standard Fees</b>  | <b>4,663</b>    | <b>5,234</b>        | <b>4,755</b>            | <b>5,326</b>        | <b>92</b>            | <b>92</b>           |
| <b>Business School Fees</b>   |                 |                     |                         |                     |                      |                     |
| Business Facility Fee   | 1,046           | 1,046               | 1,192                   | 1,192               | 146                  | 146                 |
| Business Printing Fee   | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |
| Business Program/Support Fee  | 600             | 600                 | 601                     | 600                 | 1                    | 0                   |
| <b>Total, Tuition and Fees, by Program</b>  |                 |                     |                         |                     |                      |                     |
| Master of Accountancy (MAcc)  | 34,009          | 44,730              | 34,848                  | 45,818              | 839                  | 1,088               |
| Master of Business Administration (MBA)   | 33,109          | 44,480              | 34,748                  | 45,738              | 1,639                | 1,258               |
| Master of Science in Business Analytics (MSBA)                                      | 41,409          | 48,480              | 42,648                  | 49,918              | 1,239                | 1,438               |
| <b>GRADUATE AND PROFESSIONAL, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b> |                 |                     |                         |                     |                      |                     |
| <b>Tuition, Per Credit Hour</b>   |                 |                     |                         |                     |                      |                     |
| Business, Flex MBA  | \$875           | \$1,275             | \$875                   | \$1,275             | \$0                  | \$0                 |

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.

**TABLE 5. TUITION AND FEE SUMMARY - SPECIAL RATE PROGRAMS**

| TOTAL PROGRAM COST INCLUDING TUITION AND FEES                                     |  |                  |               |         |
|---|--|------------------|---------------|---------|
| Description   | FY 2019  | Proposed FY 2020 | Dollar Change |         |
| Business - Executive Master of Business Administration (EMBA)                     | Five Semester Cohort Program   | \$93,900         | \$98,900      | \$5,000 |
| Business - Military Master of Business Administration (MGJW)                      | 14 Month Cohort Program  | 42,000           | 42,000        | 0       |
| Global Business Minor Program   | Undergraduate Summer Program   | 17,990           | 17,990        |         |
| St. Andrews Joint Degree Program (Bachelor of Arts) <sup>1</sup>                  | Four-Year Undergraduate Dual Degree Program  | 39,990           | 40,990        | 1,000   |
| Executive Doctorate of Education  | Three-Year Cohort Program Cost   | 35,000           | 35,000        | 0       |
| TOTAL PROGRAM TUITION ONLY  |  |                  |               |         |
| Arts & Sciences - Classical Studies (CLST)  | 13 Credit Hour Certificate Program   |                  |               |         |
|   | Per Semester Cost (In-state)   | 3,000            | 3,000         | 0       |
|   | Per Semester Cost (out-of-state)   | 6,000            | 6,000         | 0       |
| Study Abroad Programs (Eight credit hours or less) <sup>2</sup>                   | Short programs offered typically during the Summer terms, awarding W&M credit              | 1,200            | 1,200         | 0       |
| Study Abroad Programs (More than eight credit hours) <sup>2</sup>                 | Longer programs typically offered during the Fall or Spring semesters, awarding W&M credit | 2,200            | 2,200         | 0       |
| PER CREDIT HOUR TUITION   |  |                  |               |         |
| Business - On-line Master of Business Administration (OMBA)                       | 49 credit hours required over two years  | 1,220            | 1,300         | 80      |
| Business - On-line Master of Science in Business Analytics (MSBA)                 | Pre-requisite courses  | 800              | 800           | 0       |
| Business - On-line Master of Science in Business Analytics (MSBA)                 | Core Program courses   | 1,300            | 1,300         | 0       |
| Arts & Sciences - Geospatial Information Systems (GIS) Post-Baccalaureate Program | 15 credit hour Certificate Program   | 0                | 560           | 560     |
| Education - Online MEd in Counseling  | 60 credit hour Program   | 665              | 665           | 0       |
| Education - Executive Doctorate of Education (E-EdD)                              | 48 credit hours required over two and a half years   | 950              | 950           | 0       |

**Notes:**

<sup>1</sup> W&M students pay \$40,990 per academic year in tuition regardless of domicile status. Fees are assessed based on the home institution regardless of where the student is studying that year. The location of the student's first year of study is the home

<sup>2</sup> Does not include program-specific costs related to non-educational aspects of the program for any study abroad program.



**TABLE 6. GENERAL FEE COMPONENTS**

|                                     | FY 2019        | Proposed FY 2020 | Dollar Change |
|-------------------------------------|----------------|------------------|---------------|
| <b>AUXILIARY SERVICES</b>           |                |                  |               |
| Health & Wellness                   | \$581          | \$612            | \$31          |
| Integrative Wellness Center         | 32             | 37               | 5             |
| Bus Service/Transportation          | 65             | 66               | 1             |
| Student Unions                      | 369            | 387              | 18            |
| Kaplan Arena Operations             | 355            | 365              | 10            |
| General Auxiliary                   | 228            | 235              | 7             |
| Telecom/Networking                  | 288            | 293              | 5             |
| PC Maintenance                      | 45             | 46               | 1             |
| Intercollegiate Athletics           | 1,992          | 2,002            | 10            |
| Tennis Center                       | 20             | 22               | 2             |
| ID Office                           | 32             | 34               | 2             |
| <b>Subtotal, Auxiliary Services</b> | <b>\$4,007</b> | <b>\$4,099</b>   | <b>\$92</b>   |
| <b>STUDENT ACTIVITIES</b>           |                |                  |               |
| Green Fee                           | 40             | 43               | 3             |
| Cultural Fee                        | 46             | 48               | 2             |
| Student Activities                  | 98             | 98               | 0             |
| Student Affairs                     | 33             | 22               | (11)          |
| Recreational Sports                 | 170            | 173              | 3             |
| Recreational Center                 | 133            | 136              | 3             |
| <b>Subtotal, Student Activities</b> | <b>\$520</b>   | <b>\$520</b>     | <b>0</b>      |
| <b>TOTAL GENERAL FEE</b>            | <b>\$4,527</b> | <b>\$4,619</b>   | <b>\$92</b>   |

**TABLE 7. UNDERGRADUATE FACILITY FEE COMPONENTS**

|                             | FY 2019        | Proposed<br>FY 2020 | Dollar<br>Change |
|-----------------------------|----------------|---------------------|------------------|
| Athletic Facilities 1       | \$42           | \$42                | \$0              |
| Athletic Facilities 2       | 21             | 21                  | 0                |
| Cooling Tower 1             | 122            | 120                 | (2)              |
| Cooling Tower 2             | 121            | 117                 | (4)              |
| Integrated Science Center   | 230            | 220                 | (10)             |
| Integrative Wellness Center | 122            | 120                 | (2)              |
| Kaplan Hall 2               | 16             | 16                  | 0                |
| Laycock Center              | 23             | 22                  | (1)              |
| Sadler West                 | 9              | 164                 | 155              |
| School of Business          | 270            | 270                 | 0                |
| School of Education         | 27             | 27                  | 0                |
| Student Rec Center          | 123            | 123                 | 0                |
| Utility Improvements        | 49             | 49                  | 0                |
| West Utilities              | 128            | 128                 | 0                |
| <b>TOTAL, FACILITY FEE</b>  | <b>\$1,303</b> | <b>\$1,439</b>      | <b>\$136</b>     |

**TABLE B. MISCELLANEOUS STUDENT FEES**

|  | FY 2019 | Proposed<br>FY 2020 | Dollar<br>Change |
|--|---------|---------------------|------------------|
| Undergraduate Application Fee                          | \$75    | \$75                | \$0              |
| Graduate Continuous Enrollment Fee (Per Semester)      | 150     | 150                 | 0                |
| Graduation Fee   | 145     | 145                 | 0                |
| New Students & Family Program Fee                      | 334     | 349                 | 15               |
| Summer Comprehensive Fee                               | 55      | 55                  | 0                |
| Summer Registration Fee                                | 25      | 25                  | 0                |
| International Student Orientation Fee                  | 130     | 130                 | 0                |
| International Student Service Fee                      | 65      | 65                  | 0                |
| International Visiting Scholar Fee                     | 300     | 300                 | 0                |
| Applied Music Fee (per credit hour)                    | 425     | 425                 | 0                |
| Study Abroad Registration Fee                          | 75      | 75                  | 0                |
| Study Abroad Registration Fee - Exchange & Third Party | 375     | 375                 | 0                |
| Non-WM NIADH Program Fee                               | 750     | 750                 | 0                |
| <b>Arts &amp; Sciences</b>                             |         |                     |                  |
| Graduate Application Fee                               | 50      | 50                  | 0                |
| CLAST Certificate Application Fee                      | 70      | 70                  | 0                |
| GIS Certificate Application Fee                        | 0       | 75                  | 75               |
| Master of Public Policy Student Activity Fee           | 400     | 400                 | 0                |
| <b>Law School</b>                                      |         |                     |                  |
| Application Fee  | 50      | 50                  | 0                |
| Intense American Law Summer Course Fee                 | 2,000   | 2,450               | 450              |
| Intense ESL Summer Course Fee                          | 2,000   | 2,450               | 450              |
| <b>School of Education</b>                             |         |                     |                  |
| Application Fee  | 50      | 50                  | 0                |
| Live Text Fee  | 115     | 115                 | 0                |
| <b>School of Business</b>                              |         |                     |                  |
| Application Fee  | 100     | 100                 | 0                |
| Application Fee - Global Business Minor                | 75      | 75                  | 0                |
| Undergraduate Business Major Fee (per year)            | 5,000   | 5,000               | 0                |
| Undergraduate Business Minor Fee (per year)            | 2,500   | 2,500               | 0                |
| Flex MBA Orientation Fee                               | 300     | 300                 | 0                |
| MAcc Orientation Fee                                   | 450     | 450                 | 0                |
| MBA Orientation Fee                                    | 550     | 550                 | 0                |
| MSBA Orientation Fee                                   | 200     | 200                 | 0                |
| MBA Math Bootcamp Fee                                  | 450     | 0                   | (450)            |
| Pre-MBA Accounting Boot Camp Fee                       | 0       | 225                 | 225              |
| Pre-MBA Quantitative Tools Boot Camp Fee               | 0       | 225                 | 225              |
| MAcc Pre-Requisites (in-State per credit hour)         | 875     | 875                 | 0                |
| MAcc Pre-Requisites (out-of-State per credit hour)     | 1,275   | 1,275               | 0                |
| OMBA Residency Fee                                     | 600     | 600                 | 0                |
| <b>DC Center</b>                                       |         |                     |                  |
| DC Semester Program Fee                                | 500     | 500                 | 0                |
| DC Summer Institute Fee                                | 250     | 250                 | 0                |
| DC Summer Prequel Course Fee                           | 250     | 250                 | 0                |
| DC Winter Institute Program Fee                        | 2,500   | 2,500               | 0                |

Note: Excludes Course Specific Fees.



**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.

**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**FY 2019-20 OPERATING BUDGET PROPOSAL**

For the Virginia Institute of Marine Science, educational and general programs constitute those activities that support the delivery of its tripartite mission of research, education, and advisory service to a large constituency within the Commonwealth and globally. These activities include state mandated and sponsored research, advisory service to the Commonwealth, instruction, academic support (including library, information technology, communications, field operations, seawater research laboratory, analytical, and student services), institutional/administrative support, and plant operations.

For fiscal year 2019-20 the State appropriation for the Virginia Institute of Marine Science provides \$25.2 million in general funds support. Newly funded initiatives include \$490,753 for Chesapeake Bay Water Quality Improvement, \$403,000 for the Elizabeth River Scorecard 2020 report development, \$386,668 for surveying submerged bay grasses, \$200,000 for a Commonwealth Coastal Research Fellows program, and \$300,000 for a Chincoteague Inlet study. Also reflected is a health insurance premium increase and cost of living increase for faculty and staff. The appropriation is further supplemented by non-general fund revenues estimated at \$25.2 million, the majority of which are due to externally funded grant and contract activities, and less than \$1 million attributable to tuition revenues.

BE IT RESOLVED, That the Board of Visitors of the College of William & Mary in Virginia approves the FY 2019-20 operating budget of the Virginia Institute of Marine Science, as displayed on the attached schedule.

**VIRGINIA INSTITUTE OF MARINE SCIENCE****FY 2019 ESTIMATED AND FY 2020 PROPOSED  
REVENUE AND EXPENDITURES**

|                              | <b>Approved<br/>Budget<br/><u>FY 2018-2019</u></b> | <b>Estimated<br/>2018-2019<br/><u>Budget</u></b> | <b>Proposed<br/>Budget<br/><u>FY 2019-2020</u></b> |
|------------------------------|--|--|--|
| <b><u>REVENUE</u></b>        |  |  |  |
| General Fund                 | \$23,041,574                                       | \$23,221,835                                     | \$25,246,373                                       |
| Nongeneral Fund              |  |  |  |
| Education and General        | 1,892,041  | 1,892,041  | 1,892,041  |
| Eminent Scholars             | 79,139   | 79,139   | 75,000   |
| Sponsored Programs           | <u>23,250,000</u>                                  | <u>23,250,000</u>                                | <u>23,250,000</u>                                  |
| <b>TOTAL REVENUE</b>         | <b>\$48,262,754</b>                                | <b>\$48,443,015</b>                              | <b>\$50,463,414</b>                                |
| <b><u>EXPENDITURES</u></b>   |  |  |  |
| Instruction                  | \$1,537,516  | \$1,524,849                                      | \$1,564,673  |
| Research & Advisory Services | 9,877,246  | 9,473,620  | 11,501,459   |
| Academic Support             | 5,993,692  | 6,333,336  | 6,096,399  |
| Institutional Support        | 2,683,218  | 2,674,787  | 2,744,643  |
| Plant and Maintenance        | 4,480,941  | 4,746,282  | 4,870,238  |
| Student Financial Assistance | 321,002  | 321,002  | 321,002  |
| Sponsored Programs           | <u>23,329,139</u>                                  | <u>23,329,139</u>                                | <u>23,325,000</u>                                  |
| <b>TOTAL EXPENDITURES</b>    | <b>\$48,222,754</b>                                | <b>\$48,403,015</b>                              | <b>\$50,423,414</b>                                |

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
OPERATING BUDGET SUMMARY**

|                                     | <u>2016-2017</u>  | <u>2017-2018</u>  | <u>Estimated</u><br><u>2018-2019</u> | <u>Proposed</u><br><u>2019-2020</u> | <u>Variance</u> |
|-------------------------------------|-------------------|-------------------|--------------------------------------|-------------------------------------|-----------------|
|                                     | <u>Actual</u>     | <u>Actual</u>     | <u>Budget</u>                        | <u>Budget</u>                       |                 |
| <b><u>REVENUE</u></b>               |                   |                   |                                      |                                     |                 |
| General Fund                        | \$21,127,470      | \$21,798,906      | \$23,221,835                         | \$25,246,373                        | 2,024,538       |
| Nongeneral Funds                    |                   |                   |                                      |                                     |                 |
| Educational/General                 | 2,263,009         | 1,819,801         | 1,892,041                            | 1,892,041                           | -               |
| Eminent Scholars                    | 78,088            | 70,023            | 79,139                               | 75,000                              | (4,139)         |
| Sponsored Programs                  | <u>22,405,424</u> | <u>22,515,417</u> | <u>23,250,000</u>                    | <u>23,250,000</u>                   | -               |
| <b>Total Revenue</b>                | \$45,873,990      | \$46,204,148      | \$48,443,015                         | \$50,463,414                        | 2,020,399       |
| <b><u>EXPENDITURES</u></b>          |                   |                   |                                      |                                     |                 |
| Instruction                         | \$948,236         | \$1,028,199       | \$1,524,849                          | \$1,564,673                         | 39,824          |
| Research and Advisory Services      | 9,834,263         | 9,839,313         | 9,473,620                            | 11,501,459                          | 2,027,839       |
| Academic Support                    | 5,150,593         | 4,983,686         | 6,333,336                            | 6,096,399                           | (236,937)       |
| Institutional Support               | 2,884,700         | 3,247,986         | 2,674,787                            | 2,744,643                           | 69,856          |
| Plant Operations                    | 4,123,222         | 4,116,010         | 4,746,282                            | 4,870,238                           | 123,956         |
| Student Financial Assistance        | 319,617           | 321,002           | 321,002                              | 321,002                             | -               |
| Sponsored Programs/Eminent Scholars | <u>22,483,511</u> | <u>22,585,440</u> | <u>23,329,139</u>                    | <u>23,325,000</u>                   | <u>(4,139)</u>  |
| <b>Total Expenditures</b>           | \$45,744,142      | \$46,121,636      | \$48,403,015                         | \$50,423,414                        | 2,020,398       |

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

April 25, 2019

9:45 – 11:00 a.m.

Board Room - Blow Memorial Hall

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

- I. Opening Remarks – Ms. Kerr
- II. Approval of Minutes – Ms. Kerr
  1. November 15, 2018
  2. February 9, 2019 – Campaign Steering Committee
- III. Campaign Update – Vice President Matthew T. Lambert
- IV. Institutional Positioning Study — Elizabeth Scarborough Johnson
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

**COMMITTEE ON INSTITUTIONAL ADVANCEMENT  
MINUTES – NOVEMBER 15, 2018**

**CAMPAIGN STEERING COMMITTEE  
MINUTES – FEBRUARY 9, 2019**



**MINUTES**  
**Committee on Institutional Advancement**  
**November 15, 2018**  
**Room 201 - Blow Memorial Hall**

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

Others attending: President Katherine A. Rowe, Provost Michael R. Halleran, Virginia M. Ambler, Mark L. Begly, Henry R. Broaddus, Kent B. Erdahl, Lee J. Foster, Daniel H. Frezza, Michael J. Fox, Heather E. Golden, James R. Golden, Earl T. Granger, III, Samantha K. Huges, Samuel E. Jones, Matthew T. Lambert, Deborah A. Love, Jeremy P. Martin, William McGoldrick, Marilyn W. Midyette, Jennifer J. Morgan, Amy S. Sebring, Ron Starzman, Brian W. Whitson and Sandra J. Wilms.

Chair Sue H. Gerdelman called the meeting to order at 2:43 p.m. She acknowledged that the Board had had a full day traveling to and from Richard Bland College and they have had some robust conversations. The Board heard from a student panel on the importance of philanthropy along with hearing that Faculty/Staff and programs are the heart of the institution.

Ms. Gerdelman welcomed Bill McGoldrick, Campaign Consultant from Washburn & McGoldrick.

Recognizing that a quorum was present, Ms. Gerdelman asked for a motion to approve the minutes of the September 27, 2018, Committee meeting and the October 20, 2018, Campaign Steering Committee meeting. Motion was made by Ms. Kerr, seconded by Mr. Watkins and approved by voice vote.

Ms. Gerdelman moved that the Committee on Institutional Advancement convene in closed session pursuant to Section 2.2-3711.A.8., of the Code of Virginia, in order to discuss specific recommendations related to future fundraising strategies as well as current development activities. Motion was seconded by Ms. Kerr and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 2:46 p.m.

The Committee reconvened in open session at 4:12 p.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, 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 Mr. Watkins and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

There being no further business, the Committee adjourned at 4:13 p.m.

November 15, 2018

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Committee on Institutional Advancement 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 Institutional Advancement, reconvening in open session, hereby certifies that, to the best of each Board of Visitors 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 Institutional Advancement.

VOTE

AYES: 4

NAYS: 0

  
Sue H. Gerdeman  
Chair  
Committee on Institutional Advancement

**MINUTES**  
**Campaign Steering Committee**  
**February 9, 2019**  
**Sadler Center, Tidewater B**

Board of Visitors Attendees:

Sue H. Gerdelman, James A. Hixon and John E. Littel

Others attending: President Katherine A. Rowe, Provost Michael R. Halleran, Matthew T. Lambert, Mark L. Begly, Janet R. Atwater, Peter W. Atwater, David T. Croall, Lynn M. Dillon, Teri D. Dungan, Thomas F. Dungan III, Timothy P. Dunn, Robey W. Estes, Jr., Jean B. Estes, John W. Gerdelman, Ashley V. Glacel, Glenmore H. Harding, Cynthia S. Jarboe, Jane T. Kaplan, James R. Kaplan, Emma C. Lowther, Anna M. Mahalak, Audra L. Mallow, Nancy W. Mathews, Edward E. Moreland, Charles J. Natale, Jr., Luke M. Schwenke, Alyssa W. Scruggs, Ellen R. Stofan, Robert H. Trice, Jr., Susan S. Trice, James E. Ukrop, Barbara B. Ukrop, Craig R. Anzalone, Monique D. Dandridge, Dan H. Frezza, Heather E. Golden, Earl T. Granger III, Rebecca A. Murray, Lawrence B. Pulley, and Pamela Suzadail.

Chair Sue Gerdelman called the meeting to order at 11:37 a.m. and expressed her thanks to those attending.

Ms. Gerdelman moved that the Campaign Steering Committee convene in Closed Session to discuss specific recommendations related to the campaign progress and strategy for the remainder of the Campaign as provided for in Section 2.2-3711.A.8, of the Code of Virginia. Motion was seconded by Mr. Littel and approved by voice vote. Any observers were asked to leave the room and the Campaign Steering Committee went into closed session at 11:40 a.m.

The Campaign Steering Committee reconvened in open session at 12:45 p.m. and Ms. Gerdelman 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. Hixon and approved by voice vote. (Certification **Resolution** is appended.)

There being no further business, the Campaign Steering Committee adjourned at 12:46 p.m.

February 9, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Campaign Steering 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;

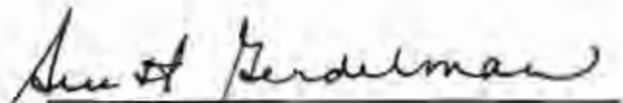
NOW, THEREFORE, BE IT RESOLVED, That the Campaign Steering Committee, reconvening in open session, hereby certifies that, to the best of each Board of Visitors member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed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

VOTE

AYES:

3

NAYS:

  
Sue H. Gerdelman  
Chair, Campaign Steering Committee

COMMITTEE ON THE STUDENT EXPERIENCE

April 25, 2019

1:15 – 2:15 p.m.

Board Room – Blow Memorial Hall

H. Thomas Watkins III, Chair

Lisa E. Roday, Vice Chair

- I. Introductory Remarks – Mr. Watkins and Ms. Roday
- II. Approval of Minutes – February 7, 2019
- III. Report from Vice President for Student Affairs Virginia Ambler
  - A. Radio Station WCWM-FM Annual Report 2018-2019. *Pre-read*
- IV. Report from Director of Athletics
- V. Closed Session (if necessary)
- VI. Other Business
- VII. Adjourn

COMMITTEE ON THE STUDENT EXPERIENCE  
MINUTES – FEBRUARY 7, 2019



**MINUTES**  
**Committee on the Student Experience**  
**February 7, 2019**  
**Room 201 – Blow Memorial Hall**  
**and**  
**Dogwood Room – School of Education**

Attendees: H. Thomas Watkins III, Chair, Lisa E. Roday, Vice Chair; S. Douglas Bunch, Thomas R. Frantz, Sue H. Gerdelman, Karen Kennedy Schultz, Todd A. Stottlemyer, faculty committee representative Rowan Lockwood and student committee representative Samir Talaware, staff liaison Jennifer C. Fox. Board member present: Warren W. Buck III. Others present: Virginia M. Ambler, W. Fanchon Glover, Jeremy P. Martin, Sarah Melchior, Sandra J. Wilms and other College staff.

Chair Tom Watkins called the meeting to order at 10:00 a.m. briefly reviewed the agenda and noted that the Committee would also be meeting jointly with the W&M Foundation Athletics Sub-Committee at the School of Education.

Recognizing that a quorum was present, Mr. Watkins moved adoption of the minutes of the meeting of the Committee on the Student Experience from November 15, 2018. Motion was seconded by Ms. Roday and approved by voice vote of the Committee.

Vice President for Student Affairs Ginger Ambler reported on the Sophomore Year Experience and led a general discussion.

The Committee recessed at 10:30 a.m.

At 1:15 p.m., the Committee reconvened in the Dogwood Room at the School of Education for the joint meeting with the W&M Foundation Athletics Sub-Committee.

Board of Visitors members in attendance: Mirza Baig, Victor Branch, Warren Buck, Jim Hixon, Barbara Johnson, John Littel, Will Payne, Lincoln Saunders and Brian Woolfolk, faculty representative Cathy Forestell.

W&M Foundation Athletics Sub-Committee members in attendance: David Covin, Maryellen Feeley, Mike Foradas, Andrew Horrocks, Jen Mackesy, Audra Mallow, John Novogratz, Mike Sapnar, Craig Staub.

W&M Foundation Athletics Sub-Committee members in attendance by phone: David Kelley

Staff participants: Ginger Ambler, Henry Broaddus, Chelsey Burk, Bobby Dwyer, Lee Foster, Michael Fox, Chon Glover, Jim Golden, Samantha Huge, Sam Jones, Matthew Lambert, Julie Leach, Carrie Letourneau, Jeremy Martin, Carrie Nee, Roscoe Roberts, Katherine Rowe, Amy Sebring, Brian Whitson, Sandy Wilms

Chair Tom Watkins called the meeting to order at 1:17 p.m. He welcomed the members of the W&M Foundation Athletics Sub-Committee, the Board of Visitors, and the staff members in attendance

Committee on the Student Experience  
MINUTES  
Page 2

Maryellen Feeley, Chair of the W&M Foundation Athletics Sub-Committee, called for a motion to approve the Athletics Sub-Committee minutes from the October 18, 2018, meeting. Jen Mackesy made the motion, which was seconded by Audra Mallow, and approved by a unanimous voice vote. The minutes stand approved as written.

Director of Athletics Samantha Huge provided an overview on the first 21 months of her work in the Athletics Department, and the vision and mission as defined by the new, athletics strategic plan. She noted the need for W&M Athletics to evolve with the changing environment of higher education athletics, and provided context for potential data-driven changes to the W&M Athletics program.

Following a brief discussion, Mr. Watkins moved that the group 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 1:30 p.m.

The Committee reconvened in open session at 2:30 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 Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 2:30 p.m.

February 7, 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

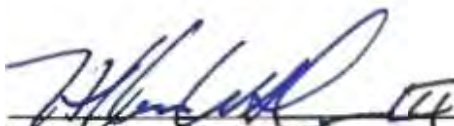
AYES:

7

NAYS:

0

ABSENT DURING CLOSED SESSION:



H. Thomas Watkins III

Chair

Committee on the Student Experience

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

April 25, 2019

1:15 – 3:00 p.m.

Room 201 - Blow Memorial Hall

Brian P. Woolfolk, Chair

Barbara L. Johnson, Vice Chair

- I. Introductory Remarks – Mr. Woolfolk
- II. Approval of Minutes – February 6, 2019
- III. Report from the Auditor of Public Accounts- Eric Sandridge
- IV. Report from Interim Chief Compliance Officer – Pamela H. Mason
- V. Report from Director of Internal Audit – Kent B. Erdahl
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON AUDIT, RISK AND COMPLIANCE  
MINUTES – FEBRUARY 6, 2019

**MINUTES**  
**Committee on Audit, Risk and Compliance**  
**February 6, 2019**  
**Board Room—Blow Memorial Hall**

Attendees: Brian P. Woolfolk, Chair; Barbara L. Johnson, Vice Chair; Victor K. Branch, William H. Payne II. Board members present: Sue H. Gerdelman. Others present: President Katherine A. Rowe, Virginia M. Ambler, R. Kelly Crace, Kent B. Erdahl, Paul Edwards, Michael J. Fox, Samuel E. Jones, Pamela H. Mason, Amy Sebring, Brian Whitson, Senior Assistant Attorney General Carrie S. Nee, Eric Sandridge of the Auditor of Public Accounts, and others.

Mr. Woolfolk called the meeting to order at 2:34 p.m.

Recognizing that a quorum was present, Mr. Woolfolk asked for a motion to approve the minutes of the meeting of November 15, 2018. Motion was made by Ms. Johnson, seconded by Mr. Payne and approved by voice vote of the Committee.

Mr. Woolfolk welcomed Eric Sandridge of the Auditor of Public Accounts (APA) and asked for his report. Mr. Sandridge communicated that the 2018 APA audit is underway. The audit objectives are to provide an opinion on the Colleges consolidated financial statements and to provide management with a letter on internal controls and compliance. He communicated that certain procedures will be performed to support the Richard Bland Southern Association of Colleges and Schools Commission reaffirmation. Mr. Sandridge communicated that management is responsible for internal controls and financial statements. He reported that staffing resources for the audit are consistent with prior year and that audited financial statements and the report on internal controls will be completed by the April committee meeting.

Mr. Woolfolk asked 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. The notice and comment period has closed and Ms. Mason highlighted some consistent comments on certain topics that were submitted by numerous organizations and institutions. The university will wait for finalization of the regulations to make amendments to our policy and procedures. Ms. Mason also presented FY '19 second quarter Title IX/VAWA data on reports received, type of misconduct alleged and disposition of reports. Comparisons of current data to the three years of previous second quarter data show no significant changes in the numbers or types of reports.

Mr. Woolfolk asked Director of Internal Audit Kent Erdahl for his report. Mr. Erdahl provided a recap of 2018. He reported that 10 of 12 planned audits were completed, one planned audit was deferred to 2019, and one was cancelled. Two unscheduled projects were added during the year and four Inspector General Hotline cases were investigated.

Mr. Erdahl provided an update on recently completed internal audits including the Student Employment audit, the IT Disaster Recovery audit, and the Catering audit. He also described internal audit testing of Richard Bland College June 30, 2018 audit readiness. Mr. Erdahl



explained that a review of year-end account balance supporting documentation had revealed improvement opportunities that Richard Bland has incorporated. He noted that the Chief Business Officer was hired in September and staffing turnover of key accounting personnel has made the year-end close challenging. Mr. Erdahl noted improvement in the quality of the year-end supporting documentation compared to prior years and anticipates a significant improvement with the June 30, 2019 year-end close, as Mr. Edwards becomes fully staffed.

Mr Erdahl reported that the search to replace the vacant audit position is in the final stages. He hopes to have a firm candidate commitment in the next few weeks. Mr. Erdahl outlined short-term goals for the department including in-progress and future audits.

Mr. Woolfolk asked Ginger Ambler, Vice President for Student Affairs, and Kelly Crace, Associate Vice President for Health and Wellness for their report on Student Health and Wellness. Mr. Erdahl introduced the topic by referencing the Risk Heat Map that was discussed at the November committee meeting and reminded the committee that Health and Safety resides in the upper right quadrant of the matrix; he stressed the importance of health and safety at William & Mary.

Ms. Ambler stated that health and safety is a paramount issue for her office and for the broader campus community. She stated that multiple departments all need to work together to achieve our common health and wellness objectives.

Dr. Crace reported that universities are experiencing higher levels of stress, anxiety, and depression. William & Mary has adopted a high touch approach to meet student expectations for wellness access and services. Breaking down barriers and stigma associated with seeking support has been a goal and the opening of the Wellness Center has helped to advance that initiative. Dr. Crace described the holistic approach that is taken to student health. The Wellness Center seeks to offer services and programs to respond to individual student needs. Dr. Crace described that having multiple wellness services offered under one roof at the Wellness Center has helped attract more students. Despite the increase in wellness offerings/programs demand for services has outpaced resources. This continues to be an ongoing challenge for health and wellness departments.

Following a brief discussion, Mr. Woolfolk moved that the Committee on Audit, Risk and Compliance of the Board of Visitors of the College of William & Mary convene in executive session for the purpose of discussing specific personnel matters, and 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 employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, and for discussion of plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure, regarding specific legal matters, as provided for in Section 2.2-3711.A.1., 2., 8. and 19., of the Code of Virginia. Motion was seconded by Mr. Payne and approved by voice vote of the

Committee on Audit, Risk and Compliance  
MINUTES  
Page 3

Committee. Observers were asked to leave the room and the Committee went into executive session at 3:35 p.m.

The Committee reconvened in open session at 3:58 p.m. Mr. Woolfolk reviewed the topics discussed during 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 Ms. Johnson and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

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

February 6, 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;

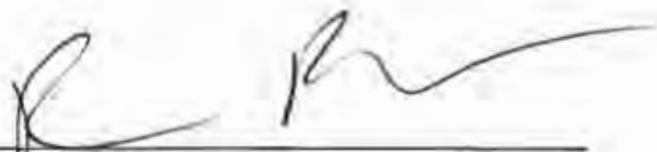
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Audit, Risk and Compliance, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed 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: 4

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
Brian R. Woolfolk  
Chair  
Committee on Audit, Risk and Compliance

AD HOC COMMITTEE ON  
ORGANIZATIONAL SUSTAINABILITY & INNOVATION

April 25, 2019

3:00 – 5:00 p.m.

Board Room – Blow Memorial Hall

Todd A. Stottlemyer, Co-Chair

Thomas R. Frantz, Co-Chair

- I. Opening Remarks – Mr. Stottlemyer and Mr. Frantz
- II. Strategic Planning Dashboard. *Pre-read*
- III. Update on Institutional Partnership Performance Agreement and Tech Talent Investment Program
- IV "Tiger Team" Updates
- IV. Closed Session (if necessary)
- V. Adjourn

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

April 26, 2019

8:15 – 9:00 a.m.

Board Room – 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 – February 7, 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*
  - B. Resolution to Approve 2020-2026 Six-Year Capital Plan. **Resolution 31**.
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
  - A. Capital Outlay Projects Progress Report. *Pre-Read*
  - B. Resolution to Approve 2020-2026 Six-Year Capital Plan. **Resolution 32**.
  - C. 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 33**.
  - D. 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 34**.
  - E. 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 35**.
  - F. Resolution to Approve the Roles and Responsibilities of the Design Review Board. **Resolution 36**.
  - G. Resolution of the Board of Visitors of the College of William & Mary: Revised Endorsement of the Compton Drive Multi-Use Pathway Project. **Resolution 37**.
  - H. Climate Survey Update

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS  
April 26, 2019

VI. Closed Session (if necessary)

VII. Discussion

VIII. Adjourn



COMMITTEE ON ADMINISTRATION,  
BUILDINGS AND GROUNDS  
MINUTES – FEBRUARY 7, 2019

**MINUTES**  
**Committee on Administration, Buildings and Grounds**  
**February 7, 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; faculty committee representative Christopher J. Abelt and student committee representative Camryn Easley; staff liaison Jennifer C. Fox.

Others present: Virginia Ambler, Kent B. Erdahl, W. Fanchon Glover, Samantha K. Huges, Samuel E. Jones, Dean John T. Wells, Van Dobson, David Rudloff, Special Counsel Roscoe C. Roberts and other College staff.

Chair William H. Payne II, called the meeting to order at 10:15 a.m. Recognizing that a quorum was present, Mr. Payne requested a motion to approve the minutes of the November 16, 2018, meeting as amended. Motion made by Ms. Johnson, seconded by Mr. Hixon and approved by voice vote of the Committee.

The Chair then highlighted several items, noting that the Employee Climate Survey results are in and currently under review. Staff is expected to bring the results to the Committee and Board in April. He also stated that the search committee for the Chief Human Resources Officer has been put in place. The committee will have its initial meeting post-Charter Day. Mr. Payne then noted that in this year in which we celebrate 100 years of women attending William & Mary, it is great to see new building signs around campus recognizing the contributions of women to this university and the Commonwealth. He thanked Val Cushman, Jayne Barnard, and the Board's own Sue Gerdelman for leading this effort.

Turning to the agenda, Mr. Payne stated that the agenda was relatively straightforward with only one action item. The Committee received as a pre-read a report from the College Building Official, Dave Rudloff, who was present if the Committee members had any questions. Hearing none, the Chair noted that he had recently met with Dave for several hours, and better understood his work and the challenges faced by Code Officials in an active design and construction environment.

The Committee also received as pre-reads for both VIMS and William & Mary 1) Capital Outlay Progress Reports, and 2) Draft 2020-2026 Six-Year Capital Plans. No action is required on these plans at this time but he encouraged the Committee to provide any feedback to John Wells or Sam Jones prior to the April 2019 meeting where final six-year capital plans will be submitted for approval. The Chair then called on Dean Wells to present the VIMS Capital Outlay Progress Report and Draft 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 at the inception of conceptual design to a project that is within a month of completion. One of the projects under preliminary design was included as an amendment in the Governor's introduced budget for full funding. Dean Wells then presented projects proposed in the Six-Year Capital Plan and briefly

Committee on Administration, Buildings and Grounds  
MINUTES  
Page 2

highlighted several priority projects, and opportunities for capital construction in a soon-to-be updated Campus Master Plan. Finally, it was noted that VIMS' new research vessel, the *R/V Virginia*, would be formally christened following the April meeting of the Board.

Senior Vice President Sam Jones next provided an overview of on-going capital projects and the Six-Year Capital Plan for William & Mary. Since the Committee last met, the Landrum Hall renovation was completed and students moved into the facility in January. Student Representative Camryn Easley stated that while there were still small issues to be addressed, the students were pleased with the facility and it had been worth the wait. Projects currently under construction included the Alumni Center Expansion, West Utilities, Fine Arts Phases 1&2, Wren Ramp and the Reveley Garden. Mr. Jones noted the significant accessibility improvements that went along with these projects.

Mr. Jones then went through the university's draft 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. Mr. Payne observed that the university was well along in implementing the recommendations of the campus master plan passed by the Board of Visitors in 2015.

The only action item to come before the Committee was approval of **Resolution 23**, Revisions to the Motor Vehicle Parking and Traffic Rules and Regulations. These regulations are required to be on file with the state and reflect current policy. With no questions from the Committee, a motion to approve **Resolution 23** was made by Mr. Buck, seconded by Ms. Johnson, and approved by voice vote of the Committee.

