

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

November 16, 2018

7:30 – 8:00 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 – September 27, 2018
- 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 Demolition of Multiple Structures at the Eastern Shore Laboratory. **Resolution 9**.
 - C. Resolution to Approve Demolition of Multiple Structures within the Facilities Maintenance Complex. **Resolution 10**.
 - D. Resolution to Approve the Naming of the Acuff Center for Aquaculture. **Resolution 11**.
- 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 the Crisis and Emergency Management Plan. **Resolution 12**.
 - C. Resolution to Approve the Naming of the Tribe Field Hockey Center. **Resolution 13**.
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

**COMMITTEE ON ADMINISTRATION,
BUILDINGS AND GROUNDS
MINUTES – SEPTEMBER 27, 2018**

MINUTES
Committee on Administration, Buildings and Grounds
September 27, 2018
Board Room - Blow Memorial Hall

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

Board members present: S. Douglas Bunch, Sue H. Gerdelman, Lisa Roday, H. Thomas Watkins III; Brian P. Woolfolk, and staff liaison, Jennifer C. Fox.

Others present: President Katherine A. Rowe Virginia M. Ambler; Henry R. Broaddus; Michael J. Fox, W. Fanchon Glover; Samantha K. Huge; Samuel E. Jones, Deborah H. Love, Amy S. Sebring, Dean John T. Wells, Brian T. Whitson, Sandra J. Wilms, John M. Poma, and other College staff.

Chair William H. Payne II called the meeting to order at 10:30 a.m. Recognizing that a quorum was present, Mr. Payne requested a motion to approve the minutes of the meeting of April 19, 2018. Motion was made by Mr. Hixon, seconded by Mr. Buck, and approved by voice vote of the Committee. Mr. Payne welcomed back the Committee members, recognized the faculty and student committee representatives and congratulated Dr. Buck on his new role as Vice Chair.

Building Code Official Dave Rudloff provided a written report of work in progress as a pre-read. The Committee had no questions.

Dean John T. Wells provided highlights from VIMS' written report on capital outlay projects as detailed in the pre-read materials. His report featured an update on the new research vessel under construction, the R/V Virginia, the new Facilities Management Building and the Eastern Shore Lab Complex.

Senior Vice President for Finance and Administration Samuel E. Jones provided capital project highlights for William & Mary from the written report detailed in the pre-read materials. He broke down the projects by those under construction, in design or in preplanning. The new McLeod Tyler Wellness Center opened in August and the renovated Landrum Residence Hall will open in November. The William & Mary Real Estate Foundation's Shenkman Jewish Center will be dedicated on November 14.

Mr. Jones discussed a series of resolutions required to support the sale of bonds by the Commonwealth, as detailed in **Resolutions 22 through 25**. These are proforma in securing bond funds to support the Landrum Hall Renovation and Sadler Center West Addition. He noted that the Committee on Financial Affairs has under consideration a capital budget amendment for a renovation of the basement floor of Swem Library to support the Center for Teaching Excellence and Learning Innovation. This project was previously approved by this Committee and the Board as part of the university's Six-Year Capital Plan and is being submitted in response to budget guidance recently received from the Governor.

Mr. Jones introduced John Poma, Chief Human Resources Officer, to brief the Committee on **Resolution 26**, Resolution to Approve the University Succession Plan, which is required by the Governor via the Department of Human Resource Management.

Mr. Payne discussed a recommendation that came out of the Women's Weekend from the 100th Commemoration and distributed **Handout Resolution 27**, Naming of Munford Plaza. This resolution proposes naming the area between Swem Library, Andrews Hall, the Integrated Science Center and Small Hall as "Mary-Cooke Branch Munford Plaza". Mary Munford was the first female member of the Board of Visitors. A brief discussion ensued.

Mr. Payne requested a motion to approve as a block **Resolutions 22** through **25**:

- **Resolution 22**, Resolution of the Board of Visitors of the College of William and Mary 2018 9(C) Revenue Bond Program Participation: Renovate Dormitories (Landrum Hall)
- **Resolution 23**, Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/Landrum Hall
- **Resolution 24**, Resolution to Approve the 9(D) Debt Resolution of the Board of Visitors of the College of William and Mary Virginia College Building Authority Financing Authorization: Construct the Sadler Center West Addition
- **Resolution 25**, Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Sadler Center West Addition

Motion was made by Mr. Hixon, seconded by Ms. Kerr and approved by voice vote of the Committee.

Mr. Payne requested a motion to approve **Resolution 26** and **Resolution 27**. Motion was made by Mr. Hixon, seconded by Ms. Kerr and approved by voice vote of the Committee. (**Resolution 27** will be appended in the final minutes.)

The reports being completed, and there being no further business, the Committee adjourned at 11:20 a.m.

**VIRGINIA INSTITUTE OF MARINE SCIENCE
RESOLUTION TO APPROVE DEMOLITION OF
MULTIPLE STRUCTURES AT THE EASTERN SHORE LABORATORY**

WHEREAS, the Virginia Institute of Marine Science hereby requests The College of William & Mary Board of Visitors' approval to demolish thirteen buildings, Owens House (268-00B89), Bath House (268-0B141), Castagna Shellfish Research Hatchery (268-00B87), Administration Building (268-00B75), Freshwater Pump House (268-00B86), Shop Storage Shed (268-0B140), Shop (268-00B76), Gas House (268-00B79), Storage Shed (268-00B99), Aquaculture Shop (268-00B78), Hill House (268-00B80), Hill House Garage (268-00B81), and King House Storage (268-00B95), to allow for future development on the Eastern Shore Lab Campus. These buildings are planned for demolition as a part of the Capital Project 268-18320 Construct the Eastern Shore Laboratory Education, Administration and Research Complex; and

WHEREAS, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the *Code of Virginia* as amended and renewed in 2009 and 2013; and

WHEREAS, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Commonwealth's Art and Architectural Review Board and the Department of Historic Resources; and

WHEREAS, under the Management Agreement, the Virginia Institute of Marine Science will follow established policies and procedures for the demolition of buildings and structures;

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William & Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to demolish Owens House, Bath House, Castagna Shellfish Research Hatchery, Administration Building, Freshwater Pump House, Shop Storage Shed, Shop, Gas House, Storage Shed, Aquaculture Shop, Hill House, Hill House Garage, and King House Storage in accordance with established policies and procedures; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, the College Building Official and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

**VIRGINIA INSTITUTE OF MARINE SCIENCE
RESOLUTION TO APPROVE DEMOLITION OF
MULTIPLE STRUCTURES WITHIN THE
FACILITIES MAINTENANCE COMPLEX**

WHEREAS, the Virginia Institute of Marine Science hereby requests The College of William & Mary Board of Visitors' approval to demolish ten buildings, Service Center and Laboratory (268-00B14), Maintenance Shop (268-00B18), Service Center Annex (268-00B