There being no other business, the Committee adjourned at 11:00 am.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
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 Institute has developed its proposed capital outlay 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 2011 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 institute as well as the success of projects that were funded by the 2018 and 2019 General Assembly; and

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

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

**WHEREAS**, in the course of that process, institute 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 Capital Outlay Plan as recommended; and

**BE IT FURTHER RESOLVED**, That the Board authorizes the Senior Vice President for Finance and Administration and the Dean and Director of VIMS to take the actions necessary to fulfill the College's and VIMS' response to the Governor and supporting agencies with respect to the 2020-2026 Capital Plan submittal.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
2020-2026 CAPITAL PLAN**

**2020-2022 BIENNIUM**

| <b><u>PRIORITY</u></b> | <b><u>PROJECT TITLE</u></b>  | <b><u>FUNDING</u></b>  |
|------------------------|--|------------------------|
| <b>1a</b>              | <b>Major Repairs and Maintenance Reserve</b><br>Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.   | <b>\$1,600,000 GF</b>  |
| <b>2</b>               | <b>Construct New Fisheries Science Building</b><br>Supports the construction of a new 34,000 square-foot research laboratory building to replace the 28-year old Nunnally/Fisheries Science Complex which will include office and laboratory space supporting the Department of Fisheries Science. | <b>\$24,535,000 GF</b> |
| <b>3</b>               | <b>Construct Campus Wide Stormwater Improvements, Phase I</b><br>Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2023 deadline.                          | <b>\$1,430,000 GF</b>  |
| <b>4</b>               | <b>Construct Field Operations Complex, Phase I</b><br>Supports the construction of a new 10,000 square-foot administration and maintenance building for vessel and field research operations.  | <b>\$7,100,000 GF</b>  |
| <b>5</b>               | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b><br>Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.   | <b>\$1,300,000 GF</b>  |

**2020-2022 BIENNIUM TOTAL:        \$35,965,000 GF**

**2022-2024 BIENNIUM**

- |           |   |                        |
|-----------|---|------------------------|
| <b>1b</b> | <b>Major Repairs and Maintenance Reserve</b><br>Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.  | <b>\$1,600,000 GF</b>  |
| <b>6</b>  | <b>Expand and Renovate Watermen's Hall</b><br>Funds the renovation and expansion of Watermen's Hall that is critical to meeting the programmatic, technological, and instructional needs of graduate marine education at VIMS. The project includes renovation of the existing laboratory, classrooms, a renovation/expansion of the research library, and a 11,800 square-foot addition for an educational center with classrooms, conference rooms, convertible meeting rooms, and an informal lounge. The research library addition includes increased book and journal shelf space, rare book and chart space, expanded study/reading area, and computer study areas. | <b>\$19,500,000 GF</b> |
| <b>7</b>  | <b>Construct Campus Wide Stormwater Improvements, Phase II</b><br>Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2028 deadline.  | <b>\$3,640,000 GF</b>  |
| <b>8</b>  | <b>Construct Field Operations Complex, Phase II</b><br>Supports the construction of a 4,000 square-foot vessel covered storage facility located in the Boat Basin. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus.   | <b>\$5,100,000 GF</b>  |
| <b>9</b>  | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b><br>Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.  | <b>\$1,300,000 GF</b>  |

**2022-2024 BIENNIUM TOTAL:        \$31,140,000 GF**



**2024-2026 BIENNIUM**

|           |   |  |
|-----------|---|--|
| <b>1c</b> | <b>Major Repairs and Maintenance Reserve</b><br>Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.  | <b>\$1,600,000 GF</b>                      |
| <b>10</b> | <b>Construct Amphitheater Green Space</b><br>Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is sited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay. | <b>\$4,610,000 NGF</b>                     |
| <b>11</b> | <b>Construct Education and Research Building</b><br>Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute.   | <b>\$15,400,000 GF</b>                     |
| <b>12</b> | <b>Expand and Modify Vessel Fleet Marina</b><br>Supports the expansion of the VIMS vessel fleet marina to accommodate the fleet's growth, as well as, the acquisition of the latest research vessel.  | <b>\$2,900,000 GF</b>                      |
| <b>13</b> | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b><br>Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.  | <b>\$1,300,000 GF</b>                      |
|           | <b>2024-2026 BIENNIUM TOTAL:</b>  | <b>\$21,200,000 GF<br/>\$4,610,000 NGF</b> |
|           | <b>2020-2026 CAPITAL PLAN TOTAL:</b>  | <b>\$92,915,000 Total</b>                  |

| VIRGINIA INSTITUTE OF MARINE SCIENCE 2020-2026 CAPITAL PLAN |  |      |                 |               | 2020-2026 request |                       |  |
|---|--|------|-----------------|---------------|-------------------|-----------------------|--|
| Priority  | 2020 - 2022 Capital Program Request Project              | Fund | 2018-24 Request | General Funds | Non-General Funds | Total Project Request |  |
| 1a  | Maintenance Reserve                                      | 0100 | Yes             | \$1,600,000   | \$0               | \$1,600,000           |  |
| 2   | Construct New Fisheries Science Building                 | 0100 | Yes             | \$24,535,000  | \$0               | \$24,535,000          |  |
| 3   | Construct Campus Wide Stormwater Improvements, Phase I   | 0100 | Yes             | \$1,430,000   | \$0               | \$1,430,000           |  |
| 4   | Construct Field Operations Complex, Phase I              | 0100 | Yes             | \$7,100,000   | \$0               | \$7,100,000           |  |
| 5   | Property Acquisitions, Gloucester Point and Wachapreague | 0100 | Yes             | \$1,300,000   | \$0               | \$1,300,000           |  |
|   | 2020-2022 Biennium Totals                                |      |                 | \$35,965,000  | \$0               | \$35,965,000          |  |

| Priority | 2022 - 2024 Capital Program Request Project              | Fund | 2018-24 Request | General Funds | Non-General Funds | Total Project Request |
|----------|--|------|-----------------|---------------|-------------------|-----------------------|
| 1b       | Maintenance Reserve                                      | 0100 | Yes             | \$1,600,000   | \$0               | \$1,600,000           |
| 6        | Expand & Renovate Watermen's Hall                        | 0100 | Yes             | \$19,500,000  | \$0               | \$19,500,000          |
| 7        | Construct Campus Wide Stormwater Improvements, Phase II  | 0100 | Yes             | \$3,640,000   | \$0               | \$3,640,000           |
| 8        | Construct Field Operations Complex, Phase II             | 0100 | Yes             | \$5,100,000   | \$0               | \$5,100,000           |
| 9        | Property Acquisitions, Gloucester Point and Wachapreague | 0100 | Yes             | \$1,300,000   | \$0               | \$1,300,000           |
|          | 2022-2024 Biennium Totals                                |      |                 | \$31,140,000  | \$0               | \$31,140,000          |

| Priority | 2024 - 2026 Capital Program Request Project              | Fund | 2018-24 Request | General Funds | Non-General Funds | Total Project Request |
|----------|--|------|-----------------|---------------|-------------------|-----------------------|
| 1c       | Maintenance Reserve                                      | 0100 | Yes             | \$1,600,000   | \$0               | \$1,600,000           |
| 10       | Construct Amphitheater Green Space                       | NGF  | Yes             | \$0           | \$4,610,000       | \$4,610,000           |
| 11       | Construct Education & Research Building                  | 0100 | Yes             | \$15,400,000  | \$0               | \$15,400,000          |
| 12       | Expand and Modify Vessel Fleet Marina                    | 0100 | Yes             | \$2,900,000   | \$0               | \$2,900,000           |
| 13       | Property Acquisitions, Gloucester Point and Wachapreague | 0100 | Yes             | \$1,300,000   | \$0               | \$1,300,000           |
|          | 2024-2026 Biennium Totals                                |      |                 | \$21,200,000  | \$4,610,000       | \$25,810,000          |

|  |                      |  |  |                     |                    |                     |
|--|----------------------|--|--|---------------------|--------------------|---------------------|
|  | <b>Grand Total :</b> |  |  | <b>\$88,305,000</b> | <b>\$4,610,000</b> | <b>\$92,915,000</b> |
|--|----------------------|--|--|---------------------|--------------------|---------------------|

**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**

| <b><u>PRIORITY</u></b> | <b><u>PROJECT TITLE</u></b>   | <b><u>FUNDING</u></b>   |
|------------------------|---|-------------------------|
| <b>1a</b>              | <p><b>Major Repairs and Maintenance Reserve</b><br/>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>  | <b>\$ 7,500,000 GF</b>  |
| <b>2</b>               | <p><b>Construct: Integrated Science Center 4 (ISC 4)</b><br/>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>                                    | <b>\$ 74,950,000 GF</b> |
| <b>3</b>               | <p><b>Renovate: Swem Library for Studio for Teaching &amp; Learning Innovation</b><br/>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>  | <b>\$ 11,250,000 GF</b> |
| <b>4</b>               | <p><b>Renovate: Ewell Hall</b><br/>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>  | <b>\$ 21,550,000 GF</b> |
| <b>5</b>               | <p><b>Construct: Ecology and Endocrinology Laboratory</b><br/>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> | <b>\$ 8,900,000 GF</b>  |
| <b>6</b>               | <p><b>Construct: Fine Arts, Phase 3</b><br/>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>   | <b>\$ 42,100,000 GF</b> |
| <b>7</b>               | <p><b>Construct: James Monroe's Highland Visitor Center</b><br/>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.</p>   | <b>\$ 5,125,000 GF</b>  |

- 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 \$ 22,650,000 GF**  
**Center (Newport News)**  
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**

- |           |   |                          |
|-----------|---|--------------------------|
| <b>1b</b> | <b>Major Repairs and Maintenance Reserve</b><br>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.              | <b>\$ 8,000,000 GF</b>   |
| <b>14</b> | <b>Renovate: Washington Hall</b><br>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.   | <b>\$ 33,500,000 GF</b>  |
| <b>15</b> | <b>Construct: Replace Trinkle Hall</b><br>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.            | <b>\$ 36,750,000 GF</b>  |
| <b>16</b> | <b>Renovate: Campus Center</b><br>Renovation of the current crescent-shaped portion of the Campus Center to create much needed areas for dining and retail operations.  | <b>\$ 13,450,000 NGF</b> |
| <b>17</b> | <b>Renovate: Adair Hall</b><br>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. | <b>\$ 21,800,000 NGF</b> |
| <b>18</b> | <b>Renovate: Dormitories</b><br>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.                | <b>\$ 16,650,000 NGF</b> |



**2024-2026 BIENNIUM**

- |           |  |                          |
|-----------|--|--------------------------|
| <b>1c</b> | <b>Major Repairs and Maintenance Reserve</b><br>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. | <b>\$ 8,500,000 GF</b>   |
| <b>19</b> | <b>Replace: Jones &amp; Morton Halls</b><br>Consistent with the 2015 Campus Master Plan, combines two outdated academic buildings into one general academic facility.  | <b>\$ 55,150,000 GF</b>  |
| <b>20</b> | <b>Improve: Athletic Facilities</b><br>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.                    | <b>\$ 5,000,000 NGF</b>  |
| <b>21</b> | <b>Construct: Dillard Athletic Fields &amp; Track</b><br>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.  | <b>\$ 7,300,000 NGF</b>  |
| <b>22</b> | <b>Replace: Facilities Management Complex</b><br>Comprehensive solution for demolition and replacement of old facility maintenance shops in order to create an area that is functional, efficient, accessible, and sustainable.  | <b>\$ 11,200,000 GF</b>  |
| <b>23</b> | <b>Replace: Commons Dining Hall</b><br>Supports replacement of the current Commons Dining Hall with a more efficient, functional space to meet the needs of the campus community.  | <b>\$ 23,500,000 NGF</b> |
| <b>24</b> | <b>Renovate: Dormitories</b><br>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.   | <b>\$ 20,650,000 NGF</b> |

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: 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                                | 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              | \$ 22,850,000         | \$ -                 | \$ 22,850,000         |
| 11                               | Improve: Kaplan Arena   | 0815 | Yes             | \$ -                  | \$ 53,000,000        | \$ 53,000,000         |
| 12                               | Construct: Parking Facilities   | 0815 | No              | \$ -                  | \$ 11,300,000        | \$ 11,300,000         |
| 13                               | Renovate: Dormitories   | 0813 | Yes             | \$ -                  | \$ 11,850,000        | \$ 11,850,000         |
| <b>2020-2022 Biennium Totals</b> |   |      |                 | <b>\$ 303,625,000</b> | <b>\$ 78,150,000</b> | <b>\$ 281,775,000</b> |

| 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             | \$ -                 | \$ 16,650,000        | \$ 16,650,000         |
| <b>2023-2024 Biennium Totals</b> |                                 |      |                 | <b>\$ 78,250,000</b> | <b>\$ 51,900,000</b> | <b>\$ 130,150,000</b> |

| 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         |
| <b>2024-2026 Biennium Totals</b> |  |      |                 | <b>\$ 74,850,000</b> | <b>\$ 50,450,000</b> | <b>\$ 131,300,000</b> |

| 2020-2026 Request |  |  |                     |                       |                       |                       |
|-------------------|--|--|---------------------|-----------------------|-----------------------|-----------------------|
|                   |  |  | <b>Grand Totals</b> |                       |                       |                       |
|                   |  |  |                     | <b>\$ 356,725,000</b> | <b>\$ 186,500,000</b> | <b>\$ 543,225,000</b> |

**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**

**WHEREAS,** THE COLLEGE OF WILLIAM & MARY (the "Institution") has undertaken the construction of its RENOVATE DORMITORIES (ONE TRIBE PLACE), 204-18100-010 (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 \$ 5,800,000.**
3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: \_\_\_\_\_

\_\_\_\_\_  
Sue H. Gerdelman  
Secretary of the Board of Visitors  
The College of William & Mary

**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**

**WHEREAS**, THE COLLEGE OF WILLIAM & MARY (the "Institution") has undertaken the construction of its RENOVATE DORMITORIES (BOTETOURT COMPLEX, JEFFERSON HALL, ETC.), 204-18218 (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 \$ 2,500,000.**
3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: \_\_\_\_\_

\_\_\_\_\_  
Sue H. Gerdelman  
Secretary of the Board of Visitors  
The College of William & Mary

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
2019 9(c) REVENUE BOND PROGRAM PARTICIPATION**

WHEREAS, there have been passed by the General Assembly of Virginia and signed by the Governor acts entitled "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2019" (the "2019 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2018" (the "2018 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2017" (the "2017 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2016" (the "2016 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2015" (the "2015 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2014" (the "2014 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2013" (the "2013 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2012" (the "2012 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2011" (the "2011 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2010" (the "2010 Act"), "Commonwealth of Virginia Parking Facilities Bond Act of 2009" (the "2009 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2009" (the "2009 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2008" (the "2008 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2007" (the "2007 Act"), and "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006" (the "2006 Act" and, together with the 2007 Act, 2008 Act, 2009 Acts, 2010 Act, 2011 Act, 2012 Act, 2013 Act, 2014 Act, 2015 Act, 2016 Act, 2017 Act, 2018 Act and the 2019 Act, the "Acts");

WHEREAS, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the "Treasury Board") is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the "Commonwealth") for the purpose of providing funds, together with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses (the "Financing Expenses"), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

WHEREAS, for The College of William & Mary in Virginia (the "Institution"), such revenue-producing capital projects include Renovate Dormitories (One Tribe Place), 204-18100-010, and Renovate Dormitories (Botetourt Complex, Jefferson Hall, etc.), 204-18218, (each individually, a "Project" and, collectively, the "Projects"); and

WHEREAS, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF THE COLLEGE OF WILLIAM & MARY IN VIRGINIA:



Section 1. The Board of Visitors of the Institution (the "Board") requests the Treasury Board to sell and issue bonds (the "Bonds") or bond anticipation notes ("BANs") in an aggregate principal amount not to exceed \$ 8,300,000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the "Individual Project Bonds" or "Individual Project Notes" and, collectively, the "Individual Project Borrowing" and for all Projects, the "Project Bonds" or "Project Notes" and, collectively, the "Project Borrowings"). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

Section 2. With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a room rent fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the room rent fee ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

Section 3. It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on the Financial Feasibility [Study/Studies] attached hereto as Exhibit[s] A [1-4], with respect to each Project, the anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

Section 4. The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

Section 5. The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date,



April 24-26, 2019

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the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

Section 6. The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

Section 7. The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be "arbitrage bonds" within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the "Code"), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

Section 8. The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

Section 9. The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

Section 10. The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 11. The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 12. The officers of the Institution are authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

Section 13. The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

Section 14. This resolution shall take effect immediately.

The undersigned Secretary of the Board of Visitors of The College of William & Mary in Virginia does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors of The College of William & Mary in Virginia duly convened and held on \_\_\_\_\_, 2019 at which a quorum was present and voting, and that such resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of \_\_\_\_\_

the \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Sue H. Gerdelman  
Secretary of the Board of Visitors  
The College of William and Mary

**Exhibit A – 1**  
**Original Financial Feasibility study for 18100**  
**July 2017**

| Financial Feasibility Study - Part II  |           |              |            |            |                                      |                      |                        |                 |                               |            |
|--|-----------|--------------|------------|------------|--------------------------------------|----------------------|------------------------|-----------------|-------------------------------|------------|
| Spreadsheet I - Cost Components  |           |              |            |            |                                      |                      |                        |                 |                               |            |
| William & Mary   |           |              |            |            |                                      |                      |                        |                 |                               |            |
| Reinvest: Dormitories (Green & Gold Village, Ph 1) July 2017 --Replacing this project with One Tribe Place |           |              |            |            |                                      |                      |                        |                 |                               |            |
|  |           | Debt Service | Principal  | Interest   | Reserve Fund Payment                 | Reserve Fund Balance | Total Debt Service     | Annual Expenses | Non Recurring Initial Outlays | Total Cost |
|  | 2018      |              |            |            |                                      |                      |                        |                 |                               | 0          |
| 1  | 2019      | 768,174      | 409,134    | 359,040    | 76,817                               | 76,817               | 844,992                | 0               | 0                             | 844,992    |
| 2  | 2020      | 768,174      | 422,226    | 345,948    | 76,817                               | 155,171              | 844,992                | 0               |                               | 844,992    |
| 3  | 2021      | 768,174      | 435,738    | 332,436    | 76,817                               | 235,092              | 844,992                | 0               |                               | 844,992    |
| 4  | 2022      | 768,174      | 449,681    | 318,493    | 76,817                               | 316,811              | 844,992                | 0               |                               | 844,992    |
| 5  | 2023      | 768,174      | 464,071    | 304,103    | 76,817                               | 399,761              | 844,992                | 0               |                               | 844,992    |
| 6  | 2024      | 768,174      | 478,921    | 289,253    | 76,817                               | 484,574              | 844,992                | 0               |                               | 844,992    |
| 7  | 2025      | 768,174      | 494,247    | 273,927    | 76,817                               | 571,082              | 844,992                | 0               |                               | 844,992    |
| 8  | 2026      | 768,174      | 510,063    | 258,111    | 76,817                               | 659,322              | 844,992                | 0               |                               | 844,992    |
| 9  | 2027      | 768,174      | 526,385    | 241,789    | 76,817                               | 749,325              | 844,992                | 0               |                               | 844,992    |
| 10   | 2028      | 768,174      | 543,229    | 224,945    | 76,817                               | 841,129              | 844,992                | 0               |                               | 844,992    |
| 11   | 2029      | 768,174      | 560,612    | 207,562    | 76,817                               | 934,769              | 844,992                | 0               |                               | 844,992    |
| 12   | 2030      | 768,174      | 578,552    | 189,622    | 76,817                               | 1,030,282            | 844,992                | 0               |                               | 844,992    |
| 13   | 2031      | 768,174      | 597,066    | 171,108    | 76,817                               | 1,122,000            | 844,992                | 0               |                               | 844,992    |
| 14   | 2032      | 768,174      | 616,172    | 152,002    | 0                                    | 1,122,000            | 768,174                | 0               |                               | 768,174    |
| 15   | 2033      | 768,174      | 635,889    | 132,285    | 0                                    | 1,122,000            | 768,174                | 0               |                               | 768,174    |
| 16   | 2034      | 768,174      | 656,238    | 111,936    | 0                                    | 1,122,000            | 768,174                | 0               |                               | 768,174    |
| 17   | 2035      | 768,174      | 677,237    | 90,937     | 0                                    | 1,122,000            | 768,174                | 0               |                               | 768,174    |
| 18   | 2036      | 768,174      | 698,909    | 69,265     | 0                                    | 1,122,000            | 768,174                | 0               |                               | 768,174    |
| 19   | 2037      | 768,174      | 721,274    | 46,990     | 0                                    | 1,122,000            | 768,174                | 0               |                               | 768,174    |
| 20   | 2038      | 768,174      | 744,355    | 23,819     | 0                                    | 1,122,000            | 768,174                | 0               |                               | 768,174    |
| 21   | 2039      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 22   | 2040      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 23   | 2041      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 24   | 2042      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 25   | 2043      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 26   | 2044      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 27   | 2045      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 28   | 2046      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 29   | 2047      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
| 30   | 2048      | 0            | 0          | 0          | 0                                    | 0                    | 0                      | 0               |                               | 0          |
|  |           | 15,363,483   | 11,220,000 | 4,143,483  | 998,026                              |                      | 16,362,110             | 0               | 0                             | 16,362,110 |
|  | PV @3.20% | 11,220,000   |            |            | 806,598                              |                      | 12,026,598             | 0               | 0                             | 12,026,598 |
| <b>(1) DEBT INFORMATION</b>  |           |              |            |            | <b>(2) ANNUAL OPERATING EXPENSES</b> |                      |                        |                 |                               |            |
| Borrowing Year   |           |              |            | 2018       |                                      |                      | Personal Services      |                 | 0                             |            |
| Amount Borrowed  |           |              |            | 11,220,000 |                                      |                      | Contractual Services   |                 | 0                             |            |
| Borrowing Rate   |           |              |            | 3.20%      |                                      |                      | Supplies and Materials |                 | 0                             |            |
| Term (Years)   |           |              |            | 20         |                                      |                      | Indirect Cost          |                 | 0                             |            |
| Reinvestment Rate  |           |              |            | 2.00%      |                                      |                      | Utilities              |                 | 0                             |            |
| Reserve Fund Target  |           |              |            | 1,122,000  |                                      |                      | Equipment              |                 | 0                             |            |
|  |           |              |            |            |                                      |                      | Other                  |                 | 0                             |            |
|  |           |              |            |            |                                      |                      | Total Annual Expenses  |                 | 0                             |            |

Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 William & Mary  
 Renovate Dormitories (Green & Gold Village, Ph I) - July 2017 --Replacing this project with One Tribe Place

|            | User Fees  | Part Time User Fees | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations | Institutional Reserves | Retirement of Existing Debt | Other | Total Revenue |
|------------|------------|---------------------|--------------------|--------------------------|-------------------------|------------------------|-----------------------------|-------|---------------|
| 2018       |            |                     |                    |                          |                         |                        |                             |       |               |
| 2019       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2020       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2021       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2022       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2023       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2024       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2025       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2026       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2027       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2028       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2029       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2030       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2031       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2032       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2033       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2034       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2035       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2036       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2037       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2038       | 847,440    | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 847,440       |
| 2039       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2040       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2041       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2042       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2043       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2044       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2045       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2046       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2047       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2048       | 0          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
|            | 16,948,800 | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 16,948,800    |
| PV @ 3.20% | 12,377,762 | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 12,377,762    |

| USER FEE INFO                   |        | NET REVENUES FROM OPERATIONS |        |
|---------------------------------|--------|------------------------------|--------|
| # of Units                      | 5,126  | Net Sales                    |        |
| Session Fee                     | 165    | Cost                         |        |
| Rate increase years 1-4         |        | Profit                       | 0      |
| Rate increase years 5+          | 0.000% | Operating Expenses           |        |
| <b>SUMMER/PARTIME USER FEES</b> |        | Selling                      |        |
| # of Units                      | 0      | General Administrative       |        |
| Session Fee                     | 0      | Lease Payment                |        |
| Rate increase years 1-4         | 0.000% | Gross Operating Income       | 0      |
| Rate increase years 5+          | 0.000% | Rate increase years 1-4      | 0.000% |
|                                 |        | Rate increase years 5+       | 0.000% |



Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 William & Mary  
 Renovate Dormitories (Green & Gold Village, Ph I) - July 2017 - Replacing this project with One Tribe Place

|      | Total<br>Cost | Reserve<br>Fund<br>Payment | Adjusted<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|----------------------------|---------------------------|-------------------|-----------------|---------------------|
| 2018 | 0             |                            |                           |                   |                 |                     |
| 2019 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2020 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2021 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2022 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2023 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2024 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2025 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2026 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2027 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2028 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2029 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2030 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2031 | 844,992       | 76,817                     | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2032 | 768,174       | 0                          | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2033 | 768,174       | 0                          | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2034 | 768,174       | 0                          | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2035 | 768,174       | 0                          | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2036 | 768,174       | 0                          | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2037 | 768,174       | 0                          | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2038 | 768,174       | 0                          | 768,174                   | 847,440           | 79,266          | 110.32%             |
| 2039 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2040 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2048 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
|      | 16,362,110    | 998,626                    | 15,363,483                | 16,948,800        | 1,585,317       |                     |

**Exhibit A – 2**  
**Updated Financial Feasibility study for 18100**  
**April 2019**

| Financial Feasibility Study - Part II<br>Spreadsheet 1 - Cost Components<br>College of William & Mary<br>Renovate Dormitories (18100 One Tribe Place) - April 2019 |                   |                                      |                  |                  |                             |                            |                              |                    |  |                  |
|--|-------------------|--------------------------------------|------------------|------------------|-----------------------------|----------------------------|------------------------------|--------------------|--|------------------|
|  |                   | Debt<br>Service                      | Principal        | Interest         | Reserve<br>Fund<br>Payments | Reserve<br>Fund<br>Balance | Total<br>Debt<br>Service     | Annual<br>Expenses | Non<br>Recurring<br>Initial<br>Outlays | Total<br>Cost    |
|  | 2019              |                                      |                  |                  |                             |                            |                              |                    |  | 0                |
| 1  | 2020              | 415,514                              | 200,914          | 214,600          | 41,551                      | 41,551                     | 457,066                      | 0                  | 0                                      | 457,066          |
| 2  | 2021              | 415,514                              | 208,348          | 207,166          | 41,551                      | 83,934                     | 457,066                      | 0                  | 0                                      | 457,066          |
| 3  | 2022              | 415,514                              | 216,057          | 199,457          | 41,551                      | 127,164                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 4  | 2023              | 415,514                              | 224,051          | 191,463          | 41,551                      | 171,259                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 5  | 2024              | 415,514                              | 232,341          | 183,173          | 41,551                      | 216,235                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 6  | 2025              | 415,514                              | 240,938          | 174,577          | 41,551                      | 262,111                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 7  | 2026              | 415,514                              | 249,852          | 165,662          | 41,551                      | 308,905                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 8  | 2027              | 415,514                              | 259,097          | 156,417          | 41,551                      | 356,635                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 9  | 2028              | 415,514                              | 268,683          | 146,831          | 41,551                      | 405,319                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 10   | 2029              | 415,514                              | 278,625          | 136,890          | 41,551                      | 454,977                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 11   | 2030              | 415,514                              | 288,934          | 126,580          | 41,551                      | 505,628                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 12   | 2031              | 415,514                              | 299,624          | 115,890          | 41,551                      | 557,292                    | 457,066                      | 0                  | 0                                      | 457,066          |
| 13   | 2032              | 415,514                              | 310,710          | 104,804          | 22,708                      | 580,000                    | 438,223                      | 0                  | 0                                      | 438,223          |
| 14   | 2033              | 415,514                              | 322,207          | 93,308           | 0                           | 580,000                    | 415,514                      | 0                  | 0                                      | 415,514          |
| 15   | 2034              | 415,514                              | 334,128          | 81,386           | 0                           | 580,000                    | 415,514                      | 0                  | 0                                      | 415,514          |
| 16   | 2035              | 415,514                              | 346,491          | 69,023           | 0                           | 580,000                    | 415,514                      | 0                  | 0                                      | 415,514          |
| 17   | 2036              | 415,514                              | 359,311          | 56,203           | 0                           | 580,000                    | 415,514                      | 0                  | 0                                      | 415,514          |
| 18   | 2037              | 415,514                              | 372,606          | 42,908           | 0                           | 580,000                    | 415,514                      | 0                  | 0                                      | 415,514          |
| 19   | 2038              | 415,514                              | 386,392          | 29,123           | 0                           | 580,000                    | 415,514                      | 0                  | 0                                      | 415,514          |
| 20   | 2039              | 415,514                              | 400,689          | 14,825           | 0                           | 580,000                    | 415,514                      | 0                  | 0                                      | 415,514          |
| 21   | 2040              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 22   | 2041              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 23   | 2042              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 24   | 2043              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 25   | 2044              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 26   | 2045              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 27   | 2046              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 28   | 2047              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 29   | 2048              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
| 30   | 2049              | 0                                    | 0                | 0                | 0                           | 0                          | 0                            | 0                  | 0                                      | 0                |
|  |                   | <b>8,310,286</b>                     | <b>5,800,000</b> | <b>2,510,286</b> | <b>521,326</b>              |                            | <b>8,831,612</b>             | <b>0</b>           | <b>0</b>                               | <b>8,831,612</b> |
|  | <b>PV @ 3.70%</b> | <b>5,800,000</b>                     |                  |                  | <b>411,000</b>              |                            | <b>6,211,000</b>             | <b>0</b>           | <b>0</b>                               | <b>6,211,000</b> |
| <b>(1) DEBT INFORMATION</b>  |                   | <b>(2) ANNUAL OPERATING EXPENSES</b> |                  |                  |                             |                            |                              |                    |  |                  |
| Borrowing Year   |                   |                                      |                  | 2019             |                             |                            | Personal Services            |                    | 0                                      |                  |
| Amount Borrowed  |                   |                                      |                  | 5,800,000        |                             |                            | Contractual Services         |                    | 0                                      |                  |
| Borrowing Rate   |                   |                                      |                  | 1.700%           |                             |                            | Supplies and Materials       |                    | 0                                      |                  |
| Term (Years)   |                   |                                      |                  | 20               |                             |                            | Indirect Cost                |                    | 0                                      |                  |
| Reinvestment Rate  |                   |                                      |                  | 2.00%            |                             |                            | Utilities                    |                    | 0                                      |                  |
| Reserve Fund Target  |                   |                                      |                  | 580,000          |                             |                            | Equipment                    |                    | 0                                      |                  |
|  |                   |                                      |                  |                  |                             |                            | Other                        |                    | 0                                      |                  |
|  |                   |                                      |                  |                  |                             |                            | <b>Total Annual Expenses</b> |                    | <b>0</b>                               |                  |



Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 College of William & Mary  
 Renovate: Dormitories (18100 One Tribe Place) - April 2019

|      | User Fees | Part Time User Fees | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations | Institutional Reserves | Repayment of Existing Debt | Other | Total Revenue |
|------|-----------|---------------------|--------------------|--------------------------|-------------------------|------------------------|----------------------------|-------|---------------|
| 2019 |           |                     |                    |                          |                         |                        |                            |       |               |
| 2020 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2021 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2022 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2023 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2024 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2025 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2026 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2027 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2028 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2029 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2030 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2031 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2032 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2033 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2034 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2035 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2036 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2037 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2038 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2039 | 436,500   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 436,500       |
| 2040 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2041 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2042 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2043 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2044 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2045 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2046 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2047 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2048 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
| 2049 | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 0             |
|      | 8,730,000 | 0                   | 0                  | 0                        | 0                       | 0                      | 0                          | 0     | 8,730,000     |

|           |           |   |   |   |   |   |   |   |           |
|-----------|-----------|---|---|---|---|---|---|---|-----------|
| PV @3.70% | 6,092,931 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,092,931 |
|-----------|-----------|---|---|---|---|---|---|---|-----------|

| USER FEE INFO                   |        | NET REVENUES FROM OPERATIONS |        |
|---------------------------------|--------|------------------------------|--------|
| # of Units                      | 4,350  | Net Sales                    |        |
| Season Fee                      | 0      | Cost                         |        |
| Rate increase years 1-4         | 0.000% | Profit                       | 0      |
| Rate increase years 5+          | 0.000% | Operating Expenses           |        |
| <b>SUMMER/PARTIME USER FEES</b> |        | Selling                      |        |
| # of Units                      | 0      | General Administrative       |        |
| Season Fee                      | 0      | Lease Payments               |        |
| Rate increase years 1-4         | 0.000% | Gross Operating Income       | 0      |
| Rate increase years 5+          | 0.000% | Rate increase years 1-4      | 0.000% |
|                                 |        | Rate increase years 5+       | 0.000% |

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 College of William & Mary  
 Renovate Dormitories (1800 One Tribe Place) - April 2019

|      | Total<br>Cost | Reserve<br>Fund<br>Payment | Adjusted<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|----------------------------|---------------------------|-------------------|-----------------|---------------------|
| 2019 | 0             |                            |                           |                   |                 |                     |
| 2020 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2021 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2022 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2023 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2024 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2025 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2026 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2027 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2028 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2029 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2030 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2031 | 457,066       | 41,551                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2032 | 438,223       | 22,708                     | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2033 | 415,514       | 0                          | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2034 | 415,514       | 0                          | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2035 | 415,514       | 0                          | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2036 | 415,514       | 0                          | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2037 | 415,514       | 0                          | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2038 | 415,514       | 0                          | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2039 | 415,514       | 0                          | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2040 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2048 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2049 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
|      | 8,831,612     | \$21,326                   | 8,310,286                 | \$,730,000        | 419,714         |                     |

**Exhibit A – 3**  
**Original Financial Feasibility study for 18218**  
**August 2015**

| Financial Feasibility Study - Part II<br>Spreadsheet J - Cost Components<br>College of William & Mary<br>Improve Dormitory Facilities 2016-18 - As of August 2015 |                     |                 |           |          |                            |                                      |                          |                    |  |               |
|---|---------------------|-----------------|-----------|----------|----------------------------|--------------------------------------|--------------------------|--------------------|--|---------------|
|   |                     | Debt<br>Service | Principal | Interest | Reserve<br>Fund<br>Payment | Reserve<br>Fund<br>Balance           | Total<br>Debt<br>Service | Annual<br>Expenses | Non<br>Recurring<br>Initial<br>Outlays | Total<br>Cost |
|   | 2017                |                 |           |          |                            |                                      |                          |                    |  | 0             |
| 1   | 2018                | 170,378         | 91,628    | 78,750   | 17,038                     | 17,038                               | 187,416                  | 0                  | 0                                      | 187,416       |
| 2   | 2019                | 170,378         | 94,515    | 75,864   | 17,038                     | 34,416                               | 187,416                  | 0                  |  | 187,416       |
| 3   | 2020                | 170,378         | 97,492    | 72,886   | 15,584                     | 50,000                               | 185,962                  | 0                  |  | 185,962       |
| 4   | 2021                | 170,378         | 100,563   | 69,816   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 5   | 2022                | 170,378         | 103,731   | 66,648   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 6   | 2023                | 170,378         | 106,998   | 63,380   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 7   | 2024                | 170,378         | 110,368   | 60,010   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 8   | 2025                | 170,378         | 113,845   | 56,533   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 9   | 2026                | 170,378         | 117,431   | 52,947   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 10  | 2027                | 170,378         | 121,130   | 49,248   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 11  | 2028                | 170,378         | 124,946   | 45,432   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 12  | 2029                | 170,378         | 128,882   | 41,497   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 13  | 2030                | 170,378         | 132,941   | 37,437   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 14  | 2031                | 170,378         | 137,129   | 33,249   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 15  | 2032                | 170,378         | 141,449   | 28,930   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 16  | 2033                | 170,378         | 145,904   | 24,474   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 17  | 2034                | 170,378         | 150,500   | 19,878   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 18  | 2035                | 170,378         | 155,241   | 15,137   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 19  | 2036                | 170,378         | 160,131   | 10,247   | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 20  | 2037                | 170,378         | 165,175   | 5,203    | 0                          | 50,000                               | 170,378                  | 0                  |  | 170,378       |
| 21  | 2038                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 22  | 2039                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 23  | 2040                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 24  | 2041                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 25  | 2042                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 26  | 2043                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 27  | 2044                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 28  | 2045                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 29  | 2046                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
| 30  | 2047                | 0               | 0         | 0        | 0                          | 0                                    | 0                        | 0                  |  | 0             |
|   |                     | 3,407,566       | 2,500,000 | 907,566  | 49,659                     |                                      | 3,457,225                | 0                  | 0                                      | 3,457,225     |
|   | PV @3.15%           | 2,500,000       |           |          | 46,730                     |                                      | 2,546,730                | 0                  | 0                                      | 2,546,730     |
| <b>(1) DEBT INFORMATION</b>   |                     |                 |           |          |                            | <b>(2) ANNUAL OPERATING EXPENSES</b> |                          |                    |  |               |
|   | Borrowing Year      | 2017            |           |          |                            | Personal Services                    | 0                        |                    |  |               |
|   | Amount Borrowed     | 2,500,000       |           |          |                            | Contractual Services                 | 0                        |                    |  |               |
|   | Borrowing Rate      | 3.15%           |           |          |                            | Supplies and Materials               | 0                        |                    |  |               |
|   | Term (Years)        | 30              |           |          |                            | Indirect Cost                        | 0                        |                    |  |               |
|   | Reinvestment Rate   | 2.00%           |           |          |                            | Utilities                            | 0                        |                    |  |               |
|   | Reserve Fund Target | 50,000          |           |          |                            | Equipment                            | 0                        |                    |  |               |
|   |                     |                 |           |          |                            | Other                                | 0                        |                    |  |               |
|   |                     |                 |           |          |                            | <b>Total Annual Expenses</b>         | <b>0</b>                 |                    |  |               |

Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 College of William & Mary  
 Improve Dormitory Facilities 2016-18 - As of August 2015

|           | User Fees | Part Time User Fees | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations | Institutional Reserves | Retirement of Existing Debt | Other | Total Revenues |
|-----------|-----------|---------------------|--------------------|--------------------------|-------------------------|------------------------|-----------------------------|-------|----------------|
| 2017      |           |                     |                    |                          |                         |                        |                             |       |                |
| 2018      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2019      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2020      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2021      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2022      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2023      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2024      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2025      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2026      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2027      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2028      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2029      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2030      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2031      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2032      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2033      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2034      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2035      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2036      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2037      | 188,336   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 188,336        |
| 2038      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2039      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2040      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2041      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2042      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2043      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2044      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2045      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2046      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
| 2047      | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0              |
|           | 3,766,720 | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 3,766,720      |
| PV @3.15% | 2,763,497 | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 2,763,497      |

| USER FEE INFO            |        | NET REVENUES FROM OPERATIONS |        |
|--------------------------|--------|------------------------------|--------|
| # of Units               | 5,056  | Net Sales                    |        |
| Season Fee               | 37     | Cost                         |        |
| Rate increase years 1-4  | 0.000% | Profit                       | 0      |
| Rate increase years 5+   | 0.000% | Operating Expenses           |        |
| SUMMER/PARTIME USER FEES |        | Selling                      |        |
| # of Units               | 0      | General Administrative       |        |
| Season Fee               | 0      | Lease Payments               |        |
| Rate increase years 1-4  | 0.000% | Gross Operating Income       | 0      |
| Rate increase years 5+   | 0.000% | Rate increase years 1-4      | 0.000% |
|                          |        | Rate increase years 5+       | 0.000% |

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 College of William & Mary  
 Improve Dormitory Facilities 2016-18 - As of August 2015

|      | Total<br>Cost | Reserve<br>Fund<br>Payment | Adjusted<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|----------------------------|---------------------------|-------------------|-----------------|---------------------|
| 2017 | 0             |                            |                           |                   |                 |                     |
| 2018 | 187,416       | 17,038                     | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2019 | 187,416       | 17,038                     | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2020 | 185,962       | 15,584                     | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2021 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2022 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2023 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2024 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2025 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2026 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2027 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2028 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2029 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2030 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2031 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2032 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2033 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2034 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2035 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2036 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2037 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2038 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2039 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2040 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
|      | 3,457,225     | 49,659                     | 3,407,566                 | 3,766,720         | 359,154         |                     |



**Exhibit A – 4**  
**Updated Financial Feasibility study for 18218**  
**April 2019**

| Financial Feasibility Study - Part II                   |           |                                      |           |           |                      |                      |                    |                 |                               |            |
|---|-----------|--------------------------------------|-----------|-----------|----------------------|----------------------|--------------------|-----------------|-------------------------------|------------|
| Spreadsheet I - Cost Components                         |           |                                      |           |           |                      |                      |                    |                 |                               |            |
| College of William & Mary                               |           |                                      |           |           |                      |                      |                    |                 |                               |            |
| Improve Dormitory Facilities (18218) - as of April 2019 |           |                                      |           |           |                      |                      |                    |                 |                               |            |
|   |           | Debt Service                         | Principal | Interest  | Reserve Fund Payment | Reserve Fund Balance | Total Debt Service | Annual Expenses | Non-Recurring Initial Outlays | Total Cost |
|   | 2019      |                                      |           |           |                      |                      |                    |                 |                               | 0          |
| 1   | 2020      | 179,101                              | 86,601    | 92,500    | 17,910               | 17,910               | 197,011            | 0               | 0                             | 197,011    |
| 2   | 2021      | 179,101                              | 89,805    | 89,296    | 17,910               | 36,178               | 197,011            | 0               |                               | 197,011    |
| 3   | 2022      | 179,101                              | 93,128    | 85,973    | 17,910               | 54,812               | 197,011            | 0               |                               | 197,011    |
| 4   | 2023      | 179,101                              | 96,574    | 82,527    | 17,910               | 73,818               | 197,011            | 0               |                               | 197,011    |
| 5   | 2024      | 179,101                              | 100,147   | 78,954    | 17,910               | 93,205               | 197,011            | 0               |                               | 197,011    |
| 6   | 2025      | 179,101                              | 103,852   | 75,249    | 17,910               | 112,979              | 197,011            | 0               |                               | 197,011    |
| 7   | 2026      | 179,101                              | 107,695   | 71,406    | 17,910               | 133,149              | 197,011            | 0               |                               | 197,011    |
| 8   | 2027      | 179,101                              | 111,680   | 67,421    | 17,910               | 153,712              | 197,011            | 0               |                               | 197,011    |
| 9   | 2028      | 179,101                              | 115,812   | 63,289    | 17,910               | 174,706              | 197,011            | 0               |                               | 197,011    |
| 10  | 2029      | 179,101                              | 120,097   | 59,004    | 17,910               | 196,111              | 197,011            | 0               |                               | 197,011    |
| 11  | 2030      | 179,101                              | 124,540   | 54,561    | 17,910               | 217,943              | 197,011            | 0               |                               | 197,011    |
| 12  | 2031      | 179,101                              | 129,148   | 49,953    | 17,910               | 240,212              | 197,011            | 0               |                               | 197,011    |
| 13  | 2032      | 179,101                              | 133,927   | 45,174    | 9,788                | 250,000              | 188,889            | 0               |                               | 188,889    |
| 14  | 2033      | 179,101                              | 138,882   | 40,219    | 0                    | 250,000              | 179,101            | 0               |                               | 179,101    |
| 15  | 2034      | 179,101                              | 144,021   | 35,080    | 0                    | 250,000              | 179,101            | 0               |                               | 179,101    |
| 16  | 2035      | 179,101                              | 149,350   | 29,751    | 0                    | 250,000              | 179,101            | 0               |                               | 179,101    |
| 17  | 2036      | 179,101                              | 154,876   | 24,225    | 0                    | 250,000              | 179,101            | 0               |                               | 179,101    |
| 18  | 2037      | 179,101                              | 160,606   | 18,495    | 0                    | 250,000              | 179,101            | 0               |                               | 179,101    |
| 19  | 2038      | 179,101                              | 166,548   | 12,553    | 0                    | 250,000              | 179,101            | 0               |                               | 179,101    |
| 20  | 2039      | 179,101                              | 172,711   | 6,390     | 0                    | 250,000              | 179,101            | 0               |                               | 179,101    |
| 21  | 2040      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 22  | 2041      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 23  | 2042      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 24  | 2043      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 25  | 2044      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 26  | 2045      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 27  | 2046      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 28  | 2047      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 29  | 2048      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 30  | 2049      | 0                                    | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
|   |           | 3,582,020                            | 2,500,000 | 1,082,020 | 224,709              |                      | 3,806,729          | 0               | 0                             | 3,806,729  |
|   | PV @3.70% | 2,500,000                            |           |           | 177,155              |                      | 2,677,155          | 0               | 0                             | 2,677,155  |
| <b>(1) DEBT INFORMATION</b>                             |           | <b>(2) ANNUAL OPERATING EXPENSES</b> |           |           |                      |                      |                    |                 |                               |            |
| Borrowing Year  | 2019      | Personal Services                    |           |           |                      |                      |                    |                 |                               | 0          |
| Amount Borrowed   | 2,500,000 | Contractual Services                 |           |           |                      |                      |                    |                 |                               | 0          |
| Borrowing Rate  | 3.700%    | Supplies and Materials               |           |           |                      |                      |                    |                 |                               | 0          |
| Term (Years)  | 20        | Indirect Cost                        |           |           |                      |                      |                    |                 |                               | 0          |
| Reinvestment Rate                                       | 2.00%     | Utilities                            |           |           |                      |                      |                    |                 |                               | 0          |
| Reserve Fund Target                                     | 250,000   | Equipment                            |           |           |                      |                      |                    |                 |                               | 0          |
|   |           | Other                                |           |           |                      |                      |                    |                 |                               | 0          |
|   |           | Total Annual Expenses                |           |           |                      |                      |                    |                 |                               | 0          |



Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 College of William & Mary  
 Improve Dormitory Facilities (18218) - as of April 2019

|      | User Fees        | Part Time User Fees | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations | Institutional Reserves | Retirement of Existing Debt | Other    | Total Revenues   |
|------|------------------|---------------------|--------------------|--------------------------|-------------------------|------------------------|-----------------------------|----------|------------------|
| 2019 |                  |                     |                    |                          |                         |                        |                             |          |                  |
| 2020 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2021 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2022 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2023 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2024 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2025 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2026 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2027 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2028 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2029 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2030 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2031 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2032 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2033 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2034 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2035 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2036 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2037 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2038 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2039 | 179,450          | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 179,450          |
| 2040 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2041 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2042 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2043 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2044 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2045 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2046 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2047 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2048 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
| 2049 | 0                | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0        | 0                |
|      | <b>3,589,000</b> | <b>0</b>            | <b>0</b>           | <b>0</b>                 | <b>0</b>                | <b>0</b>               | <b>0</b>                    | <b>0</b> | <b>3,589,000</b> |

PV @3.70% **2,504,872**      **0**      **0**      **0**      **0**      **0**      **0**      **0**      **2,504,872**

| USER FEE INFO                    |        | NET REVENUES FROM OPERATIONS |        |
|----------------------------------|--------|------------------------------|--------|
| # of Units                       | 4,870  | Net Sales                    |        |
| Session Fee                      | 37     | Cost                         |        |
| Rate increase years 1-4          | 0.000% | Profit                       | 0      |
| Rate increase years 5+           | 0.000% | Operating Expenses           |        |
| <b>SUMMER/PARTTIME USER FEES</b> |        | Selling                      |        |
| # of Units                       | 0      | General Administrative       |        |
| Session Fee                      | 0      | Lease Payments               |        |
| Rate increase years 1-4          | 0.000% | Gross Operating Income       | 0      |
| Rate increase years 5+           | 0.000% | Rate increase years 1-4      | 0.000% |
|                                  |        | Rate increase years 5+       | 0.000% |

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 College of William & Mary  
 Improve Dormitory Facilities (18218) - as of April 2019

|      | Total<br>Cost | Reserve<br>Fund<br>Payment | Adjusted<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|----------------------------|---------------------------|-------------------|-----------------|---------------------|
| 2019 | 0             |                            |                           |                   |                 |                     |
| 2020 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2021 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2022 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2023 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2024 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2025 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2026 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2027 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2028 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2029 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2030 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2031 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2032 | 188,889       | 9,788                      | 179,101                   | 179,450           | 349             | 100.19%             |
| 2033 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2034 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2035 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2036 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2037 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2038 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2039 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2040 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2048 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2049 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
|      | 1,866,729     | 124,709                    | 1,382,030                 | 1,389,000         | 6,980           |                     |

**WILLIAM & MARY  
RESOLUTION ON ROLES & RESPONSIBILITIES  
OF DESIGN REVIEW BOARD**

**WHEREAS**, the College of William & Mary is dedicated to ensuring a high level of commitment to preserving the character of its campus as expressed in the architecture of its buildings and grounds; and

**WHEREAS**, the College's 2015 Master Plan and the Campus Precinct Framework and Design Guidelines of 2003 provide direction to those whose responsibility it is to develop and maintain a unified and complementary campus structure; and

**WHEREAS**, the Design Review Board (DRB) provides oversight to this process through authority granted by the Board of Visitors; and

**WHEREAS**, the DRB proposes a revision to its guidelines as reflected in the following pages.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the revised guidelines and confirms the authority and oversight of the DRB in this area.

**College of William & Mary Design Review Board Guidelines****Effective Date: February 6, 2003****Revision Date(s): June 28, 2016 and April 24, 2019****I. Overview**

The College of William & Mary is dedicated to ensuring a high level of commitment to preserving the character of its campus as expressed in the architecture of its buildings and grounds. The College's 2015 Master Plan and the Campus Precinct Framework & Design Guidelines of 2003 provide direction to those whose responsibility it is to develop and maintain a unified and complementary campus structure. The Design Review Board (DRB) provides oversight to this process.

**II. Scope**

The DRB oversees design implementation in conformance with the goals and objectives of the Master Plan and Design Guidelines. The DRB reviews proposed changes to the exterior of any university facility for conformance with the university's architectural design guidelines. This includes the Virginia Institute of Marine Science (VIMS) and ancillary campuses.

Types of projects subject to review include, but are not limited to: construction, exterior renovation/modification, site work, landscaping, and statues/monuments.

All major and minor projects are subject to review. As an example, placement of a cell tower on a roof, while not classified as a major capital project, would still fall within the DRB's purview.

The DRB may recommend design elements for architects to consider as projects move through the design phases. Specifically, the DRB will review and make recommendations at three stages:

- 1) Site selection and design intent
- 2) Schematic design
- 3) Preliminary design

**III. Board Composition**

Board membership shall include:

- Chair – Chair of the BOV Administration, Buildings, & Grounds Committee
- Vice Chair – Senior Vice President for Finance and Administration
- Member from the BOV Administration, Buildings, Grounds & Committee

- Associate Vice President for Facilities Management (President's Designee)
- Director of the Historic Campus
- Chair of the Committee on Sustainability
- Architectural Historian, Colonial Williamsburg
- Architect at large (appointed at discretion of President)

Staff to the Board shall include:

- Director, Facilities Planning, Design and Construction (FPDC)
- Capital Budget Analyst
- Project Manager (rotating based on project)

The DRB may call upon experts as needed.

#### **IV. Meetings**

*Quorum:* Five members, one of whom must be the Chair or Vice Chair. Members may participate by phone or other electronic means.

*Record:* Minutes will be kept by staff to the DRB.

*Action:* Requires only a simple majority within a quorum.

*Schedule:* Meets four times a year in conjunction with the regularly scheduled meetings of the Board of Visitors and as needed in order to meet critical project schedule dates.

#### **V. Submissions to the DRB**

All presentations (site selection/design intent, schematic design, and preliminary design) will include at a minimum:

- A project sponsor
  - A project sponsor should be a member of the President's Executive Leadership Team
  - Proposed projects that emerge from campus committees, studies, etc. should secure a project sponsor prior to moving forward with a concept or design
- A statement of defined scope and purpose
- An established budget to which any design must conform
  - The budget must include the proposed funding source(s)

Standard site selection presentations will include at a minimum:

- Topographical map of sites considered with proposed footprint imposed

- Selection criteria
- Advantages and disadvantages of each site

Standard architectural (schematic design and preliminary design) presentations will include at a minimum:

- Building footprint
- Elevations of all four sides
- Demonstration of compliance with order and elements of design guidelines
- Demonstration of compliance with architectural zone (Traditional to Transitional)
- Demonstration of actual building materials and mock-ups as required at the preliminary stage

#### **VI. Authority**

The DRB is advisory to the President of the College who remains subject to the oversight of the Board of Visitors.



**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM & MARY:  
REVISED ENDORSEMENT OF THE  
COMPTON DRIVE MULTI-USE PATHWAY PROJECT**

WHEREAS, in accordance with the Commonwealth Transportation Board construction allocation procedures, it is necessary that a resolution be received from the sponsoring local jurisdiction or agency requesting the Virginia Department of Transportation (VDOT) to establish a project on the campus of the College of William & Mary; and

WHEREAS, in November 2017, the Board of Visitors of the College of William & Mary approved Resolution 16, to establish the Compton Drive Multi-Use Pathway project ("the project"); and

WHEREAS, VDOT has requested a revised endorsement to reflect current VDOT formatting and language.

NOW, THEREFORE, BE IT RESOLVED, That the College of William & Mary requests the Commonwealth Transportation Board to establish a project for the construction of the Compton Drive Multi-Use Pathway project; and

BE IT FURTHER RESOLVED, That the College of William & Mary hereby agrees to provide its share of the total cost for preliminary engineering, right-of-way and construction of this project in accordance with the project financial documents; and

BE IT FURTHER RESOLVED, That the College of William & Mary hereby agrees to enter into a project administration agreement with VDOT and provide the necessary oversight to ensure the project is developed in accordance with all applicable federal, state and local requirements for design, right-of-way acquisition, and construction of the project; and

BE IT FURTHER RESOLVED, That the College of William & Mary will be responsible for maintenance and operating costs of the project as constructed unless other arrangements have been made with VDOT; and

BE IT FURTHER RESOLVED, That if the College of William & Mary subsequently elects to cancel the project, the College of William & Mary hereby agrees to reimburse VDOT for the total amount of costs expended by VDOT through the date VDOT is notified of such cancellation. The

Board of Visitors

Resolution 37

April 24-26, 2019

Page 2 of 2

College of William & Mary also agrees to repay any funds previously reimbursed that are later deemed ineligible by the Federal Highway Administration or VDOT; and

BE IT FURTHER RESOLVED, That the Board of Visitors of the College of William & Mary continues to grant authority for the Senior Vice President of Finance and Administration and his staff to apply for funds and execute the project administration agreement, as well as other documents necessary for the project.

This 26<sup>th</sup> day of April, 2019.

By: \_\_\_\_\_

Sue H. Gerdelman  
Secretary, Board of Visitors

Attest: \_\_\_\_\_

Michael J. Fox  
Secretary to the Board of Visitors

**WILLIAM & MARY BOARD OF VISITORS  
OFFICERS AND COMMITTEES  
2018-2019**

***STANDING COMMITTEES:***

**EXECUTIVE COMMITTEE**

John E. Littel, Rector  
William H. Payne II, Vice Rector  
Sue H. Gerdelman, Secretary  
Thomas R. Frantz  
James A. Hixon  
Lisa E. Roday  
Brian P. Woolfolk  
*Michael J. Fox*

**COMMITTEE ON ACADEMIC AFFAIRS**

Karen Kennedy Schultz, Chair  
S. Douglas Bunch, Vice Chair  
Mirza Baig  
Warren W. Buck III  
Anne Leigh Kerr  
Catherine A. Forestell, faculty representative  
Brendan J. Boylan, student representative  
*Michael R. Halleran*

**COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

William H. Payne II, Chair  
Warren W. Buck III, Vice Chair  
James A. Hixon  
Barbara L. Johnson  
J.E. Lincoln Saunders  
Christopher Abelt, faculty representative  
Camryn Easley, student representative  
*Samuel E. Jones*

(Design Review Board – William H. Payne II, Warren W. Buck III)

**COMMITTEE ON THE STUDENT EXPERIENCE**

H. Thomas Watkins III, Chair  
Lisa E. Roday, Vice Chair  
S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman  
Karen Kennedy Schultz  
Todd A. Stottlemyer  
Rowan Lockwood, faculty representative  
Samir Tawalare, student representative  
*Virginia M. Ambler*  
*Samantha K. Huge*

**COMMITTEE ON AUDIT, RISK AND COMPLIANCE**

Brian P. Woolfolk, Chair  
Barbara L. Johnson, Vice Chair  
Mirza Baig  
Victor K. Branch  
William H. Payne II  
J.E. Lincoln Saunders  
*Kent B. Erdahl*  
*Pamela H. Mason*  
*Samuel E. Jones*

**COMMITTEE ON FINANCIAL AFFAIRS**

James A. Hixon, Chair  
Mirza Baig, Vice Chair  
S. Douglas Bunch  
Anne Leigh Kerr  
Todd A. Stottlemyer  
H. Thomas Watkins III  
Thomas Ward, faculty representative  
Patrick Canteros, student representative  
*Samuel E. Jones*  
*Amy S. Sebring*

**Investments Subcommittee:**

Mirza Baig, Chair  
H. Thomas Watkins III, Vice Chair  
James A. Hixon

**COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

Sue H. Gerdelman, Chair  
Anne Leigh Kerr, Vice Chair  
Victor K. Branch  
Thomas R. Frantz  
Todd A. Stottlemyer  
H. Thomas Watkins III  
David Armstrong, faculty representative  
Rachel Becker, student representative  
*Henry R. Broaddus*  
*Matthew T. Lambert*

**RICHARD BLAND COLLEGE COMMITTEE**

Barbara L. Johnson, Chair  
J.E. Lincoln Saunders, Vice Chair  
Victor K. Branch  
Warren W. Buck III  
Lisa E. Roday  
Karen Kennedy Schultz  
Brian P. Woolfolk  
Matthew J. Smith, faculty representative  
Kayla M. Hand, student representative  
*Debbie L. Sydow*

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

Todd A. Stottlemyer, Co-Chair  
Thomas R. Frantz, Co-Chair  
*Michael R. Halleran*  
*Henry R. Broaddus*  
*Samuel E. Jones*

Board Liaison to MONROE LEGACY WORKING GROUP – Warren Buck

Board Liaison to 1619-2019 COMMEMORATION COMMISSION – Warren Buck

Board Representatives on INAUGURATION COMMITTEE – Sue Gerdelman & Lisa Roday

Board Representative on PROVOST SEARCH COMMITTEE – Doug Bunch

BOARD OF VISITORS  
WILLIAM & MARY

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ANNUAL BOARD MEETING

*Board Room - Blow Memorial Hall*

April 26, 2019



## MEETING AGENDA

Board of Visitors - William & Mary

April 26, 2019 – 9:00 - 11:00 a.m.  
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector John E. Littel
- II. Approval of Minutes – February 6-8, 2019 Mr. Littel
- III. Opening Remarks/Presentation Mr. Littel  
President Katherine A. Rowe
- IV. Closed Session (if necessary) Mr. Littel
- V. Reports of Standing Committee chairs
  - A. Richard Bland College Committee J.E. Lincoln Saunders
    - 1. **Resolution 1:** Approval of Academic Promotion *tab #1*
    - 2. **Resolution 2:** Approval of 2019-2020 Operating Budget Proposal *tab #2*
    - 3. **Resolution 3:** Approval of 2019-2020 Tuition & Fees *tab #3*
    - 4. **Resolution 4:** Approval of Honorary Degree – Delegate Riley E. Ingram *tab #4*
    - 5. **Resolution 5:** Approval of Honorary Degree – Justin G. Reid *tab #5*
    - 6. **Resolution 6:** Multi-Use Forest Management Plan *tab #6*
  - B. Committee on Institutional Advancement Anne Leigh Kerr
  - C. Committee on the Student Experience H. Thomas Watkins III
  - D. Committee on Audit, Risk and Compliance Brian P. Woolfolk
  - E. Committee on Administration, Buildings and Grounds William H. Payne II
    - 1. **Resolution 31:** Virginia Institute of Marine Science Resolution to Approve 2020-2026 Six-Year Capital Plan *tab #31*
    - 2. **Resolution 32:** William & Mary Resolution to Approve 2020-2026 Six-Year Capital Plan *tab #32*
    - 3. **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 *tab #33*

Board of Visitors  
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4. **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 *tab #34*
  5. **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 *tab #35*
  6. **Resolution 36:** Resolution to Approve the Roles and Responsibilities of the Design Review Board *tab #36*
  7. **Resolution 37:** Resolution of the Board of Visitors of the College of William & Mary: Revised Endorsement of the Compton Drive Multi-Use Pathway Project *tab #37*
- F. Committee on Financial Affairs James A. Hixon
1. **Resolution 26:** William & Mary FY 2019-20 Operating Budget Proposal *tab #26*
  2. **Resolution 27:** Revise FY 2020 Tuition Rate for Incoming In-State Undergraduate Students *tab #27*
  3. **Resolution 28:** FY 2019-20 Tuition and Fee Structure for Full- and Part-Time Students *tab #28*
  4. **Resolution 29:** Approval of Adoption of the Commonwealth's Tech Talent Investment Program *tab #29*
  5. **Resolution 30:** Virginia Institute of Marine Science FY 2019-20 Operating Budget Proposal *tab #30*
6. Investments Subcommittee Mirza Baig
- G. Committee on Academic Affairs Karen Kennedy Schultz
1. **Resolution 7:** Appointment to Fill Vacancies in the Instructional Faculty *tab #7*
  2. **Resolution 8:** Designated Professorships *tab #8*
  3. **Resolution 9:** Faculty Leaves of Absence *tab #9*
  4. **Resolution 10:** Faculty Promotions *tab #10*
  5. **Resolution 11:** Award of Academic Tenure *tab #11*
  6. **Resolution 12:** Resolution to Modify the Faculty Retirement and Return to Work Policy *tab #12*

Board of Visitors  
MEETING AGENDA  
April 26, 2019

7. **Resolution 13:** Resolution to Modify the Constitution of the Faculty Assembly *tab 13*
  8. **Resolution 14:** Resolution to Modify the Bylaws of the Faculty of Arts & Sciences *tab #14*
  9. **Resolution 15:** Resolution to Approve a Bachelor of Arts in Education Program in Elementary Education *tab #15*
  10. **Resolution 16:** Resolution to Approve a Master of Computer Science Program in Arts & Sciences *tab #16*
  11. **Resolution 17:** Retirement of Bruce B. Campbell, Department of Modern Languages & Literatures *tab #17*
  12. **Resolution 18:** Retirement of James S. Heller, Law School *tab #18*
  13. **Resolution 19:** Retirement of Deborah A. Hewitt, Mason School of Business *tab #19*
  14. **Resolution 20:** Retirement of Lori Korinek, School of Education *tab #20*
  15. **Resolution 21:** Retirement of Gail A. McEachron, School of Education *tab #21*
  16. **Resolution 22:** Retirement of Lawrence J. Ring, Mason School of Business *tab #22*
  17. **Resolution 23:** Retirement of William L. Stauffer, Mason School of Business *tab #23*
  18. **Resolution 24:** Retirement of William R. Stewart, Jr., Mason School of Business *tab #24*
  19. **Resolution 25:** Retirement of Robert H. Stowers, Mason School of Business *tab #25*
- H. Ad Hoc Committee on Organizational Sustainability and Innovation Todd A. Stottlemeyer  
Thomas R. Frantz
- VI. Monroe Legacy Working Group Mr. Buck
  - VII. 1619-2019 Commemoration Commission Mr. Buck
  - VIII. Old Business Mr. Littel
  - IX. New Business Mr. Littel
  - X. Executive Session (if necessary) Mr. Littel
  - XI. Closing remarks
  - XII. Adjournment Mr. Littel

Board of Visitors  
MEETING AGENDA  
April 26, 2019

**BOARD DINING ROOM**

11:30 a.m. Lunch

**FULL BOARD MEETING  
MINUTES – FEBRUARY 6-8, 2019**

**MINUTES**  
Meeting of the Board of Visitors  
William & Mary

February 6-8, 2019

The Board of Visitors of The College of William & Mary met on the campus in Williamsburg on Wednesday, Thursday and Friday, February 6-8, 2019.

On Wednesday, February 6, from 2:30 to 4:00 p.m. the Committee on Academic Affairs met in Blow Hall Room 201 while the Committee on Audit, Risk and Compliance met in the Board Room. The Executive Committee met from 4:00 to 6:15 p.m. in the Board Conference Room. That evening the full Board convened in the Patriot Room of the Williamsburg Lodge from 7:40 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   | Todd A. Stottlemyer   |
| James A. Hixon     | H. Thomas Watkins III |
| Barbara L. Johnson | Brian P. Woolfolk     |

Absent: Anne Leigh Kerr

Also present was William and Mary President Katherine A. Rowe.

On Thursday morning, February 7, the Richard Bland College Committee met from 8:00 to 10:15 a.m. and the Committee on Administration, Buildings and Grounds met from 10:15 to 11:00 a.m. in the Board Room. The Committee on Financial Affairs met from 9:00 to 9:45 a.m. and the Committee on the Student Experience met from 10:00 to 10:30 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. Stottlemyer                          |
| Thomas R. Frantz    | H. Thomas Watkins III                        |
| Sue H. Gerdelman    | Brian P. Woolfolk                            |
| James A. Hixon      | Faculty Representatives: Catherine Forestell |
| Barbara L. Johnson  | Matthew Smith                                |
| John E. Littel      | Student Representatives: Brendan Boylan      |
| William H. Payne II | Kayla Hand                                   |

Absent: Anne Leigh Kerr



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 Rector convened the Board as a committee of the whole for the **ad hoc Committee on Organizational Sustainability and Innovation**. Mr. Stottlemeyer presided as chair and briefly outlined the agenda. Following brief opening remarks by Mr. Frantz, Mr. Stottlemeyer called on Vice President for Strategic Initiatives and Public Affairs Henry Broaddus, who provided an update on Tiger Team projects. Senior Vice President for Finance and Administration Sam Jones provided an update on the Tech Talent Pipeline and the Institutional Partnership Performance Agreement legislation under consideration by the General Assembly.

Following brief discussion, Mr. Stottlemeyer 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. Hixon and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 11:48 a.m.

The Committee reconvened in open session at 12:58 p.m. Mr. Stottlemeyer 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** is appended.)

There being no further business, the Board recessed at 12:59 p.m. and moved to the School of Education.

The Board of Visitors' Committee on the Student Experience met jointly with the William & Mary Foundation Athletics Sub-Committee from 1:15 to 2:30 p.m. in the Dogwood Room.

At 2:30 p.m., Rector John Littel convened the full Board, and introduced recently retired Head Coach Jimmye Laycock for a special presentation. The Rector asked Mr. Watkins to read **HANDOUT Resolution 25**, A Resolution in Honor of Jimmye M. Laycock '70. Mr. Watkins then moved adoption of the resolution; motion was seconded by Ms. Roday and approved by voice vote, followed by a standing ovation while the framed resolution was presented to Coach Laycock. (**Resolution 25** is appended.)

The Board then moved to the Matoaka Woods Room for the annual joint meeting with the William & Mary Foundation Board of Trustees, the Alumni Association Board of Directors and the Annual Giving Board of Directors.

Board of Visitors members in attendance: Mirza Baig, Victor Branch, Warren Buck, Douglas Bunch, Cathy Forestell, Tom Frantz, Sue Gerdelman, Jim Hixon, Barbara Johnson, John Littel, Will Payne, Lisa Roday, Lincoln Saunders, Karen Schultz, Todd Stottlemeyer, Tom Watkins, Brian Woolfolk

Foundation trustees in attendance: Janet Atwater, Ben David Covin, Teri Dungan, Maryellen Feeley, Cliff Fleet, Mike Foradas, Jody Forsyth, Shelley Goode, Alan Hilliker, Andrew Horrocks, Elizabeth Jennings, Shelley Jennings, Jill Marie Lord, Jennifer Mackesy, Audra Mallow, Bee McLeod, Penny Meredith, John Novogratz, Kevin Phillips, Michael Powell, Mike Sapnar, Thad Shelly, Craig Staub, Dave Stone, Martha Tack, Chet Thaker, Christine Villa, Raelene Wagoner, Dixie Wolf

Annual Giving Board members in attendance: Don Beck, David Croall, Kristen Faust, Ashley Glacel, Jessica Laury, Davey McKissick, Bruce Patterson, Ally Phillips, Sherri Phillips, Caleb Rogers, Mark Shriver, Christina Colabella Wilds

William & Mary Alumni Association members in attendance: Howard Busbee, Bruce Christian, George Crusier, Anna Maria DeSalva, Jewell Esposito, Alice Givens, Anna Hatfield, Jeb Jeutter, Scott Kelsey, Tina Kenny, Sophie Lee, Dennis Liberson, Mark Linaugh, Anna Mahalak, Sue Manix, Pam Michael, Carla Moreland, Natasha Moulton-Levy, Todd Norris, Janet Osborn, Kirsten Quackenbush, Bill Richardson, David Scott, John Cole Scott

Staff in attendance: Ginger Ambler, Craig Anzalone, Mark Begly, Henry Broaddus, Kate Conley, Carrie Cooper, Val Cushman, Renee Davis, Davison Douglas, Lee Foster, Michael Fox, Nicole Fratianne, Dan Frezza, Chon Glover, Heather Golden, Jim Golden, Earl Granger, Michael Halleran, Kelly Holdcraft, Steve Hanson, Samantha Huge, Sam Jones, John Kane, Matthew Lambert, Carrie Letourneau, Katie Lowe, Jeremy Martin, Pamela Mason, Marilyn Midyette, Carrie Nee, Roscoe Roberts, Katherine Rowe, Ann Ruble, Amy Sebring, Jennifer Shimp-Bowerman, Sani Silvennoinen, Colin Smolinsky, Virginia Torczon, Robert Waggoner, John Wells, Brian Whitson, Sandy Wilms, Tim Wolfe

At 3:00 p.m., Rector John Littel called the joint meeting to order, welcomed the group, and recognized Mike Foradas, chair of the William & Mary Foundation, Sue Manix, president of the Alumni Association, Ashley Glacel, chair of the Annual Giving Board and Sue Gerdelman, Chair of the For the Bold Campaign. The Rector noted that the joint session is the eighth to take place and recognized the vision of the respective leaders who started it -- former Rector Jeff Trammell, Foundation chair Sue Gerdelman, and Alumni Association president Janet Atwater. He provided brief opening remarks and an overview of the meeting agenda, and introduced Vice President for Advancement Matthew Lambert.

Vice President Lambert provided a comprehensive update on University Advancement and the campaign. Highlights of Mr. Lambert's presentation included the success of the university's ongoing inclusion and engagement initiatives and the current expansion of the Alumni House. Mr. Lambert also provided an update on the campaign's three goals: alumni engagement,

undergraduate alumni participation, and raising \$1 billion. Mr. Lambert explained Advancement's efforts to meet these goals, including One Tribe One Day and Tribefunding.

Mr. Lambert introduced Director of Government Relations Colin Smolinsky who gave meeting attendees a legislative update. His presentation included an overview of the 2019 Virginia General Assembly session in Richmond and the work that President Rowe was doing to advocate on William & Mary's behalf.

Rector Littel introduced Senior Vice President Finance and Administration Sam Jones and Vice President for Finance and Chief Financial Officer Amy Sebring, who briefed meeting participants on William & Mary's overall financial model. Their overview included an in-depth look at the university's unique position as a "public ivy," and the ongoing work to improve the alignment between its operational and financial models. Mr. Jones and Ms. Sebring discussed William & Mary's revenue sources, and how new sources of funding would ultimately be needed in order to invest in future strategic initiatives.

Following a short break, Mr. Littel introduced President Katherine Rowe to provide an overview of her listening tour and conduct a discussion with the leadership boards. Mr. Littel then moved that the group convene in Closed Session for the purpose of discussing specific recommendations related to fundraising initiatives and strategic planning, as provided for in Section 2.2-3711.A.8., of the Code of Virginia. The motion was seconded by Mr. Hixon and approved by voice vote. Observers were asked to leave the room and the boards went into closed session at 4:34 p.m.

The boards reconvened in open session at 5:30 p.m. Mr. Littel reviewed the topics discussed in closed session and moved to adopt the resolution certifying the closed session was held in compliance with the Freedom of Information Act. The motion was seconded by Mr. Saunders and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Following closing remarks by the Rector, and there being no further business, the joint meeting adjourned at 5:36 p.m. so that members could attend the Inauguration/Re-investiture/Charter Day reception at Swem Library.

On Friday, February 8, the Rector convened the full Board convened at 7:35 a.m. in the Board Room.

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  
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  
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  
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 John Wells and other William & Mary faculty and staff.

In his opening remarks, the Rector thanked the administrative team for organizing a productive joint 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 the Charter Day ceremony and weekend activities. He welcomed Special Counsel Roscoe Roberts.

In her opening remarks, President Katherine A. Rowe, also encouraged Board members to attend the special weekend events, and commented on the productive conversations held over the last two days with William & Mary's senior leadership boards as well as the Board of Visitors.

The Rector called on the Secretary of the Board. Ms. Gerdelman moved that the Board of Visitors of the College 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; discussing the evaluation of the performance of departments or schools; 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, discussing specific recommendations related to fundraising initiatives, priorities and strategies, discussing plans relating to security of any College facility, building or structure, or safety of persons using such facility, building or structure, and 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., 2., 9., 11., 19, and 29, of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 7:47 a.m.

The Board reconvened in open session at 7:50 a.m. Mr. Littel 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 Ms. Kerr and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification Resolution is appended.)



Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of November 14-16, 2018. Motion was made by Mr. Stottlemeyer, seconded by Ms. Schultz and approved by voice vote.

The Rector called for the reports of the standing committees.

Ms. Johnson reported for the **Richard Bland College Committee**, briefly reviewed the agenda and asked President Sydow for a brief report.

President Sydow reported:

- Enrollment targets were exceeded for fall and spring semesters, and as reported to the Richard Bland College Committee yesterday, she anticipates ending the year with sufficient excess revenue to establish a very modest reserve. Paul Edwards is making good progress to implement the corrective action plan and fully staff the finance office.
- A representative search committee led by Dr. Tyler Hart recently completed a national search for the provost position, and out of a very strong pool, Dr. Maria Dezenberg emerged as the successful candidate. She will begin her duties on February 10, with Dr. LaTessa returning to his role as Chief Information, Strategy and Innovation Officer.
- Progress continues on strategic planning. Aimee Joyaux has led an exceptionally inclusive and rigorous process, and we look forward to bringing a proposed five-year strategic plan to this body for approval in April 2019.
- RBC Committee Chair Barbara Johnson announced at yesterday's Committee meeting the formation of a joint workgroup to deliberate opportunities for mutually beneficial linkages between W&M and RBC. President Rowe and I met in early January to discuss the charge, composition, timeline and parameters of this workgroup, and we look forward to convening the group later this month and reporting our recommendations to the Board at the summer retreat in July.
- Thanks to the Rector, Mrs. Littel, Vice Rector Payne, Dr. Buck and Mr. Branch for attending a Statesman basketball game last week. Board presence on campus is always appreciated.

Ms. Johnson moved adoption of **Resolution 1**, Executive Appointment and **Resolution 2**, Appointment to Fill Vacancy in the Professional Faculty. Motion was seconded by Ms. Roday and approved by voice vote.

Chair of the **Committee on Institutional Advancement** Sue Gerdelman thanked everyone for participating in the annual joint meeting, noting the importance for the leadership boards.

Mr. Watkins reported that the **Committee on the Student Experience** had met twice and briefly reviewed the agenda, noting that the Committee heard from Vice President for Student Affairs on the Sophomore Year experience, and then met jointly with the W&M Foundation Athletics

Sub-Committee to hear from Director of Athletics Samantha Huge for an update on athletics strategic planning.

The Rector noted for the record that **HANDOUT Resolution 25**, A Resolution to Honor Jimmie M. Laycock '70; was approved yesterday by the Committee on the Student Experience and the full Board and a framed copy was presented to Coach Laycock at the joint meeting. 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 moved adoption of **Resolution 23**, Revisions to the Motor Vehicles Parking and Traffic Rules and Regulations. Motion was seconded by Ms. Roday and approved by voice vote.

Mr. Hixon reported for the **Committee on Financial Affairs** and briefly reviewed the agenda. Mr. Hixon moved adoption of **Resolution 22**, Cash Management Investment Policy. Motion was seconded by Mr. Frantz and approved by voice vote.

Ms. Schultz reported for the **Committee on Academic Affairs** and briefly reviewed the agenda. Ms. Schultz moved adoption as a block of **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 4**, Designated Professorships; **Resolution 5**, Faculty Leaves of Absence; **Resolution 6**, Faculty Promotions; **Resolution 7**, Award of Academic Tenure; **Resolution 8**, Resolution to Approve a Bachelor of Arts Program in Linguistics; **Resolution 9**, Resolution to Approve a Doctor of Juridical Science Program; **Resolution 10**, Retirement of John W. Conlee, Department of English; **Resolution 11**, Retirement of William J. Hausman, Department of Economics; **Resolution 12**, Retirement of Colleen Kennedy, Department of English; **Resolution 13**, Retirement of Rosa Alejandra Lukaszew, Department of Physics; **Resolution 14**, Retirement of John H. Oakley, Department of Classical Studies; **Resolution 15**, Retirement of Marc Lee Raphael, Department of Religious Studies; **Resolution 16**, Retirement of George T. Rublein, Department of Mathematics; **Resolution 17**, Retirement of Nancy J. Schoenberger, Department of English; **Resolution 18**, Retirement of Joel D. Schwartz, Department of Government; **Resolution 19**, Retirement of Yanfang Tang, Department of Modern Languages and Literatures; **Resolution 20**, Retirement of Susan Verdi Webster, Department of Art & Art History; **Resolution 21**, Retirement of Sharon L. Zuber, Department of English; and **HANDOUT Resolution 24**, Resolution to Approve a Bachelor of Science Program in Data Science. Motion was seconded by Mr. Bunch and approved by voice vote. (**Resolution 24** is appended.)

Staff Liaison Jennifer Fox gave a brief report on the activities of the Staff Assembly and the Professionals and Professional Faculty Assembly. Student representative to the Board Brendan Boylan gave a brief 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.

There was no Old Business.

Under New Business, Mr. Littel advised that the summer Retreat would be held on Wednesday and Thursday, July 24-25.

The Rector called on the Secretary of the Board. Ms. Gerdelman moved that the Board of Visitors of the College of William & Mary convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, 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., and 8., of the Code of Virginia.. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:40 a.m.

The Board reconvened in open session at 9:00 a.m. Mr. Littel 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 Ms. Gerdelman and approved by roll call vote conducted by the Secretary to the Board Michael Fox Gerdelman. (Certification **Resolution** is appended.)

The Rector called on Ms. Johnson. Ms. Johnson moved to amend President Sydow's contract in accordance with the terms discussed in closed session. Motion was seconded by Mr. Watkins and approved by voice vote.

The Rector then briefly reviewed upcoming events for the Inauguration, Re-investiture and Charter Day. A brief discussion ensued regarding event logistics. Members of the Charter Day Committee were thanked for their planning efforts (Charter Day Committee membership is appended).

There being no further business, the Board adjourned at 9:13 a.m.

February 7, 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: 16

NAYS: 0

**ABSENT DURING CLOSED SESSION:**

  
\_\_\_\_\_  
Todd A. Stottlemyer  
Co-Chair  
Committee on Organizational Sustainability  
and Innovation

**A RESOLUTION IN HONOR  
OF  
JIMMYE M. LAYCOCK '70**

A native Virginian, Jimmye Laycock enrolled at William & Mary after graduating from Loudoun Valley High School, where he won 12 letters playing football, basketball, baseball and golf.

As a member of the Tribe, Jimmye Laycock played under the watchful eye of two legendary football coaches. As a sophomore, he started in the defensive secondary for Marv Levy, who went on to a stellar career as head coach of the Buffalo Bills and was inducted into the Pro Football Hall of Fame. Under Hall of Fame coach Lou Holtz, Jimmye Laycock excelled as a quarterback.

After completing his bachelor's degree at William & Mary in 1970 and earning a master's degree from Clemson University in 1972, Jimmye Laycock's first full-time coaching position came at The Citadel as the offensive backfield coach under Bobby Ross, a former assistant coach at William & Mary under Lou Holtz, who went on to coach Georgia Tech to a national championship and coach the NFL's San Diego Chargers and Detroit Lions. In 1975, Memphis State tapped Coach Laycock as its quarterbacks coach. In 1977, he was named Clemson's offensive coordinator. During Coach Laycock's three years with the Tigers, Clemson played in bowl games in each year, including a victory over Ohio State in the 1978 Gator Bowl.

Coach Laycock returned to his alma mater as head coach prior to the 1980 season, inheriting a program that had won six or more games in a season just four times over the previous quarter century. Few could have predicted that William & Mary would produce nearly five times that number of seven-win seasons over the next 38 years.

As the architect of what is easily the most extended run of success in W&M's 125-year football history, Coach Laycock never compromised academic standards for athletic success, as his program earned recognition from the NCAA in each of the first seven seasons the organization awarded outstanding academic achievement. A prime example is the 2004 team, which established a school record for wins (11), hosted an NCAA semifinal game before a standing-room-only crowd at Zable Stadium in front of a national television audience and finished the year with a school-record No. 3 final national ranking. That same year, the program amassed a 100 percent graduation rate, the highest rate for scholarship athletes of any team ranked in the final top 25 for that season.

Coach Laycock is the university's all-time leader with 249 victories, and amassed five conference titles and 24 winning seasons. His uninterrupted tenure at a Division I school is the third longest in NCAA history, behind only Joe Paterno of Penn State and Amos Alonzo Stagg of the University of Chicago. Coach Laycock's remarkable career accomplishments also include 10 NCAA playoff appearances. Additionally, he guided William & Mary to the NCAA Football Championship Subdivision (FCS) semifinals twice – 2004 and 2009 – and finished a season with a national ranking 13 different times. In 2010, William & Mary climbed all the way to No. 1 during the regular season before earning the No. 2 seed in the NCAA FCS Playoffs.

Individual accomplishments under Coach Laycock have been plentiful, as he has helped 45 players earn 125 All-America honors at William & Mary and coached 11 Academic All-Americans. The Tribe has produced an astounding 262 all-conference selections since 1993.

Overall, 40 former Tribe players have signed professional contracts in the NFL since Coach Laycock took the helm. Since 2009, William & Mary has produced six NFL Draft picks – a figure that leads the CAA and ranks second nationally in the FCS. Additionally, the impressive total ranks third in the state of Virginia (behind only Virginia and Virginia Tech). A number of Coach Laycock's former players have gone on to success as NFL coaches, including the Pittsburgh Steelers' Mike Tomlin '95, L.H.D. '08 and the Buffalo Bills' Sean McDermott '98.

Coach Laycock has received countless honors, including having his number retired at Loudoun Valley High School and being inducted into the school's Athletics Hall of Fame. He was also inducted into the Hampton Roads Sports Hall of Fame in the fall of 2010. In 2008, William & Mary named the program's \$11 million football center in Coach Laycock's honor.

**THEREFORE, BE IT RESOLVED,** That the Board of Visitors acknowledges the outstanding success of Jimmie Laycock as William & Mary's head football coach for 39 years and his development of so many players and coaches; and upon his retirement, expresses their deepest appreciation for his tremendous contributions to William & Mary; and

**BE IT FURTHER RESOLVED,** That, in recognition of his distinguished record of service, leadership, advocacy and commitment on behalf of the College, the Board of Visitors bestows upon Jimmie Laycock the title of Coach Emeritus of The College of William & Mary in Virginia; 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 Coach Laycock with best wishes for continuing and creative work in the years ahead.



Board of Visitors

February 7, 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;

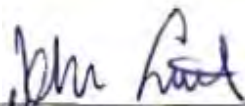
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

Board of Visitors

February 8, 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;

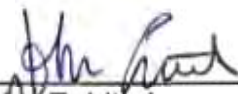
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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  
RESOLUTION TO APPROVE A BACHELOR OF SCIENCE PROGRAM IN  
DATA SCIENCE**

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

WHEREAS, this undergraduate program has been developed by faculty members in American Studies and English, Applied Science, Biology, Computer Science, Economics, Government, Linguistics, Mathematics, and Psychological 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 December 2018 and the Faculty of Arts & Sciences in February 2019; and

WHEREAS, the demand for employees with skills in interdisciplinary approaches to extract and gain knowledge from numerous and distinct sets of data and to communicate technical findings is growing, and this program will prepare students for careers in data analytics in most business and industry sectors as well as in more traditional academic science careers and offer students credentials that are highly desirable to employers; and

WHEREAS, Data Science differs from applied mathematics, statistics, or computer and information science in that a data scientist has a breadth of experience across all of these fields but may not have as much knowledge as a specialist in any particular field; and

WHEREAS, this program will utilize the core competencies of existing faculty members in the areas of Applied Science, the Center for Geospatial Analysis, Biology, Computer Science, Economics, Government, Mathematics, Psychological 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 Science in Data Science 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).

Board of Visitors

February 8, 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;

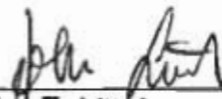
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

## **Charter Day Committee**

**Cathy Forestell**

Inauguration Committee Chair, Associate Professor of Psychological Sciences, Faculty Rep to BOV

**Sarah Taylor**

Inauguration Committee Administrator, School of Education Fiscal Coordinator

**Rachel Becker '19**

Chief of Staff, Student Assembly. Student Committee Rep to BOV, President's Aide

**Pamela Carroll**

Administrative Assistant to the Office of the President

**John Charles**

Chief Faculty Marshal, Professor of Kinesiology

**Tina Coleman**

Director, University Web & Design

**Lynn Dillon '75**

VP, Cypher Society, Former President, Alumni Association

**Michael Fox HON '16**

Senior Assistant to the President and Secretary to the Board of Visitors

**Sue Gerdeman '76**

Secretary, Board of Visitors. Chair, For the Bold Campaign

**Connor Glendinning '19**

W&M Libraries Board, Senior Class Gift Committee, Charter Day Committee

**Chon Glover, M.Ed.'99, Ed.D.'06**

Chief Diversity Officer

**Heather Golden**

Associate VP for University Marketing & Advancement Communications & Chief of Staff

**Robbie Bantom Graham**

Executive Director, Stewardship & Advancement Events

**Andrea Harris**

Associate Director, University Events

**Greg Henderson, M.Ed.'01**

Chief of Staff, Student Affairs

Agatha Johnson  
Events Manager, President's House

Amelia Nell '19  
Undergraduate Honor Council Vice-Chair, Charter Day Committee

Mike Pritchett  
Assistant Athletic Director, Facilities and Operations

Lisa Roday  
Executive Committee, Board of Visitors, Vice Chair Committee on the Student Experience

Gregg Shipp  
Director of Operations & Maintenance, Facilities Management

Ghana Smith  
VP, Staff Assembly, Assistant Payroll Manager

Scott Swan  
Faculty Assembly Rep, Mason School of Business, Head of Marketing Area

Steve Tewksbury  
Executive Director, University Events

Lindsey Whitlow J.D. '19  
President, Graduate Council

Brian Whitson  
Chief Communications Officer

AGENDA ITEMS  
Board of Visitors Meeting  
William & Mary

April 24-26, 2019  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

- |                      |  |
|----------------------|--|
| Resolution 1, tab #1 | Approval of Academic Promotion                         |
| Resolution 2, tab #2 | Approval of 2019-2020 Operating Budget Proposal        |
| Resolution 3, tab #3 | Approval of 2019-2020 Tuition & Fees                   |
| Resolution 4, tab #4 | Approval of Honorary Degree – Delegate Riley E. Ingram |
| Resolution 5, tab #5 | Approval of Honorary Degree – Justin G. Reid           |
| Resolution 6, tab #6 | Multi-Use Forest Management Plan                       |

WILLIAM & MARY

- |                        |   |
|------------------------|---|
| Resolution 7, tab #7   | Appointments to Fill Vacancies in the Instructional Faculty           |
| Resolution 8, tab #8   | Designated Professorships   |
| Resolution 9, tab #9   | Faculty Leaves of Absence   |
| Resolution 10, tab #10 | Faculty Promotions  |
| Resolution 11, tab #11 | Award of Academic Tenure  |
| Resolution 12, tab #12 | Resolution to Modify the Faculty Retirement and Return to Work Policy |
| Resolution 13, tab #13 | Resolution to Modify the Constitution of the Faculty Assembly         |
| Resolution 14, tab #14 | Resolution to Modify the Bylaws of the Faculty of Arts & Sciences     |



Board of Visitors  
AGENDA ITEMS  
April 24-26, 2019

- |                        |   |
|------------------------|---|
| Resolution 15, tab #15 | Resolution to Approve a Bachelor of Arts in Education Program in Elementary Education |
| Resolution 16, tab #16 | Resolution to Approve a Master of Computer Science Program in Arts & Sciences         |
| Resolution 17, tab #17 | Retirement of Bruce B. Campbell, Department of Modern Languages & Literatures         |
| Resolution 18, tab #18 | Retirement of James S. Heller, Law School   |
| Resolution 19, tab #19 | Retirement of Deborah A. Hewitt, Mason School of Business                             |
| Resolution 20, tab #20 | Retirement of Lori Korinek, School of Education                                       |
| Resolution 21, tab #21 | Retirement of Gail A. McEachron, School of Education                                  |
| Resolution 22, tab #22 | Retirement of Lawrence J. Ring, Mason School of Business                              |
| Resolution 23, tab #23 | Retirement of William L. Stauffer, Mason School of Business                           |
| Resolution 24, tab #24 | Retirement of William R. Stewart, Jr., Mason School of Business                       |
| Resolution 25, tab #25 | Retirement of Robert H. Stowers, Mason School of Business                             |
| Resolution 26, tab #26 | William & Mary FY 2019-20 Operating Budget Proposal                                   |
| Resolution 27, tab #27 | Revise FY 2020 Tuition Rate for Incoming In-State Undergraduate Students              |
| Resolution 28, tab #28 | FY 2019-20 Tuition and Fee Structure for Full- and Part-Time Students                 |
| Resolution 29, tab #29 | Approval of Adoption of the Commonwealth's Tech Talent Investment Program             |

Board of Visitors  
AGENDA ITEMS  
April 24-26, 2019

- |                        |   |
|------------------------|---|
| Resolution 30, tab #30 | Virginia Institute of Marine Science FY 2019-20 Operating Budget Proposal   |
| Resolution 31, tab #31 | Virginia Institute of Marine Science Resolution to Approve 2020-2026 Six-Year Capital Plan  |
| Resolution 32, tab #32 | William & Mary Resolution to Approve 2020-2026 Six-Year Capital Plan  |
| Resolution 33, tab #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, tab #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, tab #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, tab #36 | Resolution to Approve the Roles and Responsibilities of the Design Review Board   |
| Resolution 37, tab #37 | Resolution of the Board of Visitors of the College of William & Mary: Revised Endorsement of the Compton Drive Multi-Use Pathway Project  |

**RICHARD BLAND COLLEGE**  
**RESOLUTIONS**

**RICHARD BLAND COLLEGE  
APPROVAL OF ACADEMIC PROMOTION**

The following members of the instructional faculty of Richard Bland College have been recommended for the award of academic promotion by the Peer Review Committee and the Provost.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the award of academic promotion to the following faculty members, effective with the beginning of the 2019-20 academic year:

**DAVID S. McCARTHY**, from Assistant Professor of History to Associate Professor of History, effective August 10, 2019:

Ph.D. (2008), History, The College of William and Mary  
M.A. (2003), History, The College of William and Mary  
A.B. (1999), Dartmouth College

Richard Bland College:

Assistant Professor of History, 2015-2019

The University of Tennessee at Chattanooga:

Lecturer, 2012-2014

Stetson University:

Visiting Assistant Professor, 2009-2011

Furman University:

Visiting Assistant Professor, 2008-2009

**KEVIN J. PETERS**, from Associate Professor of Biology to Professor of Biology, effective August 10, 2019:

Ph.D., Biology, University of Alabama, 2009

M.S., Biology, University of Alabama, 2004

B.S., Biology, University of Alabama, 2001

Richard Bland College:

Associate Professor, Biology, 2013-2019

Assistant Professor, Biology, 2009-2013

University of Alabama:

Graduate/Teaching Assistant, 2001-2009

**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<br>Actuals | FY20 Proposed<br>Budget | Change from Prior Year |             |
|------------------------|---------------------------|-------------------------|------------------------|-------------|
|                        |                           |                         | \$ Change              | %<br>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%      |
| <b>Total Revenue</b>   | <b>19,205,426</b>         | <b>19,658,802</b>       | <b>453,376</b>         | <b>2.4%</b> |

| Operatings Expenditures       | FY19 Estimated<br>Actuals | FY20 Proposed<br>Budget | Change from Prior Year |             |
|-------------------------------|---------------------------|-------------------------|------------------------|-------------|
|                               |                           |                         | \$ Change              | %<br>Change |
| <b>Personnel</b>              |                           |                         |                        |             |
| 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%       |
| <b>Total Expenditures</b>     | <b>18,511,060</b>         | <b>19,658,802</b>       | <b>1,147,742</b>       | <b>6.2%</b> |

\* 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.

| <b>RICHARD BLAND COLLEGE</b>              |   |                  |  |                  |                   |
|---|---|------------------|--|------------------|-------------------|
| <b>FY 2019-20 TUITION AND FEE SUMMARY</b> |   |                  |  |                  |                   |
|   |   | ACTUAL           |  | PROPOSED         |                   |
| <b>IN-STATE ***</b>                       |   | FY 2018-19       |  | FY 2019-2020     | PERCENT<br>CHANGE |
|   |   |                  |  |                  | DOLLAR<br>CHANGE  |
| Per Credit Hour Taken:                    |   |                  |  |                  |                   |
|   | Tuition   | \$ 193           |  | \$ 193           |                   |
|   | E&G Technology Fee  | 7                |  | \$ 7             |                   |
|   | <b>Total Tuition and E&amp; G Fees</b>                                      | <b>\$ 200</b>    |  | <b>\$ 200</b>    | <b>0.00%</b>      |
|   |   |                  |  |                  | <b>\$ -</b>       |
|   | Auxiliary Comprehensive Fee   | \$ 70            |  | \$ 70            |                   |
|   | <b>Total In State Tuition &amp; Fees</b>                                    | <b>\$ 270</b>    |  | <b>\$ 270</b>    | <b>0.00%</b>      |
|   |   |                  |  |                  | <b>\$ -</b>       |
| <b>OUT-OF-STATE***</b>                    |   |                  |  |                  |                   |
| Per Credit Hour Taken:                    |   |                  |  |                  |                   |
|   | Tuition   | \$ 650           |  | \$ 650           |                   |
|   | E&G Technology Fee  | 7                |  | 7                |                   |
|   | <b>Total Tuition and Fees</b>   | <b>\$ 657</b>    |  | <b>\$ 657</b>    | <b>0.0%</b>       |
|   |   |                  |  |                  | <b>\$ -</b>       |
|   | Auxiliary Comprehensive Fee   | \$ 70            |  | \$ 70            |                   |
|   | <b>Total Out-of-State Tuition &amp; Fees</b>                                | <b>\$ 727</b>    |  | <b>\$ 727</b>    | <b>0.0%</b>       |
|   |   |                  |  |                  | <b>\$ -</b>       |
|   |   | <b>\$ 21,810</b> |  | <b>\$ 21,810</b> |                   |
| <b>OTHER FEES:</b>                        |   |                  |  |                  |                   |
|   | * 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. |                  |  |                  |                   |

**RICHARD BLAND COLLEGE  
APPROVAL OF HONORARY DEGREE  
DELEGATE RILEY E. INGRAM**

Richard Bland College seeks to honor meritorious and outstanding service to the College and the community at large, and to recognize persons whose lives serve as examples of the College's aspirations for its students by awarding the Honorary Associate degree.

Delegate Riley E. Ingram has deep roots in the community and has long been dedicated to serving its constituents and their families. Delegate Ingram has served in the Virginia House of Delegates since 1992, representing the 62<sup>nd</sup> district east of Richmond, made up of parts of Chesterfield, Henrico, Prince George County and the city of Hopewell.

Delegate Ingram graduated from Prince George High School and grew up in Hopewell, Virginia. He served as a letter carrier for the Hopewell Post Office for nine years and has been the Owner/Broker of Ingram & Associates Real Estate Company, Inc. for thirty-eight years.

Delegate Ingram previously served as a member of the Jamestown-Yorktown Foundation, Chairman of the Tri-Cities Regional Domestic Violence Task Force, and Mayor for the City of Hopewell.

Delegate Ingram has been steadfast in his support of Richard Bland College and its mission since his election to the General Assembly in 1992.

**THEREFORE, BE IT RESOLVED**, That in recognition of Delegate Ingram's extraordinary public service, professional achievements, distinguished career, and commitment to higher education in the Commonwealth of Virginia, he receive the highest form of recognition offered by Richard Bland College to persons of exceptional distinction.

**BE IT FURTHER RESOLVED**, That upon recommendation of the President, the Board of Visitors of The College of William & Mary in Virginia, hereby approves the awarding of the Honorary Associate of Science degree to Delegate Ingram at the Richard Bland College Commencement Ceremony on May 11, 2019.

**RICHARD BLAND COLLEGE  
APPROVAL OF HONORARY DEGREE  
JUSTIN G. REID**

Richard Bland College seeks to honor meritorious and outstanding service to the College and the community at large, and to recognize persons whose lives serve as examples of the College's aspirations for its students by awarding the Honorary Associate degree.

Mr. Justin G. Reid is a cultural preservationist and civil rights public historian who currently serves as the Director of African American Programs with the Virginia Humanities, where he helps develop and support cultural heritage initiatives across the state and manages the General Assembly's African American cultural resources task force.

Mr. Reid previously worked for the Moton Museum & National Historic Landmark in his hometown of Farmville, VA, where he oversaw the 2013 opening of Moton's award-winning \$6 million permanent exhibition. Mr. Reid also worked for the U.S. Department of Education's Office of Innovation & Improvement, and the George Mason University Center for Social Entrepreneurship.

Mr. Reid is a former founding board member of the annual Virginia Children's Book Festival and co-founder of the College of William & Mary's Lemon Project on History & Race. Mr. Reid held fellowships with the Colonial Williamsburg Foundation, U.S. House of Representatives, and Maggie L. Walker National Historic Site.

Mr. Reid holds a B.A. in American and African studies from the College of William & Mary, where he co-chartered the Omega Psi Phi Fraternity, worked in undergraduate admissions, and served as a Sharpe Community Scholar and NAACP president.

Mr. Reid honored Richard Bland College by delivering the Commencement Address on May 11, 2019.

**THEREFORE, BE IT RESOLVED**, That in recognition of Mr. Justin G. Reid's extraordinary public service, professional achievements, distinguished career, and commitment to higher education in the Commonwealth of Virginia, he receive the highest form of recognition offered by Richard Bland College to persons of exceptional distinction.

**BE IT FURTHER RESOLVED**, That upon recommendation of the President, the Board of Visitors of The College of William & Mary in Virginia, hereby approves the awarding of the Honorary Associate of Science degree to Mr. Reid at the Richard Bland College Commencement Ceremony on May 11, 2019.

**RICHARD BLAND COLLEGE**

**MULTI-USE FOREST MANAGEMENT PLAN**

In April 2014, the Board of Visitors approved a Multi-Use Forest Management Plan to ensure the health, proper maintenance and management, and potential harvesting of trees on various acres of undeveloped state land on campus. The Plan was developed in conjunction with the Virginia Department of Forestry (Department), which is tasked, by the Code of Virginia with the proper use and management of the forest resources of the Commonwealth. The Department has developed and maintained a written multi-use forest management plan on the forestland owned by Richard Bland College. In conjunction with the adoption of the Plan in 2014, the Board approved an initial timber harvest that was conducted in 2015.

The College and the Department now propose a second harvest based on assessments performed in 2017. The current proposal, as described more fully in the 2017 Richard Bland College Harvest Plan, is to harvest the 35 acres of Pine on the West side of Johnson Road (Stand "A") and the 36 acres on the East side of Johnson Road (Stand "B") along with approximately 77 acres of the remaining timber on the South side of Carson Drive (Stand "C"). A buffer would be left on the manicured part of campus and along the stream which runs through the area. This harvest would be initiated in the summer of 2019.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the timber harvest proposed by the College and the Virginia Department of Forestry.

**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.



**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.

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  
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:

MYRIAM L. COTTEN, Mansfield Associate Professor of Applied Science

LESLIE W. GRANT, Dorman Family Term Distinguished Associate Professor of Education

TARA L. GROVE, Mills E. Godwin, Jr. Professor of Law

AUDREY J. HORNING, Forrest D. Murden, Jr. Professor of Anthropology

ANYA LUNDEN, Class of 2022 Associate Professor of English

CHRISTINE PETROVITS, Mansfield Associate Professor of Accounting

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  
FACULTY PROMOTIONS

The following members of the Instructional Faculty of William & Mary have been recommended for promotion in academic rank by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

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

Clinical Assistant Professor to Clinical Associate Professor

David E. Boelzner, Law School

Elizabeth P. Foster, Mason School of Business

Clinical Associate Professor to Clinical Professor

Dawn Edmiston, Mason School of Business

Deborah A. Hewitt, Mason School of Business

David H. Murray, Mason School of Business

Research Associate Professor to Research Professor

Marjorie A.M. Friedrichs, School of Marine Science

Assistant Professor to Associate Professor

Jay Butler, Law School

Associate Professor to Professor

Bruce B. Campbell, Department of Modern Languages & Literatures

Michael A. Daise, Department of Religious Studies

Danielle H. Dallaire, Department of Psychological Sciences

Melanie Dawson, Department of English

Sarah Day, Department of Mathematics

WILLIAM & MARY  
FACULTY PROMOTIONS

Associate Professor to Professor (cont'd)

Mark H. Forsyth, Department of Biology

Leah F. Glenn, Department of Theatre, Speech, and Dance

Michael F. Leruth, Department of Modern Languages & Literatures

Michael G. Luchs, Mason School of Business

Alexander Prokhorov, Department of Modern Languages & Literatures

Robert T. Vinson, Department of History and Africana Studies Program

Gexin Yu, Department of Mathematics

Michael A. Unger, School of Marine Science

Gang Zhou, Department of Computer Science

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 Provost and 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:

Elizabeth Talbott, School of Education



WILLIAM & MARY  
RESOLUTION TO MODIFY THE  
FACULTY RETIREMENT AND RETURN TO WORK POLICY

WHEREAS, the College-wide Personnel Policy Committee (PPC) met in April 2018 to discuss proposed changes to the Faculty Retirement and Return to Work Policy and approved changes endorsed by the Faculty Assembly; and

WHEREAS the Faculty Assembly met in November 2018 and has now approved the following revisions to the Policy; and

WHEREAS these changes will extend this policy to non-tenure-eligible faculty (NTEs) and eliminate the upper age requirement, while also providing greater clarity to the policy;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the proposed changes, effective immediately, and the Faculty Retirement and Return to Work Policy is now amended as per the attached document.

**College of William and Mary  
Faculty Retirement and Return to Work Policy**

- 1. Purpose
  - 1.1 Background
- 2. Policy
  - 2.1 Program Objectives
  - 2.2 Eligibility for Participation in the FRRW Program
  - 2.3 Major Program Elements and Terms
- 3. Procedures
  - 3.1 Reemployment Agreement
  - 3.2 Criteria for Approval
  - 3.3 Termination of Agreement
- 4. References

**I. Purpose**

This policy outlines a program to assist the College's ~~permanent~~ faculty in transitioning from full-time active service to retirement and to facilitate the possible subsequent part-time reemployment as a temporary restricted employee. Subsequent reemployment will be permitted on a case-by-case basis in the College's discretion, consistent with unit staffing needs and with consideration of financial and other factors.

Deleted: ~~tenured~~

**I. Background**

The Virginia General Assembly passed legislation in spring 1988 making it possible for institutions of higher education in the Commonwealth to propose retirement incentive plans for tenured faculty at or over the age of 60. Any such program must be funded by the institution's own resources and must meet the applicable requirements as specified by the *Code of Virginia* and the Appropriations Act.

**2. Policy**

This policy allows part-time reemployment of selected retired faculty as temporary restricted faculty. The program shall be called the Faculty Retirement and Return to Work (FRRW) program. ~~The program is available to all full-time, permanent, tenured faculty who are eligible to retire.~~

**2.1 Program Objectives**

- 1. To allow selected retired faculty to return to reduced, temporary and part-time teaching<sup>1</sup> responsibilities at a proportionally reduced salary while receiving – but no longer accruing – retirement benefits.
- 2. To provide the College some added flexibility in hiring new, replacement faculty.

<sup>1</sup> ~~teaching~~

- 3. To allow the College the benefit of continuing service by qualified teachers toward the end of their academic careers.

### 2.2 Eligibility for Participation in the FRRW Program

Participants in the program must:

1. must be at least 60 at the time of ~~retirement~~ when participation in the program begins, i.e., when one begins teaching as an adjunct in the semester following retirement and the signing of an FRRW agreement;
2. have retired and surrendered tenure;
3. have been, at the time of their retirement, a ~~full-time~~ faculty member;
4. have at least ten years of full-time service at the College of William and Mary (full-time service may include periods of leave with full or partial pay, and selected periods of leave without pay in which full benefits were provided);
5. have a finding of satisfactory in teaching on the most recent post-tenure review, or a satisfactory evaluation of teaching in the last three years of annual merit evaluations;
6. have withdrawn from active membership in the *Virginia Retirement System (VRS)* or *Optional Retirement Plan (ORP)*; and
7. sign a binding FRRW agreement at a time in compliance with applicable state and federal laws.

**Deleted:** but not more than age and must not be 67-72

**Deleted:** before August 1 or January 15 of the semester in which they would return to work. If less than age 60, have a minimum of thirty years of service to the Commonwealth.

**Deleted:** with tenure or a contractual right to continued employment

### 2.3 Major Program Elements and Terms

Part-time reemployment as a temporary restricted faculty member may be considered a desirable option for faculty who would like to utilize their professorial talents but with a reduced workload. A primary criterion in the approval of an employment arrangement must be the enhancement of the academic or research program of the academic unit.

Faculty members may assume part-time, temporary restricted teaching roles where their expertise will make a significant contribution to the employing unit. By utilizing temporary employment, the College hopes to make it possible for long-term faculty to remain actively involved in the life of the College while reducing their professorial responsibilities.

The following guidelines apply to the part-time temporary restricted employment program. These guidelines are intended to ensure compliance with VRS rules, the Code of Virginia and the provisions of the Internal Revenue Code:

1. Part-time, temporary restricted employment following retirement is not a faculty right, but is arranged on mutual understanding of the faculty member, and the department chair and program director, if applicable, with the approval of the dean.
2. ~~Unless otherwise provided by law, the~~ faculty member must have been retired – that is, he or she must have actually ceased employment and been removed from the College's payroll – for a minimum of 30 days during what would be a normal pay/work period for that employee.<sup>1</sup>
3. The temporary work after retirement cannot be identical to the work performed prior to retirement. Typically this requirement can be satisfied by reemployment performing part, but not all, of the faculty member's prior duties – for example, by ~~reassigning the responsibilities of position A for 11 months from position B~~ reduced teaching ~~load for full faculty~~.
4. The faculty member may not return to a position that provides retirement benefits. The College will cease contributions to the faculty member's VRS or ORP at the effective date of their retirement from their full-time faculty position. If reemployed, the faculty member will be in a part-time, temporary restricted position that does not accrue retirement benefits.
5. Any agreement for reemployment (a "FRRW agreement") must be in writing, but may not be offered until after retirement. The agreement will specify the nature and duration of the assignment and the amount of compensation. The ~~terms of salary will reflect the~~ the work assignment ~~and~~ the pre-retirement salary.
6. Jobs ~~created~~ under a FRRW agreement will be ~~at a part-time full-time faculty member's~~ typically, ~~contingent on the~~ ~~one~~ one year, annually renewable on mutual agreement for up to a total of five years. The FRRW agreement should be reevaluated annually, or on a similar periodic cycle based on the term of the assignment. In the normal course of events, no salary increases will be provided during the term of the agreement.<sup>2</sup>
7. Faculty in the FRRW program may ~~earn~~ no more than 50% ~~of their pre-retirement salary~~. The faculty member may request a release from the teaching obligations in the agreement with timely notice (see Section 3.3 below)

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Deleted: (Clarification as of 10/29/13: This means that a faculty member on a 9-, 10- or 11-month contract who retires at the end of a given semester may not return to work under this policy until at least 30 days into the next academic semester, excluding summer session.)

Deleted: (with research not an expectation of reemployment)

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Deleted: percentage of salary shall be provided for

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Deleted: )

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Deleted: e.g. no mid-year raises.

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Deleted: and no less than 20% of a normal faculty work schedule during the period of reemployment as a part-time, temporary restricted faculty member. Instructional responsibilities are based (proportionately) on typical assigned loads for senior faculty in that unit ("typical" – meaning usual teaching obligations for faculty without endowed professorships, named chairs or administrative responsibilities).

<sup>1</sup> If the department chair does not approve the request, an Arts & Sciences faculty member may appeal to the A&S Dean. In the professional schools, if a dean does not approve the request, a faculty member may appeal to the Provost. ~~The Provost, Assistant Provost of Special Programs, and the Board of Trustees may also~~

<sup>1</sup> As of 10/29/13, this provision means that a faculty member on a 9-, 10- or 11-month contract who retires at the end of a given semester may not return to work under this policy until at least 30 days into the next academic semester, excluding summer session. ~~Federal or state laws may extend this period.~~

<sup>2</sup> The focus of this program is on teaching ~~and possibly some service~~. Part-time reemployment in the FRRW Program will be based on instructional ~~and service~~ responsibilities (not for research, writing, or publishing). Exceptions for research in all units or advisory services at the School of Marine Science will be reviewed on a case-by-case basis.

8. Appropriate office/professional space (perhaps shared) and reasonable access to clerical support and departmental operating resources may be furnished.

### 3. Procedures

#### **3.1 Reemployment Agreement.**

An agreement for reemployment as a part-time, temporary restricted faculty member after retirement may be negotiated and signed only after retirement. The reemployment agreement will be made only upon the satisfaction of the requirements outlined under Section 2.3 above and the other terms of this Policy. The FRRW agreement should be approved by the department chair and program director, if applicable, and the dean.

Prior to retirement, a faculty member may notify his department of his interest in participating in the program.

#### **3.2 Criteria for Approval.**

It is understood that participation in the FRRW Program is not an entitlement and is not guaranteed. In addition to satisfaction of the requirements described in Sections 2.2 and 2.3. above, chairs, directors, and deans must certify that there will be no negative budgetary or instructional impacts within the unit as a consequence of an agreement. In the normal course of events, deans are not to approve such requests if they have reasonable concerns that the unit's instructional capacity or financial well-being will be harmed by its approval. Other grounds for denial may include: 1) lack of confidence in the retiree's teaching skills or ability to teach or 2) insufficiency of funds released by the retirement to allow the dean to fill the vacated tenure line position in a timely manner.

#### **3.3 Termination of Agreement.**

The College may terminate a signed FRRW agreement only for cause. Under normal circumstances, such cause may include: 1) financial exigency, 2) failure of the part-time, temporary restricted faculty member satisfactorily to perform his/her duties, or 3) violation of any College policy as described in the *Faculty Handbook* that would warrant a severe sanction. Notification will be provided no less than two months prior to the faculty member's next teaching assignment and the faculty member may appeal such termination to the dean or provost as appropriate.

A part-time, temporary restricted faculty member may terminate his/her agreement with timely notice to the chair and director, where applicable, and the dean. Timely notice shall be considered to be sufficient time to replace or cancel scheduled courses with no negative impacts on the curriculum or student progress. Should a part-time, temporary restricted faculty member wish to cancel his/her teaching on a one-time basis (i.e., for one semester) as a consequence of his/her health or the health of an individual for whom he/she is the primary care-giver, the FRRW agreement may be allowed to continue in force by timely mutual agreement.

**Deleted:** The department must complete a Part-Time Faculty Authorization for Payment.

WILLIAM & MARY  
RESOLUTION TO MODIFY  
THE CONSTITUTION OF THE FACULTY ASSEMBLY

WHEREAS the Faculty Assembly has reviewed carefully the Faculty Assembly Constitution and made revisions; and

WHEREAS the Faculty Assembly unanimously approved these changes at its January 29, 2019 meeting; and

WHEREAS, the schools, per policy, have voted to accept these changes;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves these revisions, effective immediately, and the Constitution of the Faculty Assembly is now amended as per the attached document.



**Constitution of the Faculty Assembly of the College of William and Mary**

Approved by the Board of Visitors on April 22, 2005; Effective July 1, 2005 and as amended  
April 15, 2011 and, November 21, 2014, and January 29, 2019

**Constitution**

**ARTICLE I**

~~Name~~ University and Colleges

~~The name of this organization shall be~~ Section 1. The Faculty Assembly (or the Assembly) of the College of William and Mary in Virginia (or William & Mary) is the elected faculty body that regularly advises, hereinafter referred to as the Assembly.

**ARTICLE II**

~~Purpose~~

~~The purpose of the Assembly shall be to advise the President and the Provost on matters affecting the welfare of the university and to ensure that ensures effective faculty participation in the governance of the university as a whole.~~

**ARTICLE III**

~~Jurisdiction~~

~~Section 1. The Assembly shall regularly advise the President and the Provost on matters affecting the welfare of the university.~~

Section 2. The Assembly shall assess the impact of proposed programs and proposed changes in existing programs that affect more than one faculty or school or significantly affect the university's resource allocation or educational mission. The Assembly will evaluate the impact of university plans on educational policy, admissions policy, student affairs, personnel policy, and resource allocation within the university.

Section 3. The Assembly through its Executive Committee shall provide faculty liaison to the Board of Visitors and shall provide faculty representation to all long-range planning committees, ~~including the Faculty Committee on University Priorities (FCUP) and its successors.~~

Section 4. The Assembly shall have the authority to establish its own committees and bylaws.

Section 5. At its discretion, the Assembly shall call university-wide faculty meetings.

Section 6. The Assembly shall recommend ~~appointment of the~~ faculty representatives to all university-wide appointed committees. At its discretion, it may delegate these recommendations to the faculties.

~~Section 5. The Assembly may review and make its own recommendations on policy changes proposed by standing or ad-hoc university-wide committees.~~

Section 7. The Assembly shall review periodically the jurisdiction, composition, and activities of the university-wide committees; and shall recommend changes it deems necessary. Such a review ~~will~~ should be conducted at least once every four years.

Section 8. The Assembly shall review personnel policies, tenure and promotion standards, recruitment policies, and the policy aspects of faculty compensation and benefits.

Section 9. The Assembly may review and make its own recommendations on policy changes proposed by standing or ad-hoc university-wide committees.

Section 10. The Assembly may formulate recommendations on matters that are not under the direct jurisdiction of standing or ad-hoc university-wide committees. ~~It may adopt resolutions~~ on matters affecting the university as it deems appropriate.

Section 11. The Assembly shall collect information relating to matters of concern to the faculty and ascertain the priorities of the faculty.

Section 12. The Assembly shall have timely access to the agendas of the Board of Visitors, reports of all university-wide committees, and preliminary drafts of the university budget.

Section ~~9~~13. The Assembly's jurisdiction shall not supersede the authority of the constituent faculties as provided in their bylaws and approved by the Board of Visitors.

## ARTICLE I~~V~~V

### Representation

Section 1. The Assembly shall represent the five faculties of the university: the Faculty of Arts and Sciences (Arts & Sciences) and the separate faculties of the schools of Business, Education, Law, and Marine Science.

~~be composed of twenty one members. In some years, the Assembly may also include one additional NTE member as provided in Section 4.~~

Section 2. ~~Twenty one members shall representing seven constituencies: the Areas I, II, and III of the Faculty of Arts and Sciences, the Schools of Business, Education, Law, and Marine Science. Each of the Arts & Sciences constituencies shall be assigned four seats; each of the Schools, two seats; the faculty representative to the Board of Visitors shall have one seat.~~Constituencies. The five faculties shall be divided into seven constituencies: Arts & Sciences departments shall be divided into Areas I, II, and III as defined in the Arts & Sciences Bylaws; the schools of Business, Education, Law, and Marine Science shall each constitute one constituency.

Section 3. Proportionality. The Assembly shall include twenty elected members representing seven constituencies. Each of the Arts & Sciences constituencies shall be assigned four seats; each of the other constituencies, two seats.

Section 4. Each constituency shall have no more than one elected non-tenure eligible (NTE) representative on the Assembly at any given time.

Section ~~5~~4. If, at the time of the Annual Meeting, no NTE faculty would otherwise be one of the elected members described in Section 2 for the coming year, the Executive Committee will appoint a non-voting representative from the NTE faculty to serve on the Assembly for a term of ~~three years~~one year, which is renewable at the discretion of the Executive Committee.

Section ~~65~~. "Assembly-eligible" faculty means those faculty members of the faculty eligible to serve on the Assembly as provided in III.2 under Article V, Section 1. Should the ratio of Assembly-eligible faculty in Arts & Sciences to Assembly-eligible faculty in the Schools fall below 11:9 or rise above 4:1, the allocation of seats between Arts & Sciences and the Schools shall be reconsidered and a recommendation made to the Assembly by the Executive Committee.

#### ARTICLE ~~III~~IV

##### Membership

Section 1. The Assembly shall be composed of twenty-one voting members. Twenty of those shall be elected to represent the constituencies (II.2). The faculty representative to the Board of Visitors shall be an additional voting member of the Assembly, ex officio. In some years, the Assembly may include one additional non-voting NTE member as provided in II.5.

Section 2. Eligibility. The membership of the Assembly shall be limited to tenured and tenure-eligible faculty, and to continuing full-time non-tenure-eligible faculty (NTEs) NTE faculty with at least five years in that status at the College at the time of their election.

Section ~~32~~. Terms. The elected members of the Assembly shall serve for terms of three years so adjusted that the terms of approximately one-third of the members shall assume office at the first regular meeting of each academic year. A member shall be eligible for re-election to one additional consecutive term, following which two years must pass before he or she is again eligible. For purposes of eligibility, a partial term, to fill out the unexpired term of some other elected member or for any other reason, shall be counted as a full term.

Section ~~43~~. Vacancies shall be filled promptly through election by the original constituency.

Section ~~54~~. The Provost shall serve as a non-voting administrative faculty representative to the Board of Visitors shall be a member of the Assembly, ex officio.

#### ARTICLE ~~IV~~V

##### Voting Privileges ~~of Faculty and Members~~

Section 1. Each faculty at the College of the University shall determine who is a voting member of that faculty. Every voting member of a faculty is eligible to vote for Assembly

~~representation, representatives from that faculty. Voting in~~ Members of more than one faculty may vote in only one faculty.

Section 2. Except as otherwise provided in Sections 3 and 4, each member of the Assembly shall have one vote.

Section 3. Any NTE member appointed under ~~Article IV, Section 4~~ 1.5 will not have voting rights on the Assembly.

Section 4. Elected NTE members will not have voting rights on matters related to tenure and the promotion of tenure-line faculty.

#### **ARTICLE VII**

##### Amendment of the Constitution

Section 1. Amendments to this constitution may be proposed by a two-thirds vote of the full Assembly membership, excluding any non-voting member.

Section 2. Ratification of amendments to this constitution shall ~~must be by approval~~ of approved by 5 out of the 7 of the constituencies of the Assembly (or by Arts & Sciences and two schools), and by the Board of Visitors.

#### **ARTICLE VIII**

##### Dissolution of the Assembly

~~(Article VII, Section 2)~~ The Assembly may be dissolved by approval of 5 out of the 7 constituencies of the Assembly (or by Arts & Sciences and two schools).

WILLIAM & MARY  
RESOLUTION TO MODIFY  
THE BYLAWS OF THE FACULTY OF ARTS & SCIENCES

WHEREAS, the Faculty of Arts & Sciences has reviewed carefully the Bylaws of the Faculty of Arts & Sciences and made several revisions; and

WHEREAS, the Faculty of Arts & Sciences approved these changes at their meeting on March 12, 2019;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves these proposed changes, effective immediately, and the Bylaws of the Faculty of Arts & Sciences are now amended as per the attached document.



**BYLAWS**  
**Faculty of Arts & Sciences**  
**William & Mary**  
April 3, 2012  
as amended March 12<sup>th</sup>, 2019

**Article I**

**Definition of the Faculty of Arts & Sciences**

~~Section 1. The members of Arts and Sciences for the Faculty of Arts & Sciences shall consist of the permanent faculty of the College of William and Mary and the permanent faculty of William & Mary. All persons holding full-time teaching or research appointments as professors, associate professors, assistant professors, instructors, or lecturers in Arts & Sciences are members of the Faculty and are entitled to vote in Arts & Sciences meetings. Faculty members shall retain voting privileges on becoming faculty emeriti/ae. All persons holding appointments as research associates or post-doctoral fellows are non-voting members of the Faculty.~~

Section 2. The President and Provost of William & Mary, the Dean of University Libraries, the Dean of the Faculty of Arts & Sciences ~~the Council for Diversity in the Faculty~~, the Dean of Undergraduate Studies, the Dean ~~for~~ Interdisciplinary Studies, the Dean for Educational Policy, and the Dean of Graduate Studies ~~& Research~~, are members *ex officio* of the Faculty.

~~Deleted: of Honors and~~

~~Deleted: Research and~~

Section 3. For certain organizational purposes, Arts & Sciences departments are grouped into three areas:

1. Area I - Art & Art History, Classical Studies, English Language & Literature, Modern Languages & Literatures, Music, Philosophy, Religious Studies, Theater, Speech & Dance.
2. Area II - Anthropology, Economics, Government, History, Kinesiology & Health Sciences, Military Science, Psychological Sciences, Sociology;
3. Area III - Applied Science, Biology, Chemistry, Computer Science, Geology, Mathematics, Physics.

**Article II**

**Officers of the Faculty**

Section 1. The Dean, appointed by the Board of Visitors on the recommendation of the President of the university, is the chief administrative officer of Arts & Sciences.

Section 2. The Dean shall preside at Arts & Sciences faculty meetings. The Dean may appoint a Parliamentarian to assist with the meeting. In the absence of the Dean, the Faculty may elect a temporary presiding officer or accept the Dean's designee.

Section 3. A Secretary of the Faculty shall be elected from among the members of the Faculty for a term of three years. The Secretary shall record the minutes of each meeting and post them on the A&S website as soon as possible thereafter. Electronic copies shall be provided for the University archives. Opportunity shall be given at each meeting of the Faculty to correct the minutes of the previous meeting.

**Deleted:** of the College, the President, the Provost, the Dean of the Faculty, and the Secretary. The copy in the possession of the Dean of the Faculty may be consulted by any member of the Faculty upon request.

### Article III Meetings of the Faculty

Section 1. The Dean shall hold monthly Arts & Sciences faculty meetings from September through May excepting January. Notice of these meetings shall be given at least seventy-two hours in advance.

Section 2. Special meetings of the Faculty may be called

1. by the President, the Provost, or the Dean;
2. upon the request of an elected or standing committee of the Faculty or upon the written petition of at least twenty-five members of the Faculty.

Section 3. Forty members of the Faculty shall constitute a quorum.

Section 4. No resolution affecting the educational policy of the university shall be voted on in a meeting unless it shall have been submitted in writing to the Dean and the Faculty Affairs Committee and the text thereof transmitted by the Faculty Affairs Committee to all members of the Faculty at least one week prior to the date of the meeting. This provision may be waived by unanimous consent of those present.

Section 5. Arts & Sciences faculty meetings are open to attendance by all members of the university community. However, the Faculty may move into executive session by a majority vote of faculty members present.

Section 6. The rules contained in the current edition of *Robert's Rules of Order* shall govern the meetings of the Faculty 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 Faculty may adopt.

Section 7. The Faculty will conduct votes electronically for the purpose of electing committee members. After the written version of the proposed slate for committees has gone out in accordance with Article V, Section 2.1 below, at the subsequent meeting of the Faculty, the Committee on Nominations & Elections will present the slate for committee elections and take

nominations from the floor. Within one day of that meeting, electronic balloting for committee slots will be open for a period of one week.

#### **Article IV**

##### **Responsibilities of the Faculty**

Section 1. As one of the constituent bodies of the university, the Faculty of Arts & Sciences shares in the general responsibility to develop and maintain an educational program of high quality. The Faculty has exclusive responsibility for specific parts of this program and shares with other faculties and administrative officers' responsibility and concern for all aspects of the operation of the university which bear upon the educational program as a whole or upon any of its parts.

Section 2. The Faculty of Arts & Sciences shall determine the academic requirements for the earned degrees of Bachelor of Arts, Bachelor of Science, Master of Arts, Master of Science, Doctor of Philosophy, and such other earned academic degrees as may be assigned to its jurisdiction by the Board of Visitors.

1. With respect to these degrees, the Faculty shall:
  - a. certify the names of those students who have fulfilled the academic requirements for those degrees;
  - b. determine the academic prerequisites for admission of students to courses and to candidacy for degrees;
  - c. determine the policy governing the evaluation of credits transferred from other institutions;
  - d. determine the conditions defining "undergraduate," "graduate," and "residence" credit;
  - e. determine academic standards for continuation in residence, for academic classification, and for status as a student in the university;
  - f. determine the system of grading to be employed;
  - g. determine policy regarding final examinations; and
  - h. determine the regulations governing attendance of students in classes.
  
2. The Faculty may delegate the administration of its policies to its duly constituted officers and committees.

Section 3. The Faculty may make recommendations to the Provost and to the President regarding any matter affecting the educational program of the university.

Section 4. Through adequate representation on university committees and councils, Arts & Sciences faculty members shall participate in the establishment and administration of policies on matters affecting the educational program such as (but not limited to) admissions, the university calendar, academic record-keeping, the development and use of the libraries, research and publication, conditions of student life, extra-curricular events, nominations for honorary degrees, the selection of major administrative officials, and the determination of institutional priorities and the allocation of resources.

#### Article V

##### Elected Committees of the Faculty

Section 1. All elected committees shall have balanced representation from each of the three areas provided in Article I, Section 3. All committees shall report regularly to the Faculty.

Section 2. There shall be a Committee on Nominations & Elections consisting of six members elected for terms of three years, ~~with~~ terms expiring annually. The Committee on Nominations & Elections shall elect its chair annually after the election of new members.

Deleted: three

1. The Committee on Nominations & Elections shall actively seek out and nominate appropriate candidates for the office of Secretary and for all elective committee chairs and memberships of the Faculty, except as otherwise specified in these Bylaws. In seeking out candidates, the Committee shall take positive steps to secure the fullest and most representative participation of all members of the Faculty in governance, limited only by the availability, interests, and capabilities of individuals. At least one week in advance of elections, the Committee on Nominations & Elections shall provide to the Faculty written nominations for vacant elective positions. It shall keep a record of all offices of the Faculty and shall inform the Faculty and its appropriate officers when vacancies in these offices occur by reason of expiration of terms.
2. Candidates for vacancies on the Committee on Nominations & Elections shall be nominated by the Faculty Affairs Committee.
3. Any member of the Faculty may suggest to the Committee on Nominations & Elections a candidate for nomination to any office, and nothing in the provisions of these Bylaws shall be construed as abridging the right of any member of the Faculty to make nominations from the floor, provided the nominee is of the appropriate area and accepts the nomination in person or in writing before the Faculty votes.
4. Elections shall be held for the Committee on Nominations & Elections in September and tenure shall commence upon election. Terms of all other elected committees shall

commence at the beginning of the academic year following election except when the election is being held to fill a replacement for a faculty member who is on leave or has vacated the position early. In these instances tenure shall commence upon election. Elections shall be completed within one week of the meetings at which nominations are made.

Section 3. There shall be a Faculty Affairs Committee (FAC) consisting of the Dean *ex officio* and six tenured members of the Faculty elected for terms of three years, two terms expiring annually. The Faculty shall elect the chair annually after the election of new members.

1. The FAC shall inform itself on current developments of any sort which may affect the educational function of the university or the welfare of the Faculty, review and assess these, and bring them to the attention of the President, the Provost, the Faculty, and committees of the Faculty, as may be appropriate, together with its recommendations for further study or action.
2. The FAC shall coordinate the work of all other committees of Arts & Sciences and, in consultation with their chairs, shall schedule their reports to the Faculty so as to ensure their timely and adequate consideration. This provision shall not be construed to prevent any member of the Faculty from requesting a committee report at any faculty meeting.
3. The FAC shall advise the Dean on faculty appointments to committees, strategic planning, advancement, personnel, and policy matters (particularly those involving interpretation of the Faculty Handbook).
4. The FAC shall ensure that contact deans are reviewed in consultation with faculty prior to reappointment as a part of their professional development.
5. The FAC shall regularly review the structure, composition, and jurisdiction of Faculty committees.
6. When the university is not in session the FAC shall continue to serve its designated functions and may at its discretion act on behalf of the Faculty, provided a majority of the committee is available.

Section 4. There shall be an Educational Policy Committee (EPC). Its voting members shall consist of nine members from the Faculty of Arts & Sciences, one representative each from the schools of Education and Business, three students, and the Dean for Educational Policy *ex officio*; non-voting advisory members shall include the Registrar, the Director of Academic

Advising, and a representative of the Dean of University Libraries, Arts & Sciences faculty members shall be elected for terms of three years, three terms expiring annually. The students shall be selected by an agency designated by the student body and must be certified by the Dean. The Faculty of Arts & Sciences shall elect the chair of the Educational Policy Committee annually after the election of new members; that chair will be a member of the Faculty of Arts & Sciences. A quorum composed of six voting members from the Faculty of Arts & Sciences shall be necessary when deciding upon recommendations regarding educational policy. There shall be at least one member from each area.

1. The EPC shall conduct a continuing study of the undergraduate educational program, regularly reviewing the educational policies and procedures of the Faculty. It shall review all recommendations and requests for changes in the undergraduate curriculum. It shall bring proposals involving changes in educational policy before the Faculty, together with its recommendations for action, but shall have authority to approve or disapprove any changes in the curriculum which do not alter existing policy.
2. In performing its duties the EPC shall be empowered to call upon any member or group of the Faculty for advice and assistance.

Section 5. There shall be a Committee on Degrees consisting of the Dean of Undergraduate Studies as chair, and four faculty members elected for terms of four years, one term expiring annually. The Dean of Undergraduate Studies shall vote on policies and petitions only in the case of a tie among the elected committee members. Representatives of the University Registrar's Office, the Office of Academic Advising, and the Dean of Students Office may participate in committee proceedings in an advisory (non-voting) capacity.

1. The Committee on Degrees shall:
  - a. evaluate academic credits transferred from other institutions for credit toward an undergraduate degree
  - b. in consultation with the Office of the University Registrar, determine which students have completed the requirements for earned undergraduate degrees and certify their names to the Board of Visitors.
2. In the exercise of its duties, the Committee on Degrees shall be empowered to waive the literal application of degree requirements whenever, in its judgment, special circumstances exist which justify such actions.

Section 6. There shall be a Committee on Academic Status consisting of six elected faculty members, the Dean of Students, the Dean of Undergraduate Studies, and the University



Registrar. The elected members shall be elected for terms of three years, two terms expiring annually. After the election of new members, the Committee on Academic Status shall elect its chair from among the elected members. Representatives of the Registrar's Office, the Office of Academic Advising, and the Office of the Dean of Students may participate in committee proceedings in an advisory (non-voting) capacity. The Committee on Academic Status has three functions:

1. hearing individual student requests for exception to academic rules and regulations not directly related to fulfillment of degree requirements, grade changes, and transfer credits;
2. reviewing, at the end of each semester, the academic progress of students in academic difficulty and making continuance determinations;
3. occasionally recommending changes in academic policy, based upon considerations prompted by individual requests.

Section 7. There shall be an Advisory Committee on Retention, Promotion, & Tenure (RPT) consisting of six full professors elected for terms of three years, two terms expiring annually. The Committee shall elect its chair from among its members annually after the election of new members. A committee member shall recuse him/herself from any decision affecting a member of his/her own department. A committee member shall reveal if he or she does not have an arm's-length relationship, or if there is a potential conflict of interest; the committee shall then decide whether recusal is warranted. In all such cases, a former member of the Committee from the same Area will serve as a substitute. The RPT committee shall review all recommendations made by departments in Arts & Sciences concerning the retention, promotion, or tenure of members of these departments. The comments resulting from such review shall be forwarded to the Dean.

Deleted: tenured members

Section 8. There shall be a Committee on Faculty Awards, Prizes, & Professorships (CFAPP) consisting of six tenured members of the Faculty elected for terms of three years, two expiring annually. In addition, one representative from the Office of the Dean will be selected by the Dean to serve on the committee in an advisory (non-voting) capacity.

1. The CFAPP, in cooperation with the Dean, will review and suggest revisions to solicitations for awards, prizes, and professorships, and will suggest methods of advertising solicitations to reach as many faculty as possible. The CFAPP will monitor and review the procedures for solicitation, nomination, and selection of awards, prizes, and professorships and will recommend changes with the goal of improving efficiency, transparency, participation, and fairness.

2. By September 1 each year, the Office of the Dean should provide a list to CFAPP of all Arts & Sciences faculty who have current awards, prizes, and professorships and are expected to serve on review committees in the upcoming academic year. At the same time, the Dean's office should provide a list of all likely awards, prizes, and professorship solicitations for the upcoming academic year. The CFAPP will then make recommendations to the Dean for membership on review committees. Except for awards, prizes, and professorships with existing committee structures, at least one CFAPP faculty member will be part of each review committee for awards, prizes, and professorships in Arts & Sciences.
3. The Dean will make available to CFAPP an ongoing annual record of all nominees and awardees for all awards, prizes, and professorships. Using this record, the CFAPP will attempt to identify inequities in the nominations for, and selection and distribution of, awards, prizes, and professorships within Arts & Sciences, and make recommendations to the Dean to remedy these.
4. The CFAPP will report once per year to the Faculty Affairs Committee and the Faculty of Arts & Sciences, including numbers of nominees; numbers of awards, professorships, and prizes; and names of faculty members to whom awards were given. The CFAPP will serve as a contact for A&S faculty with questions about the selection of awards, prizes, and professorships.
5. CFAPP members are eligible for all awards, prizes, and professorships during their tenure on the committee. CFAPP members who hold awards, professorships, or prizes are exempt from serving on review committees, as their service on CFAPP is considered to fulfill that requirement.

Section 4. There shall be an Advisory and Prizes Sub-Committee (ASAP) consisting of members named by the Board of Visitors to report to the Board of Visitors on the committees for any year the nomination of the award, prizes, and professorships. Additional members may include, and include the Director of the Center for Excellence in Learning and Teaching of the Department of Education or his/her appointed representative, and either the Dean or a representative of the Dean or Undergraduate Council. The ASAP Advisory to the Dean and the Faculty Affairs Committee shall provide support and assistance to A&S faculty regarding international scholarly conferences, travel expenses to attend such conferences, professional development, and continuing education. The ASAP shall also provide support and assistance to the Board of Visitors.

**Article VI  
Other Committees of the Faculty**

Section 1. Subject to the approval of the President, the Faculty may establish such standing committees as it deems necessary to exercise its responsibilities. The size and composition of such committees, which must have representation as is proper and adequate to their functions, of teaching members of the Faculty, administrative officers, and students shall be determined by the Dean with the advice of the Faculty Affairs Committee unless otherwise specified below.

Section 2. There shall be a standing Committee on Graduate Studies ~~of the Faculty of Arts and Sciences~~ ~~which shall have been chartered as the Division of Graduate Studies on 10/1/83~~ ~~and which shall report to the Dean of Graduate Studies and the Dean of the Faculty of Arts and Sciences.~~ ~~The Committee on Graduate Studies shall make recommendations to the Faculty regarding policy, and carry out established policy, with respect to admissions, curricula, degree requirements, and academic standards in programs leading to the degrees of Master of Arts, Master of Science, Doctor of Philosophy, and such other earned post-baccalaureate degrees as may fall within the jurisdiction of the Faculty; and, concurrently with the Dean of the University, for all programs in which members of the Faculty of Arts & Sciences participate substantially.~~

Section 3. There shall be a standing Committee on Honors & Interdisciplinary Studies (CHIS), ~~which will consist of six faculty members (appointed for terms of three years in consultation with the Dean of Interdisciplinary Studies), one undergraduate student, and one graduate student, all to be named by the Dean of Interdisciplinary Studies.~~ ~~The CHIS serves as the advisory committee to the Charles Center. In this capacity, CHIS serves as the supervisory committee for honors programs, and as the curriculum committee for all majors and minors administered through the Charles Center.~~

Section 4. There shall be a standing Council of Chairs & Program Directors (CCPD) that meets regularly to discuss matters affecting the general welfare of academic departments and programs in Arts & Sciences. The co-chairs are elected by its members in the fall to serve for a calendar year.

Section 5. The Dean, with the advice of the Faculty Affairs Committee, shall recommend to Faculty Assembly those members of the Faculty of Arts & Sciences to serve on standing committees of the university as a whole.

Section 6. The Dean, with the advice of the Faculty Affairs Committee, may establish such *ad hoc* committees of the Faculty as he/she deems necessary and appoint their members.

~~Deleted: other Faculties of the College, for all programs in which members of the Faculty of Arts and Sciences participate substantially. The Committee on Graduate Studies, of which the Dean of Research and Graduate Studies shall be chair, shall include the Dean of Graduate Studies of the School of Marine Science and the chairs of departments and directors of programs of the Faculty of Arts and Sciences offering graduate work or their respective representatives, and such other members of the Faculty as the Faculty Affairs Committee may recommend.~~

~~Deleted: and four~~

~~Deleted: and four~~

~~Deleted: There shall be specialized standing curricular committees which shall make recommendations to the and Interdisciplinary Studies. The Study Abroad Committee, the American Studies Committee, the Women's Studies Committee, the Public Policy Committee, the Black Studies Committee, the Environmental Science and Policy Committee and such others as may be established, may be elected or appointed. They shall conduct a continuing study of the educational policies and precedents in their areas of responsibility, generally supervise student programs and advising, and review proposals involving educational policy. They shall bring proposals for change, together with their recommendations for action, to the appropriate standing committee of the Faculty, but they shall have authority to approve or disapprove any changes that do not alter existing policy. All curriculum changes must be approved by the Educational Policy Committee (See Article V Sec. 3.2.).~~

**Article VII**

**The Faculty Assembly**

Section 1. Representatives to the Faculty Assembly from Arts & Sciences shall comprise no fewer than three members from the Faculty Affairs Committee, one from each area, who shall be elected as provided elsewhere in these Bylaws. Additional representatives will be elected by the Faculty so that the total number of representatives in each Area (see Article I, Section 3) shall equal the number allocated by the Constitution of the Faculty Assembly. Members of the Faculty will be nominated as follows:

- 1. The Committee on Nominations & Elections shall nominate at least two candidates for each available position in the Faculty Assembly allocated to Arts & Sciences other than those held by elected members of the Faculty Affairs Committee.
- 2. Candidates for these positions may also be nominated from the floor of the Faculty, provided the nominee is of the appropriate area and accepts the nomination in person or in writing before the faculty votes.

~~Deleted: a sufficient number of candidates in addition to the elected members from the Faculty Affairs Committee, who shall be elected as provided elsewhere in these Bylaws, so that the total number of representatives elected from each area shall equal the number of representatives allocated to that area by the Constitution of the Faculty Assembly. The Committee on Nominations and Elections shall~~

Section 2. The representatives of the Faculty Assembly shall designate one of their number to report at each regular Arts & Sciences meeting on the discussions and actions of the Faculty Assembly.

Section 3. The chair of the Faculty Affairs Committee shall be on the Executive Committee of the Faculty Assembly whenever possible.

**Article VIII**

**Amendments and Effective Date**

Section 1. These Bylaws may be amended by a two-thirds vote at any Arts & Sciences meeting, provided that a copy of the proposed amendment is sent to every member of the Faculty at least one week in advance.

Section 2. These Bylaws and any amendments shall become effective upon approval by the President and the Board of Visitors.

WILLIAM & MARY  
RESOLUTION TO APPROVE A  
BACHELOR OF ARTS IN EDUCATION PROGRAM  
IN ELEMENTARY EDUCATION

WHEREAS, the William & Mary Faculty of the School of Education proposes to offer an undergraduate program that will confer a Bachelor of Arts in Education (BAED) degree in Elementary Education starting in May 2021; and

WHEREAS, this undergraduate program has been developed by faculty members in Curriculum and Instruction and is supported by the School of Education senior administration; and

WHEREAS, the proposal has received approval from the School of Education Academic Committee and the Faculty of the School of Education in February 2019; and

WHEREAS, the provosts of Virginia public universities have identified the current and anticipated teacher shortage in Virginia as one of the most significant issues affecting future economic development; and

WHEREAS, the Secretary of Education and Superintendent of Public Instruction in the Commonwealth of Virginia have encouraged teacher preparation programs in the Commonwealth to help in addressing the statewide teacher shortage; and

WHEREAS, elementary education is one of the critical shortage areas identified by the Virginia Board of Education and reported to the Virginia General Assembly; and

WHEREAS, the Virginia General Assembly passed legislation in 2018 that allows higher education institutions to offer four-year bachelor's degree programs in education; and

WHEREAS, this program, aligned closely with the university curriculum, will help to enable more undergraduate students to earn their BAED and teaching certification within four years, ready to enter the workforce;

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 in Education degree in Elementary Education, which will be taught and administered by the Faculty of the School of Education; and

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), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and the Virginia Department of Education.



WILLIAM & MARY  
RESOLUTION TO APPROVE A  
MASTER OF COMPUTER SCIENCE PROGRAM  
IN ARTS & SCIENCES

WHEREAS, the William & Mary Faculty of Arts & Sciences proposes to offer a graduate program that will confer a Master of Computer Science (M.C.S.) Degree starting in August 2020; and

WHEREAS, this graduate program has been developed by faculty members in Computer Science and is supported by the Arts & Sciences senior administration; and

WHEREAS, the proposal has received approval from the Arts & Sciences Committee on Graduate Studies in April 2019 and the Faculty of Arts & Sciences in April 2019; and

WHEREAS, the demand for people with practical orientation and advanced skills in computer science is growing, and this program will prepare students for professional computing careers in the public and private sectors and offer students credentials that are highly desirable to employers; and

WHEREAS, the Virginia General Assembly passed legislation in 2019 that supports public institutions to increase by at least 25,000 the number of new post-secondary degrees in computer science, computer engineering, and closely-related fields and thereby expand a talent pool to benefit employers across the commonwealth; and

WHEREAS, this program will utilize the core competencies of the faculty of Computer Science 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 Master of Computer Science program, which will be taught and administered by the Faculty of Arts & Sciences; and

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).

RETIREMENT OF BRUCE B. CAMPBELL  
DEPARTMENT OF MODERN LANGUAGES & LITERATURES

Bruce B. Campbell received his B.A. from Bowdoin College and went on to earn his M.A. and Ph.D. in Modern European History from the University of Wisconsin, Madison. Professor Campbell joined the faculty of William & Mary as an Assistant Professor of German Cultural Studies in the Fall of 1999, having previously taught at the university in 1995 and 1998-1999. He was promoted to Associate Professor in 2003, and Professor in 2019.

As a scholar, Professor Campbell's research interests and publications have focused on State violence, paramilitary organizations, National Socialism, perpetrator biography, radio, detective fiction, and the political uses of culture, mostly as these have been experienced in central Europe from 1871 to the present. Trained as a historian, Professor Campbell's work over the years has evolved from a focus on Nazi paramilitary organizations to the ways in which the German past is remembered and the role that new cultural technologies played (and play) in the forging of identities, particularly in relation to the State. The author of two monographs and two edited volumes, he is currently working on a political biography. Importantly, through the arc of his career, Professor Campbell has embraced interdisciplinarity in all of his projects, established a strong, international reputation in the fields of German history and Cultural Studies, and been recognized as a leader in his field for the innovation and incisiveness of his work. In 2016, he was selected to give a Tack Faculty Lecture and received a Plumeri Award for Faculty Excellence.

The major focus of Professor Campbell's career, however, has been on our students. Since coming to William & Mary, Professor Campbell has designed and taught 24 new courses, many incorporating his research interests, such as "German Detective Fiction" and "Media and Modernity in the Weimar Republic," others bridging several disciplines, like his co-designed "Introduction to European Studies." In addition to his regular teaching responsibilities for the German Studies and European Studies programs, Professor Campbell has led a number of extremely compelling and innovative collaborations in teaching, some of these time-sensitive, like Modern Languages & Literatures' team-taught "MDLL 360: After Charlottesville" class last spring. Most recently, Professor Campbell brought his interdisciplinary perspective to the Center for the Liberal Arts where he worked, as a Fellow for three years, to help further develop and sustain our COLL curriculum.

Professor Campbell has served the university community in countless ways over the last two decades. He has held multiple leadership positions as Program Director of European Studies and of German Studies; as Modern Languages & Literatures' Associate Chair for Faculty Affairs; as a Center for the Liberal Arts Fellow, and as Director of both the summer study abroad program in Potsdam, Germany and the semester in Washington Program. In addition to these roles, he has served thoughtfully on a wide

range of university and Arts & Sciences committees, including the Faculty Assembly, PBK Committee on Nominations, Washington Program Faculty Steering Committee, and the Arts & Sciences Library committee. Professor Campbell's service to the department includes, longstanding service on the Modern Languages & Literatures' Policy Committee, Personnel Committee, Awards Committee, and participation in numerous hiring committees. He also played a key role in the creation of the European Studies major and the reconfiguration of the German Studies major. Professor Campbell's service to the profession includes chairing the Modern Language Association Executive Committee for the Interdisciplinary Approaches to Culture and Society Discussion Group, service on the German Studies Association program committee for their annual conference, on several dissertation committees, and as external reviewer of multiple manuscripts for both journals and university presses.

A hallmark of Professor Campbell's tenure at the university that bears underscoring is his exceptionally dedicated and effective out-of-class mentoring. Not only has he regularly offered independent studies and directed honors theses, he has invested extraordinary amounts of time mentoring students applying for Fulbright ETA fellowships, helping to generate a record number of awards at the university. We remain indebted to him for his long and dedicated service, for his passion and commitment to student learning, and for the many scholarly contributions he has made to our intellectual community over his long and distinguished career.

**BE IT RESOLVED**, That the Board of Visitors acknowledges the retirement of Bruce B. Campbell; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his twenty years of service, a change in status from Professor of German Studies to Professor of German Studies, Emeritus.

**BE IT FURTHER RESOLVED**, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Bruce B. Campbell with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF JAMES S. HELLER  
WILLIAM & MARY LAW SCHOOL

Jim Heller came to the W&M Law School in 1988, from the University of Idaho College of Law. He was a double-threat man, holding both a J.D. from the University of San Diego School of Law and an M.L.S. from the University of California (Berkeley) School of Library and Information Services. He had previously worked as Director of the U.S. Department of Justice Civil Division Library and as Associate Law Librarian and Head of Reader Services at the George Washington University National Law Center

Professor Heller quickly revitalized the Law School's library staff, and built on its commitment to serve students, faculty, and public users of the library. He placed reference staff out in the public space of the library, not behind closed doors, to make clear the library's commitment to service, accessibility, and problem-solving.

Professor Heller oversaw the complex, multi-staged, but ultimately wonderful expansion of the Wolf Law Library which was completed in 2007. His role in overseeing the design and construction of the new Law Library, plus the "North Wing," and the "New Wing" of the Law School, were of inestimable value. In addition to his leadership responsibilities in the Library, Professor Heller became an active member of the Law School faculty, teaching in various iterations of the Legal Skills Program, and, importantly, in the Public Policy Program on the main campus, where he received high marks for his knowledge of the legal system, availability to students, and building students' confidence in their ability to understand complex legal documents and concepts.

He authored a book, the *Librarian's Copyright Companion*. He published book chapters and dozens of academic articles. He created a website, *Wythepedia*, an active source of research and information about one of Virginia's founding fathers. He presented academic papers at the Canadian Association of Law Libraries, the British and Irish Association of Law Libraries, the Armed Forces Staff College, the American Library Association, and the American Council of Learned Societies, among many others. He was nationally and internationally known as an expert in copyright in the digital age.

He received recognition for much of his work: He was awarded the "Service to SEALL Award" for "sustained and special service to the Southeastern Chapter of the American Association of Law Libraries." He was named the Outstanding Law Librarian in 1991 by Legal Information Alert.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of James S. Heller; expresses its deep appreciation to him for the many contributions he has made to the School of Law and William & Mary during his thirty years of devoted service; and approves a change in status from Professor of Law to Professor of Law, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy delivered to Professor James S. Heller with best wishes for continuing and creative work in the years ahead.



RETIREMENT OF DEBORAH ALLEN HEWITT  
RAYMOND A. MASON SCHOOL OF BUSINESS

Deborah Allen Hewitt is a Clinical Professor of Economics and Finance at William & Mary's Raymond A. Mason School of Business. She holds her Ph.D. from Duke University, where she was a James B. Duke scholar. She is a member of the Investment Advisory Committee of the Virginia Retirement System (VRS), and a Trustee Emeritus of the Board of Trustees of the Endowment of William & Mary, from which she received her B.A. (1975) in economics with high honors. She is a member of Phi Beta Kappa.

Professor Hewitt was an international consultant and lived and worked abroad for nearly twenty years. She lived in Japan during the height of their bubble economy in the late 1980s-early 1990s, and in Thailand during their rapid growth period. She continues her international travels by leading the MBA Global Immersion classes to destinations such as China, India, Brazil, and South Africa. She previously taught international economics and finance at UCLA and Claremont Graduate School.

Professor Hewitt has published numerous academic and business articles on the subjects of international trade and finance. She also co-authored with her business partner, John Rutledge, the book RUST TO RICHES: The Coming of the Second Industrial Revolution which has been translated into Japanese and was a business best-seller in Japan. She has contributed articles to several business and investment publications including Standard & Poor's Credit Week and Bottom Line, as well as *The Wall Street Journal* and *Barron's*. She was a frequent panelist on Wall Street Week with Louis Rukeyser for five years, and has appeared recently on Fox Business News, Bloomberg TV, and NPR national radio.

Professor Hewitt was originally hired as a Lecturer of Business Administration and Special Advisor to the Dean at the Mason School of Business in the fall of 1999, and was later hired as a Visiting Assistant Professor of Business Administration in June of 2000, and became a Clinical Professor of Business. She was promoted to full clinical professor in 2019.

Professor Hewitt is a gifted teacher and has received accolades from her students, which they echo as alumni. She primarily taught economic analysis and international finance in the MBA and Online MBA programs. She has been a leader in innovation in the Mason School. We commend her, in particular for blazing new trails for our students and us in the international arena, most especially for establishing a second Executive MBA international trip hosted by Fudan University in China.



BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Deborah Allen Hewitt; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her twenty years of service, a change in status from Clinical Professor to Clinical Professor, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Clinical Professor of Economics and Finance Deborah Allen Hewitt, with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF LORI A. KORINEK  
SCHOOL OF EDUCATION

Lori A. Korinek received her undergraduate degree in Special Education from the University of Wisconsin and her Master's degree in Elementary and Early Childhood Education from William & Mary. After completing her Ph.D. in Special Education from the University of Florida in 1985, she returned to her alma mater as an assistant professor in Curriculum and Instruction, Special Education. Between degrees, she worked as a Team Leader at a residential facility for individuals with intellectual disabilities; a public school teacher in Chesapeake, VA; an instructor at Old Dominion University; and an Educational Diagnostician, Instructor, and Clinical Supervisor for the University of Florida in Gainesville.

During her 34 years as a W&M faculty member in the School of Education, Professor Korinek has fulfilled the roles of teaching, scholarship and professional service including coordination of the Special Education teacher preparation program. She is among the most productive W&M faculty in securing external funding with over \$30 million to her credit as Principal Investigator (PI) or Co-PI on 35 federal and state personnel preparation and technical assistance grants. Since 1996, she has been a PI for the W&M Training and Technical Assistance Center project sponsored by the Virginia Department of Education. Center staff provide professional development services for educators in high needs schools in Eastern Virginia to increase their capacity to improve outcomes for students with disabilities. For the past decade, Professor Korinek has also been a member of the Virginia Department of Education training team for the Aspiring Special Education Leaders initiative across the Commonwealth.

Professor Korinek's primary areas of expertise include interventions for students with behavioral and learning disabilities, and collaboration among the adults who support their success in schools. In her teaching, scholarship, and service, she is dedicated to ensuring that research translates into effective practice and positive outcomes for K-12 students with disabilities and their educators. She has authored or co-authored 35 journal articles, 17 chapters, and two books. She has nearly 140 refereed or invited national and international presentations to her credit, in addition to numerous regional and state workshops and seminars. In recognition of her exemplary accomplishments, Professor Korinek has received the Plumeri Research Award, a W&M Chair for Teaching Excellence, two Dean's awards for collaborative initiatives, and a W&M Alumni Fellowship for Excellence in Teaching as well as their Recognition for Public Service award.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Lori A. Korinek; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 34 years of service, a change in status from Professor of Education to Professor of Education, Emerita.

BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same delivered to Professor Korinek with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF GAIL A. McEACHRON  
SCHOOL OF EDUCATION

Gail A. McEachron received her undergraduate and master's degrees in Elementary Education from Arizona State University and her Ph.D. in Curriculum and Instruction from The University of Texas at Austin. She has been working in the field of education for 47 years and for 32 years has been teaching courses in Foundations, Social Studies, Language Arts, and supervising student teachers at William & Mary.

International education, multilingual education and cross-cultural understanding are long-standing research interests. Professor McEachron has taught in, observed in, or collected research in more than 60 PK-16 schools in the United States and more than 30 PK-16 schools in Europe, India, Jordan, and the United Arab Emirates. The breadth and depth of these experiences enhanced her teaching and research primarily in the fields of social science and humanities education. Over the course of her career, she has taught 11 different undergraduate courses and 13 different graduate teacher education courses, in addition to professional development courses and/or seminars for experienced teachers.

Currently, she is the Past-President of the Virginia Educational Research Association where she has held a leadership role for the past three years. Her most recent research study on interdisciplinary social studies and science teaching with technology integration, conducted with Williamsburg-James City County classroom teachers, was published in *The Social Studies Review* (2019). In addition to scholarly publications including a book, editing a book, book chapters, research reports and numerous articles, Professor McEachron published curriculum projects as a consultant for the *Smithsonian Institution's National Museum of Natural History*.

In 2015, Professor McEachron received the Phi Beta Kappa, John D. Rockefeller, Jr. Award for Excellence in Teaching. She is the only person from the School of Education to receive the award. The Award for Excellence in Teaching recognizes the importance that PBK places on the quality of undergraduate teaching, and "shall be made to a faculty member who has demonstrated a commitment to the concept of an academic community in which teachers and undergraduate students work together to advance knowledge."

Professor McEachron was Director of the ESL Dual Endorsement Program from 2011 to 2016; the program received the VA-ATE Partnership Award in 2013. Recently, she was a Reves Center for International Studies Faculty Fellow; she received a matching grant with a colleague from Bath Spa University to involve BSU and W&M students in data collection on language support in elementary and high schools in England and Virginia.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Gail A. McEachron; expresses its appreciation for her many contributions to the College of William & Mary; and approves, with deep gratitude for her 32 years of service, a change in status from Professor of Education to Professor of Education, Emerita.

BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor McEachron with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF LAWRENCE J. RING  
RAYMOND A. MASON SCHOOL OF BUSINESS

Lawrence Ring is Chancellor Professor of Business and the Executive MBA Alumni Professor of Executive Education at William & Mary's Raymond A. Mason School of Business. He received his B.S. in Industrial Management, M.S. in Management and Ph.D. in Industrial Administration from the Krannert School of Management at Purdue University. He was the founder and first director of William & Mary's Executive MBA Program and also served the business school as Associate Dean for Academic Affairs. He previously held academic appointments at the University of Toronto, the University of Virginia, and Purdue University, as well as seminar appointments at Nijenrode University (Netherlands), the International Management Institute (Switzerland), Melbourne Business School Mt. Eliza and Monash University (Australia), Trinity College (Dublin), IAE (Argentina), Singapore Retail Institute, and the Stockholm School of Economics (Sweden).

Professor Ring's teaching and research interests center on the areas of marketing management and marketing and retailing strategy. He has received MBA Program Outstanding Teaching Awards eight times at William & Mary and once at the University of Toronto. In 2011, he received the Thomas Ashley Graves Award for sustained excellence in teaching. He is coauthor of the books *Decisions in Marketing* (1984, 1989), *Retail Management* (2004), and *Strategic Marketing* (2011), and has published a variety of scholarly articles, technical notes, and cases.

In addition to his work at William & Mary, he teaches in numerous executive development programs around the world. In 1983, he co-founded the executive program, Strategic Planning and Management in Retailing. That program has been offered on an open enrollment basis over one hundred times since then in North and South American, Europe, Australia, Africa, and Asia. Various versions of the program have also been offered numerous times on a private/custom basis to many large retailing organizations. Professor Ring maintains an active consulting and executive education practice that includes assignments with many significant retail companies from around the world. In addition to the United States, he has been particularly active in Australia and South Africa.

Professor Ring has served as a member of the Boards of Directors of Acme Markets of Virginia; Bon Ton Stores, Inc., York, Pennsylvania; C. Lloyd Johnson Company, Inc., Norfolk, Virginia; Mr. Price Group, Ltd., Durban, South Africa; Retail Ventures Incorporated, Columbus, Ohio; Sportmart, Inc., Wheeling, Illinois; and the Williamsburg Landing Corporation, Williamsburg, Virginia. He was also a member of the International Advisory Board of Angus and Coote Limited, Sydney, Australia.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Larry Ring; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 34 years of service, a change in status from Chancellor Professor of Business Administration, Executive MBA Alumni Professor to Executive MBA Alumni Professor, Emeritus.

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BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Chancellor Professor Larry Ring, with best wishes for continuing and creative work in the years ahead.



RETIREMENT OF WILLIAM L. STAUFFER, JR.  
RAYMOND A. MASON SCHOOL OF BUSINESS

William L. Stauffer, Jr., Esquire, is a Clinical Associate Professor for the Raymond A. Mason School of Business at William & Mary. He was, until February of 2017, when he retired from the active practice of law, a senior trial partner/shareholder and then of counsel with Williams Mullen law firm, working out of its Richmond, and Tysons, Virginia offices. He is a graduate of The Pennsylvania State University (1971) and The Marshall-Wythe School of Law (1974).

Professor Stauffer's law practice focused on complex business trials and disputes, primarily involving the financial institution, mortgage banking and real estate industries. He has decades of experience litigating and resolving disputed matters in state and federal courts, and is admitted to practice law in the Commonwealth of Virginia and the District of Columbia.

Locally, he served as President and Director of the Newport News Bar Association. Professor Stauffer has been recognized by *Virginia Business* magazine on multiple occasions as one of the state's "Legal Elite" for civil litigation. The *Best Lawyers in America* has recognized him, for ten consecutive years, as a top lawyer in the areas of commercial litigation, banking and finance litigation, and real estate litigation. He was named *Best Lawyers' 2014 Norfolk Litigation—Banking and Finance "Lawyer of the Year."* *Virginia Super Lawyers* has also recognized him for business litigation.

Professor Stauffer is lauded by his students for his teaching and commitment to their educational, personal, and professional development. He meets personally with each of his undergraduate students (and many of his graduate students) during the year to discuss, advise, and assist them on their professional plans, especially summer internship and full-time employment opportunities. In 2015 and again in 2017 Professor Stauffer received the Faculty Excellence Award from the Mason School's undergraduate students. He has been recognized by The Seven Society for "his tremendous commitment and contribution to the university community" at William & Mary. More recently, the Bishop James Madison Society has invited him to perform a Final Lecture in the Great Hall of the Wren Building, an honor extended each year to a single departing professor or staff member with "an exceptional reputation for service to the College."

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of William L. Stauffer, Jr., Esquire; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his nine years of service, a change in status from Clinical Associate Professor to Clinical Associate Professor, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Clinical Associate Professor William L. Stauffer, Jr., with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF WILLIAM ROYCE STEWART, JR.  
RAYMOND A. MASON SCHOOL OF BUSINESS

William ("Bill") Royce Stewart, Jr. received his undergraduate degree in mechanical engineering from Tufts University, a master's degree from The Johns Hopkins University and his doctorate from the University of Maryland, College Park. He has taught courses in Negotiation and Game Theory, Statistics, and Quantitative Modeling. He was recognized as the outstanding faculty member in the School's Executive MBA program in 1997, and again in 2007. He received the Dean's Award for Outstanding Service to the School of Business in 1995. Professor Stewart was designated the David L. Peebles Professor of Business, School of Business Administration in 2002.

His research interests include combinatorial optimization and heuristics, negotiation and game theory, and energy modeling. Professor Stewart has published articles in Operations Research, Networks, the European Journal of Operational Research, Operations Research Letters, Socio-Economic Planning Sciences, Applications of Management Science, the Journal of Heuristics, Utilities Policy, and IEEE Transactions on Power Systems.

Professor Stewart has been a consultant to the Energy Information Administration and the Federal Energy Regulatory Commission. He also has developed an executive seminar in Negotiation and Game Theory which has been offered at several locations around the country, and he is currently working on a book on negotiation and game theory.

William Stewart joined the Raymond A. Mason School of Business as an Assistant Professor of Business Administration in the fall of 1977, was promoted to Associate Professor in September 1981, and promoted to Full Professor in August 1987. While on a faculty research grant, he was a visiting professor at the University of Colorado at Boulder.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of William Royce Stewart, Jr.; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 42 years of service, a change in status from David L. Peebles Professor of Business to David L. Peebles Professor of Business, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor William Royce Stewart, Jr. with best wishes for continuing and creative work in the years ahead.

RETIREMENT OF ROBERT H. STOWERS  
RAYMOND A. MASON SCHOOL OF BUSINESS

Robert H. Stowers is a Clinical Associate Professor of Management and Leadership Communications for the Raymond A. Mason School of Business. He earned his bachelor and master's degrees from American International College (Springfield, Massachusetts) and his doctorate from Rutgers University (New Brunswick, New Jersey) in Leadership and Policy Development. He wrote his dissertation on the topic of writing improvement. Additionally, Professor Stowers has done post-doctoral work at the University of Utah in Salt Lake City, Utah.

Professor Stowers became a Lecturer of Business Administration at the Raymond A. Mason School of Business in the 1994-95 academic year and has served as an omnibus and vitally important resource to the business school and its graduate programs in all aspects of communication skills development, demonstration, and assessment. He received his full-time restricted appointment as Lecturer of Business Administration in Management Communications in 1998.

Professor Stowers has extensive experience teaching undergraduate, graduate, and executive courses at William & Mary, the University of Akron, and Kent State University. He also has offered seminars to corporate executives, medical personnel, lawyers, accountants, and financial services managers on-site at numerous organizations as well as on college campuses. His research interests are diverse, but include applications of communication in professional settings. For example, he has sought ways to investigate the communication needs of those employed in public accounting, engineering, and medicine. He recently published two articles in professional journals—one in the *Business Communication Quarterly* and the other in the *Journal of Technical Writing and Communication*. He recently wrote and published a book titled Lost in a Comfield: Never Losing Faith. He also is developing two additional articles with colleagues at William & Mary.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert H. Stowers; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 25 years of service, a change in status from Clinical Associate Professor of Business to Clinical Associate Professor of Business, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Clinical Associate Professor Robert H. Stowers, with best wishes for continuing and creative work in the years ahead.

**WILLIAM & MARY**  
**FY 2019-20 OPERATING BUDGET PROPOSAL**

This summary provides an overview of William & Mary's proposed operating budget for fiscal year 2019-2020 (FY20) and identifies specific budget actions. Detailed budgets by program are contained in the pre-read materials provided to the Board of Visitors on April 16, 2019. The budget for the Virginia Institute of Marine Sciences is presented separately under Resolution 30.

The FY20 operating budget was developed in the context of the university's strategic planning process and the Six-Year Plan as approved by the Board of Visitors. To the extent resources are available, expenditures in support of the university's mission reflect the priorities outlined in these plans.

**Sources of Revenue for FY20**

The FY20 operating budget, as presented, combines the university's state appropriated funds as well as donor funds and other revenues maintained locally at the university. Projected revenues fall into five main categories as follows:

1. **State general fund (GF) appropriations** (\$53.8 million) primarily support the university's academic mission, commonly referred to as the Educational and General (E&G) program, and need-based, in-state undergraduate financial aid. The FY20 projected state GF support includes technical adjustments related to the state's share of salary actions, anticipated changes in fringe benefits, and targeted allocation to increase the number of high-demand degrees as well as funds to establish a data science major, and a veterans' counseling program. Incremental state funds are also provided to moderate FY20 tuition increases for in-state undergraduate students.
2. **Tuition and E&G fee revenue** (\$211.6 million) reflects anticipated funds based on proposed FY20 tuition and fee rates included in Resolutions 27 and 28. These funds are used to support the university's academic programs as well as need-based undergraduate financial aid.
3. Unrestricted and restricted gifts as well as endowment earnings received by the university are categorized as **Private Funds** (\$17.9 million). They do not include funds budgeted as part of the William & Mary Foundation or other university-affiliated foundations.
4. Funds from **Grants & Contracts** for Sponsored Programs (\$31.4 million), which includes both direct funding for research as well as indirect cost recoveries used to support research facilities and administrative infrastructure.
5. Student and user fees support **Auxiliary Enterprises** (\$113.8 million), which provide non-academic goods or services to students, faculty and staff, including housing, dining, student health, and athletics.



**Proposed Spending Priorities for FY20**

In total, the university's FY20 proposed operating budget includes \$428.4 million in projected revenues, including \$3.1 million from the fund balance of university private funds, and \$428.0 million in expenditures.

Priority expenditures include:

- Maintaining the *William & Mary Promise* to provide need-based financial aid to low- and middle-income Virginia students;
- Investing in increased degree production of high demand fields, including computer science and data analytics;
- Creating a new program in mental health counseling for veterans and their families;
- Providing funding to raise the minimum wage rate from \$10.61 per hour to \$12.00 hour – a 13% increase in the minimum wage rate at William & Mary;
- Funding to provide a 3% salary increase for all faculty and operational staff and a pool of funds to support one-time bonuses for outstanding performance; and
- Funding to provide a state mandated salary increase of 2.75% for classified employees plus an additional 2.25% pool for merit-based salary increases.

The following table provides a summary across all revenue sources and a breakdown of expenditures by program. It is important to note that the proposed FY20 operating budget does not include the Virginia Institute of Marine Science (VIMS) or funds maintained and controlled by university-affiliated foundations. Resolution 30 provides the FY20 Proposed Operating Budget for VIMS.

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| Revenue <sup>1</sup>                  | FY19 Estimated<br>Actuals | FY20 Proposed<br>Budget | Change from Prior Year |             |
|---------------------------------------|---------------------------|-------------------------|------------------------|-------------|
|                                       |                           |                         | \$ Change              | % Change    |
| State General Fund                    | 48,888,800                | 53,811,500              | 4,922,700              | 10.1%       |
| Tuition and E&G Fees                  | 203,430,900               | 211,596,100             | 8,165,200              | 4.0%        |
| Grants & Contracts                    | 32,050,000                | 31,350,000              | (700,000)              | -2.2%       |
| University Private Funds <sup>2</sup> | 18,623,500                | 17,859,400              | (764,100)              | -4.1%       |
| Auxiliary Revenue <sup>3</sup>        | 112,677,300               | 113,804,000             | 1,126,700              | 1.0%        |
| <b>Total Revenue</b>                  | <b>\$415,670,500</b>      | <b>\$428,421,000</b>    | <b>\$12,750,500</b>    | <b>3.1%</b> |

| Expenditures, by Program <sup>1</sup> | FY19 Estimated<br>Actuals | FY20 Proposed<br>Budget | Change from Prior Year |             |
|---------------------------------------|---------------------------|-------------------------|------------------------|-------------|
|                                       |                           |                         | \$ Change              | % Change    |
| Instruction                           | 119,555,500               | 126,182,500             | 6,627,000              | 5.5%        |
| Research                              | 2,227,800                 | 2,217,800               | (10,000)               | -0.4%       |
| Public Service                        | 46,500                    | 46,600                  | 100                    | 0.2%        |
| Academic Support                      | 32,907,700                | 33,914,300              | 1,006,600              | 3.1%        |
| Student Services                      | 10,266,000                | 10,521,400              | 255,400                | 2.5%        |
| Institutional Support                 | 33,985,000                | 35,073,900              | 1,088,900              | 3.2%        |
| Plant Operations                      | 20,766,700                | 22,497,100              | 1,730,400              | 8.3%        |
| Financial Aid                         | 50,078,700                | 53,630,200              | 3,551,500              | 7.1%        |
| Sponsored Programs                    | 32,217,600                | 31,425,000              | (792,600)              | -2.5%       |
| Auxiliary Services                    | 110,075,200               | 112,504,400             | 2,429,200              | 2.2%        |
| <b>Total Expenditures</b>             | <b>\$412,126,700</b>      | <b>\$428,013,200</b>    | <b>\$15,886,500</b>    | <b>3.9%</b> |

\* Total revenues and expenditures exclude the Virginia Institute of Marine Science and funds maintained in university-affiliated foundations.

<sup>1</sup> University Private Funds includes current year revenue of \$18.6 million in FY19. In FY20, University Private Funds include projected current year revenue of \$14.7 million plus \$3.1 million from the beginning fund balance.

<sup>2</sup> Auxiliary Revenues include \$900,000 generated in support of student financial aid.

Details for each of the major program areas were provided in the pre-read materials provided to the Board of Visitors on April 16, 2019.

**THEREFORE, BE IT RESOLVED,** That the Board of Visitors of The College of William & Mary in Virginia approves the FY 2019-20 Operating Budget of the university as displayed herein.



**WILLIAM & MARY**  
**REVISE FY 2020 TUITION RATE**  
**FOR INCOMING IN-STATE UNDERGRADUATE STUDENTS**

On November 16, 2018, the Board of Visitors approved **Resolution 14, Maintain Four-Year Tuition Guarantee for In-state Undergraduate Students**. This resolution approved continuation of the *William & Mary Promise* as the operating model for the university. As a result, for FY20 continuing in-state undergraduates would see no increase in tuition. The Board also approved FY20 tuition for incoming in-state undergraduates at \$18,375, with this rate to be guaranteed for four years.

This action maintained the *William & Mary Promise* as the university's operating model for enhancing and sustaining quality, affordability and access. The Board anticipated that this tuition action, in combination with increases in state general fund support, would provide the university with the resources necessary to implement the revised Six-Year Plan approved at its September 2018 meeting. This tuition structure, when combined with the university's commitment to provide need-based financial aid to low- and middle-income Virginia families, would allow William & Mary to remain one of the most affordable public institutions in Virginia for those families.

Subsequent to this Board action, the 2019 General Assembly and Governor amended the 2018-20 Appropriation Act to include funds to moderate FY20 in-state undergraduate tuition increases at Virginia's public institutions of higher education. Specifically, the Appropriation Act includes \$1,450,000 in state funding to be granted to William & Mary so long as tuition and mandatory Educational and General (E&G) fee charges for in-state undergraduate students are maintained at FY19 levels. Essentially the state funds replace tuition revenue that would be generated by the Board's November 2018 action.

The Commonwealth's funding action has no impact on other FY20 tuition or non-E&G fees that may be approved by the Board of Visitors. Tuition and fees for out-of-state undergraduate as well as in-state and out-of-state graduate and professional students will be set by the Board by separate resolution, reflecting funding actions of the 2019 General Assembly, market conditions for each student group, and feedback provided to the Board during its public comment session.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, recognizes and supports the Commonwealth's allocation of state funds to moderate FY20 tuition increases for in-state undergraduate students;

**BE IT FURTHER RESOLVED**, That the Board reverses its November 2018 action to increase tuition for incoming in-state undergraduate students, maintains the FY19 tuition rate of \$17,434 for these students with no increase in E&G fees and guarantees that rate for four years.

**BE IT FURTHER RESOLVED**, That consistent with the *William & Mary Promise* continuing in-state undergraduates would see no increase in tuition for FY20.

**WILLIAM & MARY**  
**FY 2019-20 TUITION AND FEE STRUCTURE**  
**FOR FULL- AND PART-TIME STUDENTS**

Consistent with tuition and fee authority granted to William & Mary in the Code of Virginia, the attached schedules for undergraduate, graduate, first professional, and special program tuition, student fees, and room and board are recommended for approval by the Board of Visitors.

Under Resolution 27, the Board of Visitors resolved to maintain tuition for incoming, in-state undergraduate students at the current FY19 tuition rate of \$17,434. Consistent with the *William & Mary Promise*, tuition rates for continuing in-state undergraduate students admitted in FY17, FY18, and FY19 will remain at \$15,674, \$16,370, and \$17,434, respectively. Total cost (tuition, fees, room, and board) for in-state undergraduates will range from \$34,794 to \$36,554, depending on class. Out-of-state undergraduate tuition will increase by \$1,354 (3.5%) to \$40,089 with a total cost (tuition, fees, room and board) of \$59,780. Tuition and fee increases for full-time, in-state and out-of-state graduate and professional students range from \$679 to \$1,446, varying by program. Proposed increases in special rate programs reflect market conditions.

Revenue generated through the proposed increases will provide sufficient resources to support state-mandated salary increases, maintain the *William & Mary Promise*, with continued focus on providing need-based grant aid for Virginia's low and middle-income families, while also supporting core business functions, key strategic initiatives, and important risk mitigation and compliance efforts.

Fee allocations for auxiliary services, facility debt service, student activities, and average charges for room and board support projected expenditures for state-mandated salary increases, operations and required debt service on facilities while allowing some contribution to the College's auxiliary reserve.

**THEREFORE, BE IT RESOLVED,** That the Board of Visitors of The College of William & Mary in Virginia approves the Tuition and Fees outlined in Tables 1-8 for FY20. Pursuant to Section 23.1-1301 A.5., Code of Virginia, the Board further delegates authority to the Provost and Senior Vice President for Finance and Administration to establish: 1) course fees as needed to offset materials, supplies or additional course-specific costs not covered by general tuition and fees, and 2) special program fees for study abroad programs, online programs, certificate or other professional programs. The Provost and Senior Vice President for Finance and Administration shall update the Board annually on any program tuition and fees approved under this delegation.

**TABLE 1. TUITION AND FEE SUMMARY  
UNDERGRADUATE PROGRAMS, BY RESIDENCY**

| <b>UNDERGRADUATE, FULL-TIME</b>   |                 |                     |                         |                     |                      |                     |  |
|---|-----------------|---------------------|-------------------------|---------------------|----------------------|---------------------|--|
|   | <b>FY 2019</b>  |                     | <b>Proposed FY 2020</b> |                     | <b>Dollar Change</b> |                     |  |
|   | <b>In-State</b> | <b>Out-of-State</b> | <b>In-State</b>         | <b>Out-of-State</b> | <b>In-State</b>      | <b>Out-of-State</b> |  |
| <i><b>Tuition</b></i>   |                 |                     |                         |                     |                      |                     |  |
| Seniors   | \$15,674        | \$38,735            | \$15,674                | \$40,089            | \$0                  | \$1,354             |  |
| Juniors   | 16,370          | 38,735              | 16,370                  | 40,089              | 0                    | 1,354               |  |
| Sophomores  | 17,434          | 38,735              | 17,434                  | 40,089              | 0                    | 1,354               |  |
| New Students  | N/A             | 38,735              | 17,434                  | 40,089              | N/A                  | 1,354               |  |
| <i><b>Standard Fees</b><sup>1</sup></i>                                 |                 |                     |                         |                     |                      |                     |  |
| General Fee (See Table 6 Detail)  | 4,527           | 4,527               | 4,619                   | 4,619               | 92                   | 92                  |  |
| Facility Fee (See Table 7 Detail)                                       | 1,303           | 1,303               | 1,439                   | 1,439               | 136                  | 136                 |  |
| Technology Fee  | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |  |
| Student Faculty Fee   | 5               | 5                   | 5                       | 5                   | 0                    | 0                   |  |
| HEETF Fee   | 31              | 62                  | 31                      | 62                  | 0                    | 0                   |  |
| State Building Fee  | N/A             | 540                 | N/A                     | 540                 | N/A                  | 0                   |  |
| <b>Subtotal, Standard Fees</b>  | <b>5,966</b>    | <b>6,537</b>        | <b>6,194</b>            | <b>6,765</b>        | <b>228</b>           | <b>228</b>          |  |
| <i><b>Room and Board</b></i>  |                 |                     |                         |                     |                      |                     |  |
| Room, Wtd. Avg.   | 7,436           | 7,436               | 7,958                   | 7,958               | 522                  | 522                 |  |
| Board (19 meals)  | 4,800           | 4,800               | 4,968                   | 4,968               | 168                  | 168                 |  |
| <b>Subtotal, Room and Board</b>   | <b>12,236</b>   | <b>12,236</b>       | <b>12,926</b>           | <b>12,926</b>       | <b>690</b>           | <b>690</b>          |  |
| <i><b>Total Cost</b></i>  |                 |                     |                         |                     |                      |                     |  |
| Seniors   | 33,876          | 57,508              | 34,794                  | 59,780              | 918                  | 2,272               |  |
| Juniors   | 34,572          | 57,508              | 35,490                  | 59,780              | 918                  | 2,272               |  |
| Sophomores  | 35,636          | 57,508              | 36,554                  | 59,780              | 918                  | 2,272               |  |
| New Students  | N/A             | 57,508              | 36,554                  | 59,780              | N/A                  | 2,272               |  |
| <b>UNDERGRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b> |                 |                     |                         |                     |                      |                     |  |
| <i><b>Tuition Per Credit Hour</b></i>                                   |                 |                     |                         |                     |                      |                     |  |
| <b>All Undergraduates, Part-Time</b>                                    | <b>\$425</b>    | <b>\$1,235</b>      | <b>\$425</b>            | <b>\$1,278</b>      | <b>\$0</b>           | <b>\$43</b>         |  |

**Notes:**<sup>1</sup> Course specific or program specific fees may also apply.<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.

**TABLE 2. TUITION AND FEE SUMMARY  
GRADUATE PROGRAMS, BY RESIDENCY**

| GRADUATE (M.A., M.S., M.Ed., Ph.D., Ed.D), FULL-TIME               |                     |                          |                  |              |               |              |
|--|---------------------|--------------------------|------------------|--------------|---------------|--------------|
|  | FY 2019             |                          | Proposed FY 2020 |              | Dollar Change |              |
|  | In-State            | Out-of-State             | In-State         | Out-of-State | In-State      | Out-of-State |
| <i>Tuition</i>   |                     |                          |                  |              |               |              |
| Arts & Science/Education/VIMS                                      | \$10,064            | \$27,086                 | \$10,516         | \$28,305     | \$452         | \$1,219      |
| Master of Public Policy (M.P.P.)                                   | 22,000 <sup>r</sup> | 32,000                   | 22,000           | 32,000       | 0             | 0            |
| <i>Standard Fees<sup>1</sup></i>                                   |                     |                          |                  |              |               |              |
| General Fee (See Table 6 Detail)                                   | 4,527               | 4,527                    | 4,619            | 4,619        | 92            | 92           |
| Technology Fee   | 100                 | 100                      | 100              | 100          | 0             | 0            |
| Student Faculty Fee  | 5                   | 5                        | 5                | 5            | 0             | 0            |
| HEETF Fee  | 31                  | 62                       | 31               | 62           | 0             | 0            |
| State Building Fee   | N/A                 | 540                      | N/A              | 540          | N/A           | 0            |
| <b>Subtotal, Standard Fees</b>                                     | <b>4,663</b>        | <b>5,234<sup>r</sup></b> | <b>4,755</b>     | <b>5,326</b> | <b>92</b>     | <b>92</b>    |
| <i>Graduate Program Fees</i>                                       |                     |                          |                  |              |               |              |
| Arts & Sciences/Education/VIMS                                     |                     |                          |                  |              |               |              |
| Facility Fee   | 1,034               | 1,034                    | 1,169            | 1,169        | 135           | 135          |
| <i>Total Tuition and Fees, By Program</i>                          |                     |                          |                  |              |               |              |
| Arts & Sciences/Education/VIMS<br>(M.A., M.S., M.Ed., Ph.D., Ed.D) | 15,761              | 33,354                   | 16,440           | 34,800       | 679           | 1,446        |
| Master of Public Policy (M.P.P.)                                   | 27,697              | 38,268                   | 27,924           | 38,495       | 227           | 227          |
| GRADUATE, PART-TIME INCLUDING SUMMER SESSION(S) <sup>2</sup>       |                     |                          |                  |              |               |              |
| <i>Tuition, Per Credit Hour</i>                                    |                     |                          |                  |              |               |              |
| Graduate, Part-Time in Arts &<br>Sciences/Education/VIMS           | \$560               | \$1,325                  | \$585            | \$1,383      | \$25          | \$58         |

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.

**TABLE 3. TUITION AND FEE SUMMARY - TRADITIONAL PROGRAMS  
SCHOOL OF LAW, BY RESIDENCY**

| LAW (J.D., LL.M., S.J.D.), FULL-TIME                    |              |                |                  |                |               |              |
|---|--------------|----------------|------------------|----------------|---------------|--------------|
|   | FY 2019      |                | Proposed FY 2020 |                | Dollar Change |              |
|   | In-State     | Out-of-State   | In-State         | Out-of-State   | In-State      | Out-of-State |
| <i>Tuition</i>  |              |                |                  |                |               |              |
| Juris Doctor (J.D.)                                     | \$27,961     | \$36,390       | \$28,723         | \$37,152       | \$762         | \$762        |
| Master of Law (LL.M.)                                   | 27,961       | 36,390         | 28,723           | 37,152         | 762           | 762          |
| Doctor of Juridical Science (S.J.D.)                    |              |                | 28,723           | 37,152         |               |              |
| <i>Standard Fees</i> <sup>1</sup>                       |              |                |                  |                |               |              |
| General Fee (See Table 6 Detail)                        | 4,527        | 4,527          | 4,619            | 4,619          | 92            | 92           |
| Technology Fee  | 100          | 100            | 100              | 100            | 0             | 0            |
| Student Faculty Fee                                     | 5            | 5              | 5                | 5              | 0             | 0            |
| HEETF Fee   | 31           | 62             | 31               | 62             | 0             | 0            |
| State Building Fee                                      | N/A          | 540            | N/A              | 540            | N/A           | 0            |
| <b>Subtotal, Standard Fees</b>                          | <b>4,663</b> | <b>5,234</b>   | <b>4,755</b>     | <b>5,326</b>   | <b>92</b>     | <b>92</b>    |
| <i>Law School Fees</i>                                  |              |                |                  |                |               |              |
| Law Facility Fee  | 776          | 776            | 922              | 922            | 146           | 146          |
| Law North Wing Building Fee                             | 230          | 230            | 230              | 230            | 0             | 0            |
| Law Library Building Fee                                | 340          | 340            | 340              | 340            | 0             | 0            |
| Law Printing/Activity Fee                               | 30           | 30             | 30               | 30             | 0             | 0            |
| <i>Total Tuition and Fees, by Program</i>               |              |                |                  |                |               |              |
| Juris Doctor (J.D.)                                     | 34,000       | 43,000         | 35,000           | 44,000         | 1,000         | 1,000        |
| Master of Law (LL.M.)                                   | 34,000       | 43,000         | 35,000           | 44,000         | 1,000         | 1,000        |
| Doctor of Juridical Science (S.J.D.)                    |              |                | 35,000           | 44,000         |               |              |
| LAW, PART-TIME INCLUDING SUMMER SESSION(S) <sup>2</sup> |              |                |                  |                |               |              |
| <i>Tuition, Per Credit Hour</i>                         |              |                |                  |                |               |              |
| <b>Law, Part-Time</b>                                   | <b>\$825</b> | <b>\$1,225</b> | <b>\$847</b>     | <b>\$1,251</b> | <b>\$22</b>   | <b>\$26</b>  |

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.

**TABLE 4. TUITION AND FEE SUMMARY  
SCHOOL OF BUSINESS, BY RESIDENCY**

| <b>BUSINESS (MAcc, MBA, MSBA), FULL-TIME</b>  |                 |                     |                         |                     |                      |                     |
|---|-----------------|---------------------|-------------------------|---------------------|----------------------|---------------------|
|   | <b>FY 2019</b>  |                     | <b>Proposed FY 2020</b> |                     | <b>Dollar Change</b> |                     |
|   | <b>In-State</b> | <b>Out-of-State</b> | <b>In-State</b>         | <b>Out-of-State</b> | <b>In-State</b>      | <b>Out-of-State</b> |
| <i>Tuition</i>  |                 |                     |                         |                     |                      |                     |
| Master of Accountancy (MAcc)  | \$27,600        | \$37,750            | \$28,200                | \$38,600            | \$600                | \$850               |
| Master of Business Administration (MBA)   | 26,700          | 37,500              | 28,100                  | 38,520              | 1,400                | 1,020               |
| Master of Science in Business Analytics (MSBA)                                      | 35,000          | 41,500              | 36,000                  | 42,700              | 1,000                | 1,200               |
| <i>Standard Fees<sup>1</sup></i>  |                 |                     |                         |                     |                      |                     |
| General Fee   | 4,527           | 4,527               | 4,619                   | 4,619               | 92                   | 92                  |
| Technology Fee  | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |
| Student Faculty Fee   | 5               | 5                   | 5                       | 5                   | 0                    | 0                   |
| HEETF Fee   | 31              | 62                  | 31                      | 62                  | 0                    | 0                   |
| State Building Fee  | N/A             | 540                 | N/A                     | 540                 | N/A                  | 0                   |
| <b>Subtotal, Standard Fees</b>  | <b>4,663</b>    | <b>5,234</b>        | <b>4,755</b>            | <b>5,326</b>        | <b>92</b>            | <b>92</b>           |
| <i>Business School Fees</i>   |                 |                     |                         |                     |                      |                     |
| Business Facility Fee   | 1,046           | 1,046               | 1,192                   | 1,192               | 146                  | 146                 |
| Business Printing Fee   | 100             | 100                 | 100                     | 100                 | 0                    | 0                   |
| Business Program/Support Fee  | 600             | 600                 | 601                     | 600                 | 1                    | 0                   |
| <i>Total, Tuition and Fees, by Program</i>  |                 |                     |                         |                     |                      |                     |
| Master of Accountancy (MAcc)  | 34,009          | 44,730              | 34,848                  | 45,818              | 839                  | 1,088               |
| Master of Business Administration (MBA)   | 33,109          | 44,480              | 34,748                  | 45,738              | 1,639                | 1,258               |
| Master of Science in Business Analytics (MSBA)                                      | 41,409          | 48,480              | 42,648                  | 49,918              | 1,239                | 1,438               |
| <b>GRADUATE AND PROFESSIONAL, PART-TIME INCLUDING SUMMER SESSION(S)<sup>1</sup></b> |                 |                     |                         |                     |                      |                     |
| <i>Tuition, Per Credit Hour</i>   |                 |                     |                         |                     |                      |                     |
| Business, Flex MBA  | \$875           | \$1,275             | \$875                   | \$1,275             | \$0                  | \$0                 |

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2020 part-time and summer session tuition rates are effective August 16, 2019 unless otherwise noted.



**TABLE 5. TUITION AND FEE SUMMARY - SPECIAL RATE PROGRAMS**

| TOTAL PROGRAM COST INCLUDING TUITION AND FEES                                     |  |          |                  |               |
|---|--|----------|------------------|---------------|
| Description   |  | FY 2019  | Proposed FY 2020 | Dollar Change |
| Business - Executive Master of Business Administration (EMBA)                     | Five Semester Cohort Program   | \$93,900 | \$98,900         | \$5,000       |
| Business - Military Master of Business Administration (MGJW)                      | 14 Month Cohort Program  | 42,000   | 42,000           | 0             |
| Global Business Minor Program   | Undergraduate Summer Program   | 17,990   | 17,990           |               |
| St. Andrews Joint Degree Program (Bachelor of Arts) <sup>1</sup>                  | Four-Year Undergraduate Dual Degree Program  | 39,990   | 40,990           | 1,000         |
| Executive Doctorate of Education  | Three-Year Cohort Program Cost   | 35,000   | 35,000           | 0             |
| TOTAL PROGRAM TUITION ONLY  |  |          |                  |               |
| Arts & Sciences - Classical Studies (CLST)  | 13 Credit Hour Certificate Program   |          |                  |               |
|   | Per Semester Cost (in-state)   | 3,000    | 3,000            | 0             |
|   | Per Semester Cost (out-of-state)   | 6,000    | 6,000            | 0             |
| Study Abroad Programs (Eight credit hours or less) <sup>2</sup>                   | Short programs offered typically during the Summer terms, awarding W&M credit              | 1,200    | 1,200            | 0             |
| Study Abroad Programs (More than eight credit hours) <sup>2</sup>                 | Longer programs typically offered during the Fall or Spring semesters, awarding W&M credit | 2,200    | 2,200            | 0             |
| PER CREDIT HOUR TUITION   |  |          |                  |               |
| Business - On-line Master of Business Administration (OMBA)                       | 49 credit hours required over two years  | 1,220    | 1,300            | 80            |
| Business - On-line Master of Science in Business Analytics (MSBA)                 | Pre-requisite courses  | 800      | 800              | 0             |
| Business - On-line Master of Science in Business Analytics (MSBA)                 | Core Program courses   | 1,300    | 1,300            | 0             |
| Arts & Sciences - Geospatial Information Systems (GIS) Post-Baccalaureate Program | 15 credit hour Certificate Program   | 0        | 560              | 560           |
| Education - Online MEd In Counseling  | 60 credit hour Program   | 665      | 665              | 0             |
| Education - Executive Doctorate of Education (E-EdD)                              | 48 credit hours required over two and a half years   | 950      | 950              | 0             |

**Notes:**

<sup>1</sup>W&M students pay \$40,990 per academic year in tuition regardless of domicile status. Fees are assessed based on the home institution regardless of where the student is studying that year. The location of the student's first year of study is the home

<sup>2</sup>Does not include program-specific costs related to non-educational aspects of the program for any study abroad program.

**TABLE 6. GENERAL FEE COMPONENTS**

|                                     | FY 2019        | Proposed FY 2020 | Dollar Change |
|-------------------------------------|----------------|------------------|---------------|
| <b>AUXILIARY SERVICES</b>           |                |                  |               |
| Health & Wellness                   | \$581          | \$612            | \$31          |
| Integrative Wellness Center         | 32             | 37               | 5             |
| Bus Service/Transportation          | 65             | 66               | 1             |
| Student Unions                      | 369            | 387              | 18            |
| Kaplan Arena Operations             | 355            | 365              | 10            |
| General Auxiliary                   | 228            | 235              | 7             |
| Telecom/Networking                  | 288            | 293              | 5             |
| PC Maintenance                      | 45             | 46               | 1             |
| Intercollegiate Athletics           | 1,992          | 2,002            | 10            |
| Tennis Center                       | 20             | 22               | 2             |
| ID Office                           | 32             | 34               | 2             |
| <i>Subtotal, Auxiliary Services</i> | <b>\$4,007</b> | <b>\$4,099</b>   | <b>\$92</b>   |
| <b>STUDENT ACTIVITIES</b>           |                |                  |               |
| Green Fee                           | 40             | 43               | 3             |
| Cultural Fee                        | 46             | 48               | 2             |
| Student Activities                  | 98             | 98               | 0             |
| Student Affairs                     | 33             | 22               | (11)          |
| Recreational Sports                 | 170            | 173              | 3             |
| Recreational Center                 | 133            | 136              | 3             |
| <i>Subtotal, Student Activities</i> | <b>\$520</b>   | <b>\$520</b>     | <b>0</b>      |
| <b>TOTAL GENERAL FEE</b>            | <b>\$4,527</b> | <b>\$4,619</b>   | <b>\$92</b>   |

**TABLE 7. UNDERGRADUATE FACILITY FEE COMPONENTS**

|                             | FY 2019        | Proposed<br>FY 2020 | Dollar<br>Change |
|-----------------------------|----------------|---------------------|------------------|
| Athletic Facilities 1       | \$42           | \$42                | \$0              |
| Athletic Facilities 2       | 21             | 21                  | 0                |
| Cooling Tower 1             | 122            | 120                 | (2)              |
| Cooling Tower 2             | 121            | 117                 | (4)              |
| Integrated Science Center   | 230            | 220                 | (10)             |
| Integrative Wellness Center | 122            | 120                 | (2)              |
| Kaplan Hall 2               | 16             | 16                  | 0                |
| Laycock Center              | 23             | 22                  | (1)              |
| Sadler West                 | 9              | 164                 | 155              |
| School of Business          | 270            | 270                 | 0                |
| School of Education         | 27             | 27                  | 0                |
| Student Rec Center          | 123            | 123                 | 0                |
| Utility Improvements        | 49             | 49                  | 0                |
| West Utilities              | 128            | 128                 | 0                |
| <b>TOTAL, FACILITY FEE</b>  | <b>\$1,303</b> | <b>\$1,439</b>      | <b>\$136</b>     |

**TABLE 8. MISCELLANEOUS STUDENT FEES**

|  | FY 2019 | Proposed<br>FY 2020 | Dollar<br>Change |
|--|---------|---------------------|------------------|
| Undergraduate Application Fee                          | 575     | 575                 | 50               |
| Graduate Continuous Enrollment Fee (Per Semester)      | 150     | 150                 | 0                |
| Graduation Fee   | 145     | 145                 | 0                |
| New Students & Family Program Fee                      | 334     | 349                 | 15               |
| Summer Comprehensive Fee                               | 55      | 55                  | 0                |
| Summer Registration Fee                                | 25      | 25                  | 0                |
| International Student Orientation Fee                  | 130     | 130                 | 0                |
| International Student Service Fee                      | 65      | 65                  | 0                |
| International Visiting Scholar Fee                     | 300     | 300                 | 0                |
| Applied Music Fee (per credit hour)                    | 425     | 425                 | 0                |
| Study Abroad Registration Fee                          | 75      | 75                  | 0                |
| Study Abroad Registration Fee - Exchange & Third Party | 375     | 375                 | 0                |
| Non-WM NIADH Program Fee                               | 750     | 750                 | 0                |
| <b>Arts &amp; Sciences</b>                             |         |                     |                  |
| Graduate Application Fee                               | 50      | 50                  | 0                |
| CLAST Certificate Application Fee                      | 70      | 70                  | 0                |
| GIS Certificate Application Fee                        | 0       | 75                  | 75               |
| Master of Public Policy Student Activity Fee           | 400     | 400                 | 0                |
| <b>Law School</b>                                      |         |                     |                  |
| Application Fee  | 50      | 50                  | 0                |
| Intense American Law Summer Course Fee                 | 2,000   | 2,450               | 450              |
| Intense ESL Summer Course Fee                          | 2,000   | 2,450               | 450              |
| <b>School of Education</b>                             |         |                     |                  |
| Application Fee  | 50      | 50                  | 0                |
| Live Text Fee  | 115     | 115                 | 0                |
| <b>School of Business</b>                              |         |                     |                  |
| Application Fee  | 100     | 100                 | 0                |
| Application Fee - Global Business Minor                | 75      | 75                  | 0                |
| Undergraduate Business Major Fee (per year)            | 5,000   | 5,000               | 0                |
| Undergraduate Business Minor Fee (per year)            | 2,500   | 2,500               | 0                |
| Flex MBA Orientation Fee                               | 300     | 300                 | 0                |
| MAcc Orientation Fee                                   | 450     | 450                 | 0                |
| MBA Orientation Fee                                    | 550     | 550                 | 0                |
| MSBA Orientation Fee                                   | 200     | 200                 | 0                |
| MBA Math Bootcamp Fee                                  | 450     | 0                   | (450)            |
| Pre-MBA Accounting Boot Camp Fee                       | 0       | 225                 | 225              |
| Pre-MBA Quantitative Tools Boot Camp Fee               | 0       | 225                 | 225              |
| MAcc Pre-Requisites (in-State per credit hour)         | 875     | 875                 | 0                |
| MAcc Pre-Requisites (out-of-State per credit hour)     | 1,275   | 1,275               | 0                |
| OMBA Residency Fee                                     | 600     | 600                 | 0                |
| <b>DC Center</b>                                       |         |                     |                  |
| DC Semester Program Fee                                | 500     | 500                 | 0                |
| DC Summer Institute Fee                                | 250     | 250                 | 0                |
| DC Summer Prequel Course Fee                           | 250     | 250                 | 0                |
| DC Winter Institute Program Fee                        | 2,500   | 2,500               | 0                |

Note: Excludes Course Specific Fees.

**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.

**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**FY 2019-20 OPERATING BUDGET PROPOSAL**

For the Virginia Institute of Marine Science, educational and general programs constitute those activities that support the delivery of its tripartite mission of research, education, and advisory service to a large constituency within the Commonwealth and globally. These activities include state mandated and sponsored research, advisory service to the Commonwealth, instruction, academic support (including library, information technology, communications, field operations, seawater research laboratory, analytical, and student services), institutional/administrative support, and plant operations.

For fiscal year 2019-20 the State appropriation for the Virginia Institute of Marine Science provides \$25.2 million in general funds support. Newly funded initiatives include \$490,753 for Chesapeake Bay Water Quality Improvement, \$403,000 for the Elizabeth River Scorecard 2020 report development, \$386,668 for surveying submerged bay grasses, \$200,000 for a Commonwealth Coastal Research Fellows program, and \$300,000 for a Chincoteague Inlet study. Also reflected is a health insurance premium increase and cost of living increase for faculty and staff. The appropriation is further supplemented by non-general fund revenues estimated at \$25.2 million, the majority of which are due to externally funded grant and contract activities, and less than \$1 million attributable to tuition revenues.

BE IT RESOLVED, That the Board of Visitors of the College of William & Mary in Virginia approves the FY 2019-20 operating budget of the Virginia Institute of Marine Science, as displayed on the attached schedule.



## VIRGINIA INSTITUTE OF MARINE SCIENCE

**FY 2019 ESTIMATED AND FY 2020 PROPOSED**  
**REVENUE AND EXPENDITURES**

|                              | <b>Approved<br/>Budget<br/><u>FY 2018-2019</u></b> | <b>Estimated<br/>2018-2019<br/><u>Budget</u></b> | <b>Proposed<br/>Budget<br/><u>FY 2019-2020</u></b> |
|------------------------------|--|--|--|
| <b><u>REVENUE</u></b>        |  |  |  |
| General Fund                 | \$23,041,574                                       | \$23,221,835                                     | \$25,246,373                                       |
| Nongeneral Fund              |  |  |  |
| Education and General        | 1,892,041  | 1,892,041  | 1,892,041  |
| Eminent Scholars             | 79,139   | 79,139   | 75,000   |
| Sponsored Programs           | <u>23,250,000</u>                                  | <u>23,250,000</u>                                | <u>23,250,000</u>                                  |
| <br>                         |  |  |  |
| TOTAL REVENUE                | \$48,262,754                                       | \$48,443,015                                     | \$50,463,414                                       |
| <br>                         |  |  |  |
| <b><u>EXPENDITURES</u></b>   |  |  |  |
| Instruction                  | \$1,537,516  | \$1,524,849                                      | \$1,564,673  |
| Research & Advisory Services | 9,877,246  | 9,473,620  | 11,501,459   |
| Academic Support             | 5,993,692  | 6,333,336  | 6,096,399  |
| Institutional Support        | 2,683,218  | 2,674,787  | 2,744,643  |
| Plant and Maintenance        | 4,480,941  | 4,746,282  | 4,870,238  |
| Student Financial Assistance | 321,002  | 321,002  | 321,002  |
| Sponsored Programs           | <u>23,329,139</u>                                  | <u>23,329,139</u>                                | <u>23,325,000</u>                                  |
| <br>                         |  |  |  |
| TOTAL EXPENDITURES           | \$48,222,754                                       | \$48,403,015                                     | \$50,423,414                                       |

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
OPERATING BUDGET SUMMARY**

|                                     | <u>2016-2017</u>    | <u>2017-2018</u>    | <u>Estimated</u><br><u>2018-2019</u> | <u>Proposed</u><br><u>2019-2020</u> | <u>Variance</u>  |
|-------------------------------------|---------------------|---------------------|--------------------------------------|-------------------------------------|------------------|
|                                     | <u>Actual</u>       | <u>Actual</u>       | <u>Budget</u>                        | <u>Budget</u>                       |                  |
| <b><u>REVENUE</u></b>               |                     |                     |                                      |                                     |                  |
| General Fund                        | \$21,127,470        | \$21,798,906        | \$23,221,835                         | \$25,246,373                        | 2,024,538        |
| Nongeneral Funds                    |                     |                     |                                      |                                     |                  |
| Educational/General                 | 2,263,009           | 1,819,801           | 1,892,041                            | 1,892,041                           | -                |
| Eminent Scholars                    | 78,088              | 70,023              | 79,139                               | 75,000                              | (4,139)          |
| Sponsored Programs                  | <u>22,405,424</u>   | <u>22,515,417</u>   | <u>23,250,000</u>                    | <u>23,250,000</u>                   | <u>-</u>         |
| <b>Total Revenue</b>                | <b>\$45,873,990</b> | <b>\$46,204,148</b> | <b>\$48,443,015</b>                  | <b>\$50,463,414</b>                 | <b>2,020,399</b> |
| <b><u>EXPENDITURES</u></b>          |                     |                     |                                      |                                     |                  |
| Instruction                         | \$948,236           | \$1,028,199         | \$1,524,849                          | \$1,564,673                         | 39,824           |
| Research and Advisory Services      | 9,834,263           | 9,839,313           | 9,473,620                            | 11,501,459                          | 2,027,839        |
| Academic Support                    | 5,150,593           | 4,983,686           | 6,333,336                            | 6,096,399                           | (236,937)        |
| Institutional Support               | 2,884,700           | 3,247,986           | 2,674,787                            | 2,744,643                           | 69,856           |
| Plant Operations                    | 4,123,222           | 4,116,010           | 4,746,282                            | 4,870,238                           | 123,956          |
| Student Financial Assistance        | 319,617             | 321,002             | 321,002                              | 321,002                             | -                |
| Sponsored Programs/Eminent Scholars | <u>22,483,511</u>   | <u>22,585,440</u>   | <u>23,329,139</u>                    | <u>23,325,000</u>                   | <u>(4,139)</u>   |
| <b>Total Expenditures</b>           | <b>\$45,744,142</b> | <b>\$46,121,636</b> | <b>\$48,403,015</b>                  | <b>\$50,423,414</b>                 | <b>2,020,398</b> |

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
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 Institute has developed its proposed capital outlay 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 2011 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 institute as well as the success of projects that were funded by the 2018 and 2019 General Assembly; and

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

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

**WHEREAS**, in the course of that process, institute 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 Capital Outlay Plan as recommended; and

**BE IT FURTHER RESOLVED**, That the Board authorizes the Senior Vice President for Finance and Administration and the Dean and Director of VIMS to take the actions necessary to fulfill the College's and VIMS' response to the Governor and supporting agencies with respect to the 2020-2026 Capital Plan submittal.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
2020-2026 CAPITAL PLAN**

**2020-2022 BIENNIUM**

| <b><u>PRIORITY</u></b>           | <b><u>PROJECT TITLE</u></b>  | <b><u>FUNDING</u></b>  |
|----------------------------------|--|------------------------|
| <b>1a</b>                        | <b>Major Repairs and Maintenance Reserve</b><br>Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.   | <b>\$1,600,000 GF</b>  |
| <b>2</b>                         | <b>Construct New Fisheries Science Building</b><br>Supports the construction of a new 34,000 square-foot research laboratory building to replace the 28-year old Nunnally/Fisheries Science Complex which will include office and laboratory space supporting the Department of Fisheries Science. | <b>\$24,535,000 GF</b> |
| <b>3</b>                         | <b>Construct Campus Wide Stormwater Improvements, Phase I</b><br>Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2023 deadline.                          | <b>\$1,430,000 GF</b>  |
| <b>4</b>                         | <b>Construct Field Operations Complex, Phase I</b><br>Supports the construction of a new 10,000 square-foot administration and maintenance building for vessel and field research operations.  | <b>\$7,100,000 GF</b>  |
| <b>5</b>                         | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b><br>Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.   | <b>\$1,300,000 GF</b>  |
| <b>2020-2022 BIENNIUM TOTAL:</b> |  | <b>\$35,965,000 GF</b> |

**2022-2024 BIENNIUM**

- |           |   |                        |
|-----------|---|------------------------|
| <b>1b</b> | <b>Major Repairs and Maintenance Reserve</b>  | <b>\$1,600,000 GF</b>  |
|           | Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.  |                        |
| <b>6</b>  | <b>Expand and Renovate Watermen's Hall</b>  | <b>\$19,500,000 GF</b> |
|           | Funds the renovation and expansion of Watermen's Hall that is critical to meeting the programmatic, technological, and instructional needs of graduate marine education at VIMS. The project includes renovation of the existing laboratory, classrooms, a renovation/expansion of the research library, and a 11,800 square-foot addition for an educational center with classrooms, conference rooms, convertible meeting rooms, and an informal lounge. The research library addition includes increased book and journal shelf space, rare book and chart space, expanded study/reading area, and computer study areas. |                        |
| <b>7</b>  | <b>Construct Campus Wide Stormwater Improvements, Phase II</b>  | <b>\$3,640,000 GF</b>  |
|           | Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2028 deadline.  |                        |
| <b>8</b>  | <b>Construct Field Operations Complex, Phase II</b>   | <b>\$5,100,000 GF</b>  |
|           | Supports the construction of a 4,000 square-foot vessel covered storage facility located in the Boat Basin. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus.  |                        |
| <b>9</b>  | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b>   | <b>\$1,300,000 GF</b>  |
|           | Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.   |                        |

**2022-2024 BIENNIUM TOTAL:            \$31,140,000 GF**

**2024-2026 BIENNIUM**

|           |  |  |
|-----------|--|--|
| <b>1c</b> | <b>Major Repairs and Maintenance Reserve</b>   | <b>\$1,600,000 GF</b>                      |
|           | Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.   |  |
| <b>10</b> | <b>Construct Amphitheater Green Space</b>  | <b>\$4,610,000 NGF</b>                     |
|           | Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is sited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay. |  |
| <b>11</b> | <b>Construct Education and Research Building</b>   | <b>\$15,400,000 GF</b>                     |
|           | Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute.  |  |
| <b>12</b> | <b>Expand and Modify Vessel Fleet Marina</b>   | <b>\$2,900,000 GF</b>                      |
|           | Supports the expansion of the VIMS vessel fleet marina to accommodate the fleet's growth, as well as, the acquisition of the latest research vessel.   |  |
| <b>13</b> | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b>  | <b>\$1,300,000 GF</b>                      |
|           | Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.  |  |
|           | <b>2024-2026 BIENNIUM TOTAL:</b>   | <b>\$21,200,000 GF<br/>\$4,610,000 NGF</b> |
|           | <b>2020-2026 CAPITAL PLAN TOTAL:</b>   | <b>\$92,915,000 Total</b>                  |



**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**

| <b><u>PRIORITY</u></b> | <b><u>PROJECT TITLE</u></b>   | <b><u>FUNDING</u></b>   |
|------------------------|---|-------------------------|
| <b>1a</b>              | <b>Major Repairs and Maintenance Reserve</b><br>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.  | <b>\$ 7,500,000 GF</b>  |
| <b>2</b>               | <b>Construct: Integrated Science Center 4 (ISC 4)</b><br>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.                                    | <b>\$ 74,950,000 GF</b> |
| <b>3</b>               | <b>Renovate: Swem Library for Studio for Teaching &amp; Learning Innovation</b><br>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.  | <b>\$ 11,250,000 GF</b> |
| <b>4</b>               | <b>Renovate: Ewell Hall</b><br>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.  | <b>\$ 21,550,000 GF</b> |
| <b>5</b>               | <b>Construct: Ecology and Endocrinology Laboratory</b><br>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. | <b>\$ 8,900,000 GF</b>  |
| <b>6</b>               | <b>Construct: Fine Arts, Phase 3</b><br>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.   | <b>\$ 42,100,000 GF</b> |

- 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**       **\$ 22,650,000 GF**  
**Center (Newport News)**  
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

| 2020-2026 Request                |   |                                     |      |                 |                       |                      |                       |
|----------------------------------|---|-------------------------------------|------|-----------------|-----------------------|----------------------|-----------------------|
| Priority                         | Project Name  | 2020 - 2022 Capital Program Request | 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         | \$ -                 | \$ 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         |
| <b>2020-2022 Biennium Totals</b> |   |                                     |      |                 | <b>\$ 203,625,000</b> | <b>\$ 78,150,000</b> | <b>\$ 281,775,000</b> |

| 2022 - 2024 Capital Program Request |                                 |                                     |      |                 |                      |                      |                       |
|-------------------------------------|---------------------------------|-------------------------------------|------|-----------------|----------------------|----------------------|-----------------------|
| Priority                            | Project Name                    | 2022 - 2024 Capital Program Request | 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 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         |
| <b>2022-2024 Biennium Totals</b>    |                                 |                                     |      |                 | <b>\$ 78,250,000</b> | <b>\$ 51,900,000</b> | <b>\$ 130,150,000</b> |

| 2024 - 2026 Capital Program Request |  |                                     |      |                 |                      |                      |                       |
|-------------------------------------|--|-------------------------------------|------|-----------------|----------------------|----------------------|-----------------------|
| Priority                            | Project Name                               | 2024 - 2026 Capital Program Request | 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 |                                     | 0100 | Yes             | \$ -                 | \$ 7,300,000         | \$ 7,300,000          |
| 22                                  | Replace: Facilities Management Complex     |                                     | 0815 | 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         |
| <b>2024-2026 Biennium Totals</b>    |  |                                     |      |                 | <b>\$ 74,850,000</b> | <b>\$ 56,450,000</b> | <b>\$ 131,300,000</b> |

| Grand Totals |  |  |  |  |                       |                       |                       |
|--------------|--|--|--|--|-----------------------|-----------------------|-----------------------|
|              |  |  |  |  | <b>\$ 356,725,000</b> | <b>\$ 186,500,000</b> | <b>\$ 543,225,000</b> |



**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**

**WHEREAS,** THE COLLEGE OF WILLIAM & MARY (the "Institution") has undertaken the construction of its RENOVATE DORMITORIES (ONE TRIBE PLACE), 204-18100-010 (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 \$ 5,800,000.
3. This Resolution shall take effect immediately upon its adoption.

Adopted: \_\_\_\_\_

\_\_\_\_\_  
Sue H. Gerdelman  
Secretary of the Board of Visitors  
The College of William & Mary

**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**

**WHEREAS**, THE COLLEGE OF WILLIAM & MARY (the "Institution") has undertaken the construction of its RENOVATE DORMITORIES (BOTETOURT COMPLEX, JEFFERSON HALL, ETC.), 204-18218 (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 \$ 2,500,000.
3. This Resolution shall take effect immediately upon its adoption.

Adopted: \_\_\_\_\_

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

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
2019 9(c) REVENUE BOND PROGRAM PARTICIPATION**

WHEREAS, there have been passed by the General Assembly of Virginia and signed by the Governor acts entitled "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2019" (the "2019 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2018" (the "2018 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2017" (the "2017 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2016" (the "2016 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2015" (the "2015 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2014" (the "2014 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2013" (the "2013 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2012" (the "2012 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2011" (the "2011 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2010" (the "2010 Act"), "Commonwealth of Virginia Parking Facilities Bond Act of 2009" (the "2009 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2009" (the "2009 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2008" (the "2008 Act"), "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2007" (the "2007 Act"), and "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006" (the "2006 Act" and, together with the 2007 Act, 2008 Act, 2009 Acts, 2010 Act, 2011 Act, 2012 Act, 2013 Act, 2014 Act, 2015 Act, 2016 Act, 2017 Act, 2018 Act and the 2019 Act, the "Acts");

WHEREAS, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the "Treasury Board") is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the "Commonwealth") for the purpose of providing funds, together with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses (the "Financing Expenses"), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

WHEREAS, for The College of William & Mary in Virginia (the "Institution"), such revenue-producing capital projects include Renovate Dormitories (One Tribe Place), 204-18100-010, and Renovate Dormitories (Botetourt Complex, Jefferson Hall, etc.), 204-18218, (each individually, a "Project" and, collectively, the "Projects"); and

WHEREAS, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF THE COLLEGE OF WILLIAM & MARY IN VIRGINIA:

April 24-26, 2019

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Section 1. The Board of Visitors of the Institution (the "Board") requests the Treasury Board to sell and issue bonds (the "Bonds") or bond anticipation notes ("BANs") in an aggregate principal amount not to exceed \$ 8,300,000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the "Individual Project Bonds" or "Individual Project Notes" and, collectively, the "Individual Project Borrowing" and for all Projects, the "Project Bonds" or "Project Notes" and, collectively, the "Project Borrowings"). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

Section 2. With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a room rent fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the room rent fee ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

Section 3. It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on the Financial Feasibility [Study/Studies] attached hereto as Exhibit[s] A [1-4], with respect to each Project, the anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

Section 4. The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

Section 5. The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date,



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the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

Section 6. The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

Section 7. The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be "arbitrage bonds" within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the "Code"), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

Section 8. The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

Section 9. The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

Section 10. The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 11. The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 12. The officers of the Institution are authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

Section 13. The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

Section 14. This resolution shall take effect immediately.

The undersigned Secretary of the Board of Visitors of The College of William & Mary in Virginia does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors of The College of William & Mary in Virginia duly convened and held on \_\_\_\_\_, 2019 at which a quorum was present and voting, and that such resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of \_\_\_\_\_

the \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Sue H. Gerdeman  
Secretary of the Board of Visitors  
The College of William and Mary



**Exhibit A – 1**  
**Original Financial Feasibility study for 18100**  
**July 2017**

| Financial Feasibility Study - Part II  |           |                                      |            |            |                      |                      |                              |                 |                               |            |
|--|-----------|--------------------------------------|------------|------------|----------------------|----------------------|------------------------------|-----------------|-------------------------------|------------|
| Spreadsheet 1 - Cost Components  |           |                                      |            |            |                      |                      |                              |                 |                               |            |
| William & Mary   |           |                                      |            |            |                      |                      |                              |                 |                               |            |
| Remosaic Dormitories (Green & Old Village, Ph 1) - July 2017 --Replacing this project with One Tribe Place |           |                                      |            |            |                      |                      |                              |                 |                               |            |
|  |           | Debt Service                         | Principal  | Interest   | Reserve Fund Payment | Reserve Fund Balance | Total Debt Service           | Annual Expenses | Non-Recurring Initial Outlays | Total Cost |
|  | 2018      |                                      |            |            |                      |                      |                              |                 |                               | 0          |
| 1  | 2019      | 768,174                              | 409,134    | 359,040    | 76,817               | 76,817               | 844,992                      | 0               | 0                             | 844,992    |
| 2  | 2020      | 768,174                              | 422,226    | 345,948    | 76,817               | 155,171              | 844,992                      | 0               | 0                             | 844,992    |
| 3  | 2021      | 768,174                              | 435,738    | 332,436    | 76,817               | 235,092              | 844,992                      | 0               | 0                             | 844,992    |
| 4  | 2022      | 768,174                              | 449,681    | 318,493    | 76,817               | 316,611              | 844,992                      | 0               | 0                             | 844,992    |
| 5  | 2023      | 768,174                              | 464,071    | 304,103    | 76,817               | 399,761              | 844,992                      | 0               | 0                             | 844,992    |
| 6  | 2024      | 768,174                              | 478,921    | 289,253    | 76,817               | 484,574              | 844,992                      | 0               | 0                             | 844,992    |
| 7  | 2025      | 768,174                              | 494,247    | 273,927    | 76,817               | 571,082              | 844,992                      | 0               | 0                             | 844,992    |
| 8  | 2026      | 768,174                              | 510,063    | 258,111    | 76,817               | 659,322              | 844,992                      | 0               | 0                             | 844,992    |
| 9  | 2027      | 768,174                              | 526,385    | 241,789    | 76,817               | 749,323              | 844,992                      | 0               | 0                             | 844,992    |
| 10   | 2028      | 768,174                              | 543,229    | 224,945    | 76,817               | 841,129              | 844,992                      | 0               | 0                             | 844,992    |
| 11   | 2029      | 768,174                              | 560,612    | 207,562    | 76,817               | 934,768              | 844,992                      | 0               | 0                             | 844,992    |
| 12   | 2030      | 768,174                              | 578,552    | 189,622    | 76,817               | 1,030,282            | 844,992                      | 0               | 0                             | 844,992    |
| 13   | 2031      | 768,174                              | 597,066    | 171,108    | 76,817               | 1,122,000            | 844,992                      | 0               | 0                             | 844,992    |
| 14   | 2032      | 768,174                              | 616,172    | 152,092    | 0                    | 1,122,000            | 768,174                      | 0               | 0                             | 768,174    |
| 15   | 2033      | 768,174                              | 635,889    | 132,285    | 0                    | 1,122,000            | 768,174                      | 0               | 0                             | 768,174    |
| 16   | 2034      | 768,174                              | 656,238    | 111,936    | 0                    | 1,122,000            | 768,174                      | 0               | 0                             | 768,174    |
| 17   | 2035      | 768,174                              | 677,233    | 90,937     | 0                    | 1,122,000            | 768,174                      | 0               | 0                             | 768,174    |
| 18   | 2036      | 768,174                              | 698,909    | 69,265     | 0                    | 1,122,000            | 768,174                      | 0               | 0                             | 768,174    |
| 19   | 2037      | 768,174                              | 721,274    | 46,901     | 0                    | 1,122,000            | 768,174                      | 0               | 0                             | 768,174    |
| 20   | 2038      | 768,174                              | 744,355    | 23,819     | 0                    | 1,122,000            | 768,174                      | 0               | 0                             | 768,174    |
| 21   | 2039      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 22   | 2040      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 23   | 2041      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 24   | 2042      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 25   | 2043      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 26   | 2044      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 27   | 2045      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 28   | 2046      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 29   | 2047      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
| 30   | 2048      | 0                                    | 0          | 0          | 0                    | 0                    | 0                            | 0               | 0                             | 0          |
|  |           | 16,361,483                           | 11,220,000 | 4,143,483  | 998,626              |                      | 16,362,110                   | 0               | 0                             | 16,362,110 |
|  | PV @3.20% | 11,220,000                           |            |            | 806,598              |                      | 12,026,598                   | 0               | 0                             | 12,026,598 |
| <b>(1) DEBT INFORMATION</b>  |           | <b>(2) ANNUAL OPERATING EXPENSES</b> |            |            |                      |                      |                              |                 |                               |            |
| Borrowing Year   |           |                                      |            | 2018       |                      |                      | Personal Services            | 0               |                               |            |
| Amount Borrowed  |           |                                      |            | 11,220,000 |                      |                      | Contractual Services         | 0               |                               |            |
| Borrowing Rate   |           |                                      |            | 3.20%      |                      |                      | Supplies and Materials       | 0               |                               |            |
| Term (Years)   |           |                                      |            | 20         |                      |                      | Indirect Cost                | 0               |                               |            |
| Reinvestment Rate  |           |                                      |            | 2.00%      |                      |                      | Utilities                    | 0               |                               |            |
| Reserve Fund Target  |           |                                      |            | 1.122,000  |                      |                      | Equipment                    | 0               |                               |            |
|  |           |                                      |            |            |                      |                      | Other                        | 0               |                               |            |
|  |           |                                      |            |            |                      |                      | <b>Total Annual Expenses</b> | <b>0</b>        |                               |            |

| Financial Feasibility Study - Part II  |            |                                     |                    |                          |                         |                     |                             |       |                |
|--|------------|-------------------------------------|--------------------|--------------------------|-------------------------|---------------------|-----------------------------|-------|----------------|
| Spreadsheet 2 - Revenue Components   |            |                                     |                    |                          |                         |                     |                             |       |                |
| William & Mary   |            |                                     |                    |                          |                         |                     |                             |       |                |
| Renovate: Dormitories (Green & Gold Village, Ph 1) - July 2017 - Replacing this project with One Tribe Place |            |                                     |                    |                          |                         |                     |                             |       |                |
|  | User Fees  | Part Time User Fees                 | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations | Donational Reserves | Retirement of Existing Debt | Other | Total Revenues |
| 2018   |            |                                     |                    |                          |                         |                     |                             |       |                |
| 2019   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2020   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2021   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2022   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2023   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2024   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2025   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2026   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2027   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2028   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2029   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2030   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2031   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2032   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2033   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2034   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2035   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2036   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2037   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2038   | 847,440    | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 847,440        |
| 2039   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2040   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2041   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2042   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2043   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2044   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2045   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2046   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2047   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
| 2048   | 0          | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 0              |
|  | 16,948,800 | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 16,948,800     |
| PV @ 3.20%   | 12,377,762 | 0                                   | 0                  | 0                        | 0                       | 0                   | 0                           | 0     | 12,377,762     |
| <b>USER FEE INFO</b>   |            | <b>NET REVENUES FROM OPERATIONS</b> |                    |                          |                         |                     |                             |       |                |
| # of Units   | 5,136      | Net Sales                           |                    |                          |                         |                     |                             |       |                |
| Session Fee  | 165        | Cost                                |                    |                          |                         |                     |                             |       |                |
| Rate increase years 1-4  |            | Profit                              |                    |                          |                         |                     |                             |       |                |
| Rate increase years 5+   | 0.000%     | Operating Expenses                  |                    |                          |                         |                     |                             |       |                |
| <b>SUMMER/PARTTIME USER FEES</b>   |            | Selling                             |                    |                          |                         |                     |                             |       |                |
| # of Units   | 0          | General Administrative              |                    |                          |                         |                     |                             |       |                |
| Session Fee  | 0          | Lease Payment                       |                    |                          |                         |                     |                             |       |                |
| Rate increase years 1-4  | 0.000%     | Gross Operating Income              |                    |                          |                         |                     |                             |       |                |
| Rate increase years 5+   | 0.000%     | Rate increase years 1-4             |                    |                          |                         |                     |                             |       |                |
|  |            | Rate increase years 5+              |                    |                          |                         |                     |                             |       |                |

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 William & Mary  
 Renovate: Dormitories (Green & Gold Village, Ph 1) - July 2017 - Replacing this project with One Tribe Place

|      | Total<br>Cost | Reserve<br>Fund<br>Payment | Adjustment<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|----------------------------|-----------------------------|-------------------|-----------------|---------------------|
| 2018 | 0             |                            |                             |                   |                 |                     |
| 2019 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2020 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2021 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2022 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2023 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2024 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2025 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2026 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2027 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2028 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2029 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2030 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2031 | 844,992       | 76,817                     | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2032 | 768,174       | 0                          | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2033 | 768,174       | 0                          | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2034 | 768,174       | 0                          | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2035 | 768,174       | 0                          | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2036 | 768,174       | 0                          | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2037 | 768,174       | 0                          | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2038 | 768,174       | 0                          | 768,174                     | 847,440           | 79,266          | 110.32%             |
| 2039 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2040 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
| 2048 | 0             | 0                          | 0                           | 0                 | 0               | 0.00%               |
|      | 16,362,110    | 998,626                    | 15,363,482                  | 16,948,800        | 1,585,317       |                     |

**Exhibit A - 2**  
**Updated Financial Feasibility study for 18100**  
**April 2019**

| Financial Feasibility Study - Part II                      |            |              |           |           |                      |                      |                    |                 |                               |            |
|--|------------|--------------|-----------|-----------|----------------------|----------------------|--------------------|-----------------|-------------------------------|------------|
| Spreadsheet 1 - Cost Components                            |            |              |           |           |                      |                      |                    |                 |                               |            |
| College of William & Mary                                  |            |              |           |           |                      |                      |                    |                 |                               |            |
| Renovate: Dormitories (18100 One Tribe Place) - April 2019 |            |              |           |           |                      |                      |                    |                 |                               |            |
|  |            | Debt Service | Principal | Interest  | Reserve Fund Payment | Reserve Fund Balance | Total Debt Service | Annual Expenses | Non-Recurring Initial Outlays | Total Cost |
|  | 2019       |              |           |           |                      |                      |                    |                 |                               | 0          |
| 1  | 2020       | 415,514      | 200,914   | 214,600   | 41,551               | 41,551               | 457,066            | 0               | 0                             | 457,066    |
| 2  | 2021       | 415,514      | 200,348   | 207,166   | 41,551               | 83,934               | 457,066            | 0               |                               | 457,066    |
| 3  | 2022       | 415,514      | 216,057   | 199,457   | 41,551               | 127,164              | 457,066            | 0               |                               | 457,066    |
| 4  | 2023       | 415,514      | 224,051   | 191,463   | 41,551               | 171,259              | 457,066            | 0               |                               | 457,066    |
| 5  | 2024       | 415,514      | 232,301   | 183,173   | 41,551               | 216,233              | 457,066            | 0               |                               | 457,066    |
| 6  | 2025       | 415,514      | 240,938   | 174,577   | 41,551               | 262,111              | 457,066            | 0               |                               | 457,066    |
| 7  | 2026       | 415,514      | 249,852   | 165,662   | 41,551               | 308,905              | 457,066            | 0               |                               | 457,066    |
| 8  | 2027       | 415,514      | 259,097   | 156,417   | 41,551               | 356,635              | 457,066            | 0               |                               | 457,066    |
| 9  | 2028       | 415,514      | 268,683   | 146,831   | 41,551               | 405,319              | 457,066            | 0               |                               | 457,066    |
| 10   | 2029       | 415,514      | 278,625   | 136,890   | 41,551               | 454,977              | 457,066            | 0               |                               | 457,066    |
| 11   | 2030       | 415,514      | 288,934   | 126,580   | 41,551               | 505,628              | 457,066            | 0               |                               | 457,066    |
| 12   | 2031       | 415,514      | 299,624   | 115,890   | 41,551               | 557,292              | 457,066            | 0               |                               | 457,066    |
| 13   | 2032       | 415,514      | 310,710   | 104,804   | 22,706               | 500,000              | 436,223            | 0               |                               | 436,223    |
| 14   | 2033       | 415,514      | 322,207   | 93,308    | 0                    | 500,000              | 415,514            | 0               |                               | 415,514    |
| 15   | 2034       | 415,514      | 334,128   | 81,360    | 0                    | 500,000              | 415,514            | 0               |                               | 415,514    |
| 16   | 2035       | 415,514      | 346,491   | 69,023    | 0                    | 500,000              | 415,514            | 0               |                               | 415,514    |
| 17   | 2036       | 415,514      | 359,311   | 56,293    | 0                    | 500,000              | 415,514            | 0               |                               | 415,514    |
| 18   | 2037       | 415,514      | 372,606   | 42,969    | 0                    | 500,000              | 415,514            | 0               |                               | 415,514    |
| 19   | 2038       | 415,514      | 386,392   | 29,127    | 0                    | 500,000              | 415,514            | 0               |                               | 415,514    |
| 20   | 2039       | 415,514      | 400,689   | 14,823    | 0                    | 500,000              | 415,514            | 0               |                               | 415,514    |
| 21   | 2040       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 22   | 2041       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 23   | 2042       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 24   | 2043       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 25   | 2044       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 26   | 2045       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 27   | 2046       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 28   | 2047       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 29   | 2048       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
| 30   | 2049       | 0            | 0         | 0         | 0                    | 0                    | 0                  | 0               |                               | 0          |
|  |            | 8,110,286    | 5,800,000 | 2,530,286 | 521,326              |                      | 8,871,612          | 0               | 0                             | 8,871,612  |
|  | PV @ 3.70% | 5,800,000    |           |           | 411,000              |                      | 6,211,000          | 0               | 0                             | 6,211,000  |
| <b>(1) DEBT INFORMATION</b>                                |            |              |           |           |                      |                      |                    |                 |                               |            |
| Borrowing Year   |            | 2019         |           |           |                      |                      |                    |                 |                               |            |
| Amount Borrowed  |            | 5,800,000    |           |           |                      |                      |                    |                 |                               |            |
| Borrowing Rate   |            | 3.700%       |           |           |                      |                      |                    |                 |                               |            |
| Term (Years)   |            | 20           |           |           |                      |                      |                    |                 |                               |            |
| Reinvestment Rate  |            | 2.00%        |           |           |                      |                      |                    |                 |                               |            |
| Reserve Fund Target  |            | 500,000      |           |           |                      |                      |                    |                 |                               |            |
| <b>(2) ANNUAL OPERATING EXPENSES</b>                       |            |              |           |           |                      |                      |                    |                 |                               |            |
| Personal Services  |            | 0            |           |           |                      |                      |                    |                 |                               |            |
| Contractual Services                                       |            | 0            |           |           |                      |                      |                    |                 |                               |            |
| Supplies and Materials                                     |            | 0            |           |           |                      |                      |                    |                 |                               |            |
| Indirect Cost  |            | 0            |           |           |                      |                      |                    |                 |                               |            |
| Utilities  |            | 0            |           |           |                      |                      |                    |                 |                               |            |
| Equipment  |            | 0            |           |           |                      |                      |                    |                 |                               |            |
| Other  |            | 0            |           |           |                      |                      |                    |                 |                               |            |
| <b>Total Annual Expenses</b>                               |            | <b>0</b>     |           |           |                      |                      |                    |                 |                               |            |

Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 College of William & Mary  
 Renovate: Dormitories (15,00 One Tribe Place) - April 2019

|                                 | User Fees | Part Time User Fees                 | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations | Instructional Resources | Retirement of Existing Debt | Other | Total Revenue |
|---------------------------------|-----------|-------------------------------------|--------------------|--------------------------|-------------------------|-------------------------|-----------------------------|-------|---------------|
| 2019                            |           |                                     |                    |                          |                         |                         |                             |       |               |
| 2020                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2021                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2022                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2023                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2024                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2025                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2026                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2027                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2028                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2029                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2030                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2031                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2032                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2033                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2034                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2035                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2036                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2037                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2038                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2039                            | 436,500   | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 436,500       |
| 2040                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2041                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2042                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2043                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2044                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2045                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2046                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2047                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2048                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
| 2049                            | 0         | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 0             |
|                                 | 8,730,000 | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 8,730,000     |
| PV at 3.75%                     | 6,092,931 | 0                                   | 0                  | 0                        | 0                       | 0                       | 0                           | 0     | 6,092,931     |
| <b>USER FEE INFO</b>            |           | <b>NET REVENUES FROM OPERATIONS</b> |                    |                          |                         |                         |                             |       |               |
| # of Units                      | 4,450     | Net Sales                           |                    |                          |                         |                         |                             |       |               |
| Session Fee                     | 0.0000    | Cost                                |                    |                          |                         |                         |                             |       |               |
| Rate increase years 1-4         | 0.0000    | Profit                              |                    |                          |                         |                         |                             |       |               |
| Rate increase years 5+          | 0.0000    | Operating Expenses                  |                    |                          |                         |                         |                             |       |               |
| <b>SUMMER/PARTIME USER FEES</b> |           | Selling                             |                    |                          |                         |                         |                             |       |               |
| # of Units                      | 0         | General Administrative              |                    |                          |                         |                         |                             |       |               |
| Session Fee                     | 0         | Lease Payment                       |                    |                          |                         |                         |                             |       |               |
| Rate increase years 1-4         | 0.0000    | Gross Operating Income              |                    |                          |                         |                         |                             |       |               |
| Rate increase years 5+          | 0.0000    | Rate increase years 1-4             |                    |                          |                         |                         |                             |       |               |
|                                 |           | Rate increase years 5+              |                    |                          |                         |                         |                             |       |               |

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 College of William & Mary  
 Renovate Dormitories (18100 One Tribe Place) - April 2019

|      | Total<br>Cost | Reserve<br>Fund<br>Payments | Adjusted<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|-----------------------------|---------------------------|-------------------|-----------------|---------------------|
| 2019 | 0             |                             |                           |                   |                 |                     |
| 2020 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2021 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2022 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2023 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2024 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2025 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2026 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2027 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2028 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2029 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2030 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2031 | 457,066       | 41,551                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2032 | 438,223       | 22,708                      | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2033 | 415,514       | 0                           | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2034 | 415,514       | 0                           | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2035 | 415,514       | 0                           | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2036 | 415,514       | 0                           | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2037 | 415,514       | 0                           | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2038 | 415,514       | 0                           | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2039 | 415,514       | 0                           | 415,514                   | 436,500           | 20,986          | 105.05%             |
| 2040 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2048 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
| 2049 | 0             | 0                           | 0                         | 0                 | 0               | 0.00%               |
|      | 8,831,612     | 321,326                     | 8,110,286                 | 6,730,000         | 419,714         |                     |



**Exhibit A – 3**  
**Original Financial Feasibility study for 18218**  
**August 2015**

| Financial Feasibility Study - Part II                    |            |                  |                  |                |                      |                      |                    |                 |                               |                  |
|--|------------|------------------|------------------|----------------|----------------------|----------------------|--------------------|-----------------|-------------------------------|------------------|
| Spreadsheet 1 - Cost Components                          |            |                  |                  |                |                      |                      |                    |                 |                               |                  |
| College of William & Mary                                |            |                  |                  |                |                      |                      |                    |                 |                               |                  |
| Improve Dormitory Facilities 2016-18 - As of August 2015 |            |                  |                  |                |                      |                      |                    |                 |                               |                  |
|  |            | Debt Service     | Principal        | Interest       | Reserve Fund Payment | Reserve Fund Balance | Total Debt Service | Annual Expenses | Non-Recurring Initial Outlays | Total Cost       |
|  | 2017       |                  |                  |                |                      |                      |                    |                 |                               | 0                |
| 1  | 2018       | (70,378)         | 91,628           | 78,750         | 17,038               | 17,038               | 187,416            | 0               | 0                             | 187,416          |
| 2  | 2019       | (70,378)         | 84,515           | 75,864         | 17,038               | 34,416               | 182,416            | 0               |                               | 182,416          |
| 3  | 2020       | (70,378)         | 97,492           | 73,886         | 18,584               | 50,000               | 185,962            | 0               |                               | 185,962          |
| 4  | 2021       | (70,378)         | 100,562          | 69,818         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 5  | 2022       | (70,378)         | 103,231          | 66,648         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 6  | 2023       | (70,378)         | 106,998          | 63,380         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 7  | 2024       | (70,378)         | 110,368          | 60,019         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 8  | 2025       | (70,378)         | 113,843          | 56,543         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 9  | 2026       | (70,378)         | 117,431          | 52,947         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 10   | 2027       | (70,378)         | 121,130          | 49,248         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 11   | 2028       | (70,378)         | 124,940          | 45,432         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 12   | 2029       | (70,378)         | 128,862          | 41,497         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 13   | 2030       | (70,378)         | 132,901          | 37,437         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 14   | 2031       | (70,378)         | 137,129          | 33,249         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 15   | 2032       | (70,378)         | 141,449          | 28,930         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 16   | 2033       | (70,378)         | 145,964          | 24,474         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 17   | 2034       | (70,378)         | 150,668          | 19,878         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 18   | 2035       | (70,378)         | 155,241          | 15,137         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 19   | 2036       | (70,378)         | 160,131          | 10,247         | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 20   | 2037       | (70,378)         | 165,175          | 5,203          | 0                    | 50,000               | 170,378            | 0               |                               | 170,378          |
| 21   | 2038       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 22   | 2039       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 23   | 2040       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 24   | 2041       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 25   | 2042       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 26   | 2043       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 27   | 2044       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 28   | 2045       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 29   | 2046       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
| 30   | 2047       | 0                | 0                | 0              | 0                    | 0                    | 0                  | 0               |                               | 0                |
|  |            | <b>3,407,566</b> | <b>2,500,000</b> | <b>807,566</b> | <b>49,659</b>        |                      | <b>1,487,223</b>   | <b>0</b>        | <b>0</b>                      | <b>3,457,223</b> |
|  | PV @ 3.15% | 2,500,000        |                  |                | 46,730               |                      | 2,546,730          | 0               | 0                             | 2,546,730        |
| <b>(1) DEBT INFORMATION</b>                              |            |                  |                  |                |                      |                      |                    |                 |                               |                  |
| Borrowing Year   |            |                  |                  | 2017           |                      |                      |                    |                 |                               |                  |
| Amount Borrowed  |            |                  | 2,500,000        |                |                      |                      |                    |                 |                               |                  |
| Borrowing Rate   |            |                  | 3.150%           |                |                      |                      |                    |                 |                               |                  |
| Term (Years)   |            |                  | 20               |                |                      |                      |                    |                 |                               |                  |
| Reinvestment Rate  |            |                  | 2.89%            |                |                      |                      |                    |                 |                               |                  |
| Reserve Fund Target                                      |            |                  | 30,000           |                |                      |                      |                    |                 |                               |                  |
| <b>(2) ANNUAL OPERATING EXPENSES</b>                     |            |                  |                  |                |                      |                      |                    |                 |                               |                  |
| Personal Services  |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |
| Contractual Services                                     |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |
| Supplies and Materials                                   |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |
| Indirect Cost  |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |
| Utilities  |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |
| Equipment  |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |
| Other  |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |
| Total Annual Expenses                                    |            |                  |                  |                |                      |                      |                    | 0               |                               |                  |

| Financial Feasibility Study - Part II                    |           |                     |                    |                          |                                     |                        |                             |       |               |
|--|-----------|---------------------|--------------------|--------------------------|-------------------------------------|------------------------|-----------------------------|-------|---------------|
| Spreadsheet 2 - Revenue Components                       |           |                     |                    |                          |                                     |                        |                             |       |               |
| College of William & Mary                                |           |                     |                    |                          |                                     |                        |                             |       |               |
| Improve Dormitory Facilities 2016-18 - As of August 2015 |           |                     |                    |                          |                                     |                        |                             |       |               |
|  | User Fees | Part Time User Fees | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations             | Institutional Reserves | Retirement of Existing Debt | Other | Total Revenue |
| 2017   |           |                     |                    |                          |                                     |                        |                             |       |               |
| 2018   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2019   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2020   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2021   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2022   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2023   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2024   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2025   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2026   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2027   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2028   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2029   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2030   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2031   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2032   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2033   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2034   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2035   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2036   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2037   | 188,336   | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 188,336       |
| 2038   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2039   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2040   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2041   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2042   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2043   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2044   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2045   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2046   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
| 2047   | 0         | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 0             |
|  | 3,766,720 | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 3,766,720     |
| PV @ 3.15%   | 2,763,497 | 0                   | 0                  | 0                        | 0                                   | 0                      | 0                           | 0     | 2,763,497     |
| <b>USER FEE INFO</b>                                     |           |                     |                    |                          | <b>NET REVENUES FROM OPERATIONS</b> |                        |                             |       |               |
| # of Units   | 3,056     |                     |                    |                          | Net Sales                           |                        |                             |       |               |
| Session Fee  | 37        |                     |                    |                          | Cost                                |                        |                             |       |               |
| Rate increase years 1-4                                  | 0.000%    |                     |                    |                          | Profit                              | 0                      |                             |       |               |
| Rate increase years 5+                                   | 0.000%    |                     |                    |                          | Operating Expenses                  |                        |                             |       |               |
| <b>SUNSHINE/PARTIME USER FEES</b>                        |           |                     |                    |                          | Selling                             |                        |                             |       |               |
| # of Units   | 0         |                     |                    |                          | General Administrative              |                        |                             |       |               |
| Session Fee  | 0         |                     |                    |                          | Lease Payment                       |                        |                             |       |               |
| Rate increase years 1-4                                  | 0.000%    |                     |                    |                          | Gross Operating Income              | 0                      |                             |       |               |
| Rate increase years 5+                                   | 0.000%    |                     |                    |                          | Rate increase years 1-4             | 0.000%                 |                             |       |               |
|  |           |                     |                    |                          | Rate increase years 5+              | 0.000%                 |                             |       |               |

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 College of William & Mary  
 Improve Dormitory Facilities 2016-18 - As of August 2015

|      | Total<br>Cost | Reserve<br>Fund<br>Payment | Adjusted<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|----------------------------|---------------------------|-------------------|-----------------|---------------------|
| 2017 | 0             |                            |                           |                   |                 |                     |
| 2018 | 187,416       | 17,038                     | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2019 | 187,416       | 17,038                     | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2020 | 185,962       | 15,584                     | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2021 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2022 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2023 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2024 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2025 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2026 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2027 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2028 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2029 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2030 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2031 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2032 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2033 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2034 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2035 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2036 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2037 | 170,378       | 0                          | 170,378                   | 188,336           | 17,958          | 110.54%             |
| 2038 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2039 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2040 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
|      | 3,457,223     | 49,659                     | 3,407,566                 | 3,766,720         | 359,154         |                     |

**Exhibit A - 4**  
**Updated Financial Feasibility study for 18218**  
**April 2019**

| Financial Feasibility Study - Part II                   |                   |                  |                  |                  |                      |                      |                    |                 |                              |                  |
|---|-------------------|------------------|------------------|------------------|----------------------|----------------------|--------------------|-----------------|------------------------------|------------------|
| Spreadsheet 1 - Cost Components                         |                   |                  |                  |                  |                      |                      |                    |                 |                              |                  |
| College of William & Mary                               |                   |                  |                  |                  |                      |                      |                    |                 |                              |                  |
| Improve Dormitory Facilities (18218) - as of April 2019 |                   |                  |                  |                  |                      |                      |                    |                 |                              |                  |
|   |                   | Debt Service     | Principal        | Interest         | Reserve Fund Payment | Reserve Fund Balance | Total Debt Service | Annual Expenses | No Recurring Initial Outlays | Total Cost       |
|   | 2019              |                  |                  |                  |                      |                      |                    |                 |                              | 0                |
| 1   | 2020              | 179,101          | 86,601           | 92,500           | 17,910               | 17,910               | 197,011            | 0               | 0                            | 197,011          |
| 2   | 2021              | 179,101          | 89,805           | 89,296           | 17,910               | 36,478               | 197,011            | 0               |                              | 197,011          |
| 3   | 2022              | 179,101          | 93,129           | 85,973           | 17,910               | 54,812               | 197,011            | 0               |                              | 197,011          |
| 4   | 2023              | 179,101          | 96,574           | 82,577           | 17,910               | 73,818               | 197,011            | 0               |                              | 197,011          |
| 5   | 2024              | 179,101          | 100,147          | 78,954           | 17,910               | 93,268               | 197,011            | 0               |                              | 197,011          |
| 6   | 2025              | 179,101          | 103,852          | 75,249           | 17,910               | 113,979              | 197,011            | 0               |                              | 197,011          |
| 7   | 2026              | 179,101          | 107,695          | 71,406           | 17,910               | 135,149              | 197,011            | 0               |                              | 197,011          |
| 8   | 2027              | 179,101          | 111,680          | 67,421           | 17,910               | 157,727              | 197,011            | 0               |                              | 197,011          |
| 9   | 2028              | 179,101          | 115,812          | 63,289           | 17,910               | 181,706              | 197,011            | 0               |                              | 197,011          |
| 10  | 2029              | 179,101          | 120,097          | 59,004           | 17,910               | 207,111              | 197,011            | 0               |                              | 197,011          |
| 11  | 2030              | 179,101          | 124,540          | 54,561           | 17,910               | 233,945              | 197,011            | 0               |                              | 197,011          |
| 12  | 2031              | 179,101          | 129,148          | 49,953           | 17,910               | 262,212              | 197,011            | 0               |                              | 197,011          |
| 13  | 2032              | 179,101          | 133,927          | 45,174           | 9,788                | 250,000              | 188,889            | 0               |                              | 188,889          |
| 14  | 2033              | 179,101          | 138,882          | 40,214           | 0                    | 250,000              | 179,101            | 0               |                              | 179,101          |
| 15  | 2034              | 179,101          | 144,021          | 35,089           | 0                    | 250,000              | 179,101            | 0               |                              | 179,101          |
| 16  | 2035              | 179,101          | 149,350          | 29,781           | 0                    | 250,000              | 179,101            | 0               |                              | 179,101          |
| 17  | 2036              | 179,101          | 154,876          | 24,225           | 0                    | 250,000              | 179,101            | 0               |                              | 179,101          |
| 18  | 2037              | 179,101          | 160,606          | 18,495           | 0                    | 250,000              | 179,101            | 0               |                              | 179,101          |
| 19  | 2038              | 179,101          | 166,548          | 12,583           | 0                    | 250,000              | 179,101            | 0               |                              | 179,101          |
| 20  | 2039              | 179,101          | 172,711          | 6,399            | 0                    | 250,000              | 179,101            | 0               |                              | 179,101          |
| 21  | 2040              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 22  | 2041              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 23  | 2042              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 24  | 2043              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 25  | 2044              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 26  | 2045              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 27  | 2046              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 28  | 2047              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 29  | 2048              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
| 30  | 2049              | 0                | 0                | 0                | 0                    | 0                    | 0                  | 0               |                              | 0                |
|   |                   | <b>3,582,020</b> | <b>2,500,000</b> | <b>1,082,024</b> | <b>224,709</b>       |                      | <b>5,806,779</b>   | <b>0</b>        | <b>0</b>                     | <b>3,806,779</b> |
|   | <b>PV @ 3.70%</b> | <b>2,400,000</b> |                  |                  | <b>(177,155)</b>     |                      | <b>2,677,155</b>   | <b>0</b>        | <b>0</b>                     | <b>2,677,155</b> |
| <b>(1) DEBT INFORMATION</b>                             |                   |                  |                  |                  |                      |                      |                    |                 |                              |                  |
| Borrowing Year  |                   | 2019             |                  |                  |                      |                      |                    |                 |                              |                  |
| Amount Borrowed   |                   | 3,500,000        |                  |                  |                      |                      |                    |                 |                              |                  |
| Borrowing Rate  |                   | 3.700%           |                  |                  |                      |                      |                    |                 |                              |                  |
| Term (Years)  |                   | 20               |                  |                  |                      |                      |                    |                 |                              |                  |
| Reinvestment Rate                                       |                   | 2.00%            |                  |                  |                      |                      |                    |                 |                              |                  |
| Reserve Fund Target                                     |                   | 250,000          |                  |                  |                      |                      |                    |                 |                              |                  |
| <b>(2) ANNUAL OPERATING EXPENSES</b>                    |                   |                  |                  |                  |                      |                      |                    |                 |                              |                  |
| Personal Services                                       |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |
| Contractual Services                                    |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |
| Supplies and Materials                                  |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |
| Indirect Cost   |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |
| Utilities   |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |
| Equipment   |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |
| Other   |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |
| Total Annual Expenses                                   |                   | 0                |                  |                  |                      |                      |                    |                 |                              |                  |

Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 College of William & Mary  
 Improve Dormitory Facilities (1821B) - as of April 2019

|                                     | User Fees | Part Time User Fees | Other Student Fees | Indirect Cost Recoveries | Revenue From Operations | Institutional Reserves | Retirement of Existing Debt | Other | Total Revenue |
|-------------------------------------|-----------|---------------------|--------------------|--------------------------|-------------------------|------------------------|-----------------------------|-------|---------------|
| 2019                                |           |                     |                    |                          |                         |                        |                             |       |               |
| 2020                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2021                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2022                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2023                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2024                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2025                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2026                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2027                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2028                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2029                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2030                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2031                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2032                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2033                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2034                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2035                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2036                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2037                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2038                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2039                                | 179,450   | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 179,450       |
| 2040                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2041                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2042                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2043                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2044                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2045                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2046                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2047                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2048                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
| 2049                                | 0         | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 0             |
|                                     | 3,589,000 | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 3,589,000     |
| PV @ 3.70%                          | 2,504,872 | 0                   | 0                  | 0                        | 0                       | 0                      | 0                           | 0     | 2,504,872     |
| <b>USER FEE INFO</b>                |           |                     |                    |                          |                         |                        |                             |       |               |
| # of Units                          | 4,850     |                     |                    |                          |                         |                        |                             |       |               |
| Season Fee                          | 57        |                     |                    |                          |                         |                        |                             |       |               |
| Rate increase years 1-4             | 0.000%    |                     |                    |                          |                         |                        |                             |       |               |
| Rate increase years 5+              | 0.000%    |                     |                    |                          |                         |                        |                             |       |               |
| <b>SUMMER/PARTIME USER FEES</b>     |           |                     |                    |                          |                         |                        |                             |       |               |
| # of Units                          | 0         |                     |                    |                          |                         |                        |                             |       |               |
| Season Fee                          | 0         |                     |                    |                          |                         |                        |                             |       |               |
| Rate increase years 1-4             | 0.000%    |                     |                    |                          |                         |                        |                             |       |               |
| Rate increase years 5+              | 0.000%    |                     |                    |                          |                         |                        |                             |       |               |
| <b>NET REVENUES FROM OPERATIONS</b> |           |                     |                    |                          |                         |                        |                             |       |               |
| Net Sales                           |           |                     |                    |                          |                         |                        |                             |       |               |
| Cost                                |           |                     |                    |                          |                         |                        |                             |       |               |
| Profit                              |           |                     |                    |                          |                         | 0                      |                             |       |               |
| Operating Expenses                  |           |                     |                    |                          |                         |                        |                             |       |               |
| Selling                             |           |                     |                    |                          |                         |                        |                             |       |               |
| General Administrative              |           |                     |                    |                          |                         |                        |                             |       |               |
| Lease Payments                      |           |                     |                    |                          |                         |                        |                             |       |               |
| Gross Operating Income              |           |                     |                    |                          |                         | 0                      |                             |       |               |
| Rate increase years 1-4             |           |                     |                    |                          |                         | 0.000%                 |                             |       |               |
| Rate increase years 5+              |           |                     |                    |                          |                         | 0.000%                 |                             |       |               |

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 College of William & Mary  
 Improve Dormitory Facilities (18218) - as of April 2019

|      | Total<br>Cost | Reserve<br>Fund<br>Payment | Adjusted<br>Total<br>Cost | Total<br>Revenues | Net<br>Revenues | Coverage<br>Percent |
|------|---------------|----------------------------|---------------------------|-------------------|-----------------|---------------------|
| 2019 | 0             |                            |                           |                   |                 |                     |
| 2020 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2021 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2022 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2023 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2024 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2025 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2026 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2027 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2028 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2029 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2030 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2031 | 197,011       | 17,910                     | 179,101                   | 179,450           | 349             | 100.19%             |
| 2032 | 188,889       | 9,788                      | 179,101                   | 179,450           | 349             | 100.19%             |
| 2033 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2034 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2035 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2036 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2037 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2038 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2039 | 179,101       | 0                          | 179,101                   | 179,450           | 349             | 100.19%             |
| 2040 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2041 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2042 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2043 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2044 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2045 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2046 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2047 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2048 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
| 2049 | 0             | 0                          | 0                         | 0                 | 0               | 0.00%               |
|      | 3,606,729     | 224,709                    | 3,582,020                 | 3,559,000         | 6,980           |                     |



**WILLIAM & MARY  
RESOLUTION ON ROLES & RESPONSIBILITIES  
OF DESIGN REVIEW BOARD**

**WHEREAS**, the College of William & Mary is dedicated to ensuring a high level of commitment to preserving the character of its campus as expressed in the architecture of its buildings and grounds; and

**WHEREAS**, the College's 2015 Master Plan and the Campus Precinct Framework and Design Guidelines of 2003 provide direction to those whose responsibility it is to develop and maintain a unified and complementary campus structure; and

**WHEREAS**, the Design Review Board (DRB) provides oversight to this process through authority granted by the Board of Visitors; and

**WHEREAS**, the DRB proposes a revision to its guidelines as reflected in the following pages.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the revised guidelines and confirms the authority and oversight of the DRB in this area.

**College of William & Mary Design Review Board Guidelines**

**Effective Date: February 6, 2003**

**Revision Date(s): June 28, 2016 and April 24, 2019**

**I. Overview**

The College of William & Mary is dedicated to ensuring a high level of commitment to preserving the character of its campus as expressed in the architecture of its buildings and grounds. The College's 2015 Master Plan and the Campus Precinct Framework & Design Guidelines of 2003 provide direction to those whose responsibility it is to develop and maintain a unified and complementary campus structure. The Design Review Board (DRB) provides oversight to this process.

**II. Scope**

The DRB oversees design implementation in conformance with the goals and objectives of the Master Plan and Design Guidelines. The DRB reviews proposed changes to the exterior of any university facility for conformance with the university's architectural design guidelines. This includes the Virginia Institute of Marine Science (VIMS) and ancillary campuses.

Types of projects subject to review include, but are not limited to: construction, exterior renovation/modification, site work, landscaping, and statues/monuments.

All major and minor projects are subject to review. As an example, placement of a cell tower on a roof, while not classified as a major capital project, would still fall within the DRB's purview.

The DRB may recommend design elements for architects to consider as projects move through the design phases. Specifically, the DRB will review and make recommendations at three stages:

- 1) Site selection and design intent
- 2) Schematic design
- 3) Preliminary design

**III. Board Composition**

Board membership shall include:

- Chair – Chair of the BOV Administration, Buildings, & Grounds Committee
- Vice Chair – Senior Vice President for Finance and Administration
- Member from the BOV Administration, Buildings, Grounds & Committee

- Associate Vice President for Facilities Management (President's Designee)
- Director of the Historic Campus
- Chair of the Committee on Sustainability
- Architectural Historian, Colonial Williamsburg
- Architect at large (appointed at discretion of President)

Staff to the Board shall include:

- Director, Facilities Planning, Design and Construction (FPDC)
- Capital Budget Analyst
- Project Manager (rotating based on project)

The DRB may call upon experts as needed.

#### **IV. Meetings**

*Quorum:* Five members, one of whom must be the Chair or Vice Chair. Members may participate by phone or other electronic means.

*Record:* Minutes will be kept by staff to the DRB.

*Action:* Requires only a simple majority within a quorum.

*Schedule:* Meets four times a year in conjunction with the regularly scheduled meetings of the Board of Visitors and as needed in order to meet critical project schedule dates.

#### **V. Submissions to the DRB**

All presentations (site selection/design intent, schematic design, and preliminary design) will include at a minimum:

- A project sponsor
  - A project sponsor should be a member of the President's Executive Leadership Team
  - Proposed projects that emerge from campus committees, studies, etc. should secure a project sponsor prior to moving forward with a concept or design
- A statement of defined scope and purpose
- An established budget to which any design must conform
  - The budget must include the proposed funding source(s)

Standard site selection presentations will include at a minimum:

- Topographical map of sites considered with proposed footprint imposed

- Selection criteria
- Advantages and disadvantages of each site

Standard architectural (schematic design and preliminary design) presentations will include at a minimum:

- Building footprint
- Elevations of all four sides
- Demonstration of compliance with order and elements of design guidelines
- Demonstration of compliance with architectural zone (Traditional to Transitional)
- Demonstration of actual building materials and mock-ups as required at the preliminary stage

#### **VI. Authority**

The DRB is advisory to the President of the College who remains subject to the oversight of the Board of Visitors.

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM & MARY:  
REVISED ENDORSEMENT OF THE  
COMPTON DRIVE MULTI-USE PATHWAY PROJECT**

WHEREAS, in accordance with the Commonwealth Transportation Board construction allocation procedures, it is necessary that a resolution be received from the sponsoring local jurisdiction or agency requesting the Virginia Department of Transportation (VDOT) to establish a project on the campus of the College of William & Mary; and

WHEREAS, in November 2017, the Board of Visitors of the College of William & Mary approved Resolution 16, to establish the Compton Drive Multi-Use Pathway project ("the project"); and

WHEREAS, VDOT has requested a revised endorsement to reflect current VDOT formatting and language.

NOW, THEREFORE, BE IT RESOLVED, That the College of William & Mary requests the Commonwealth Transportation Board to establish a project for the construction of the Compton Drive Multi-Use Pathway project; and

BE IT FURTHER RESOLVED, That the College of William & Mary hereby agrees to provide its share of the total cost for preliminary engineering, right-of-way and construction of this project in accordance with the project financial documents; and

BE IT FURTHER RESOLVED, That the College of William & Mary hereby agrees to enter into a project administration agreement with VDOT and provide the necessary oversight to ensure the project is developed in accordance with all applicable federal, state and local requirements for design, right-of-way acquisition, and construction of the project; and

BE IT FURTHER RESOLVED, That the College of William & Mary will be responsible for maintenance and operating costs of the project as constructed unless other arrangements have been made with VDOT; and

BE IT FURTHER RESOLVED, That if the College of William & Mary subsequently elects to cancel the project, the College of William & Mary hereby agrees to reimburse VDOT for the total amount of costs expended by VDOT through the date VDOT is notified of such cancellation. The

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College of William & Mary also agrees to repay any funds previously reimbursed that are later deemed ineligible by the Federal Highway Administration or VDOT; and

BE IT FURTHER RESOLVED, That the Board of Visitors of the College of William & Mary continues to grant authority for the Senior Vice President of Finance and Administration and his staff to apply for funds and execute the project administration agreement, as well as other documents necessary for the project.

This 26<sup>th</sup> day of April, 2019.

By: \_\_\_\_\_

Sue H. Gerdelman  
Secretary, Board of Visitors

Attest: \_\_\_\_\_

Michael J. Fox  
Secretary to the Board of Visitors



**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!**

**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.

**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

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 Students<sup>1</sup>

###### (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.<sup>2</sup> 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

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<sup>1</sup> 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.

~~<sup>2</sup> 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

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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 (here inafter, “the President”); the Vice -President and President-Elect (here inafter, “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 42. Officers shall serve one-year terms and shall assume their duties on July 1.

Section 53. Officers shall perform the duties prescribed by these bylaws and by the parliamentary authority adopted by the Assembly (see VIII).

Section 46. 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 75. 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 86. 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 officers 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, tThe 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, T~~the Executive Committee shall consist of eleven voting members, two ~~each~~ from ~~the each~~ Areas of Arts & Sciences, one from each School~~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 VIII.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~~-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.

~~c. 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.~~

~~d.~~ 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 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**

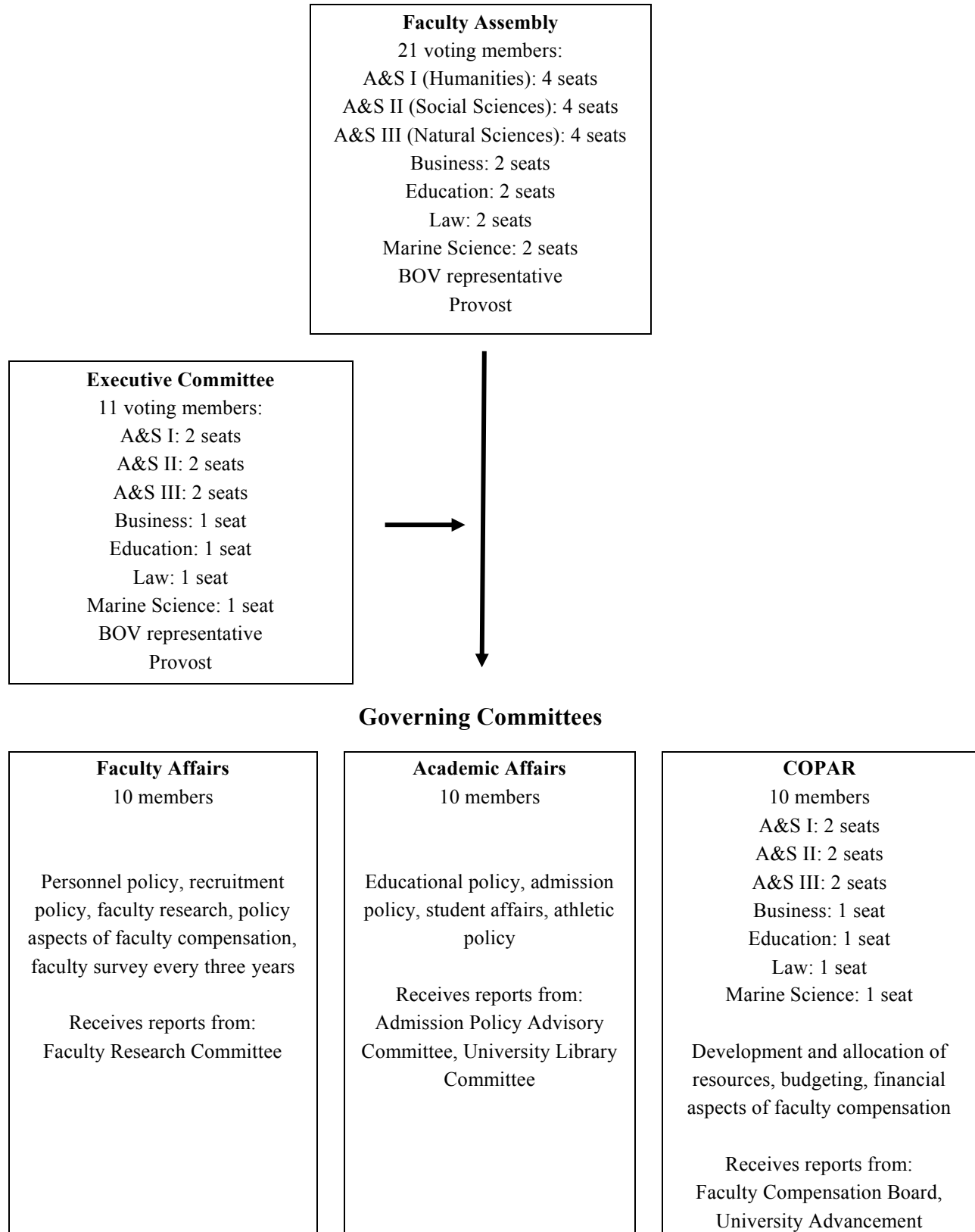
The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the Assembly in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Assembly may adopt.

## **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 2II.5~~) and approval by the Board of Visitors.

## Organizational Chart



**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**

| <b><u>PRIORITY</u></b> | <b><u>PROJECT TITLE</u></b>   | <b><u>FUNDING</u></b>  |
|------------------------|---|------------------------|
| <b>7</b>               | <b>Construct: James Monroe's Highland Visitor Center</b><br>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. | <b>\$ 5,125,000 GF</b> |

## 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**

April 24-26 (Commencement 5/11)

July 24-25 RETREAT

September 25-27

November 20-22

*April 2019*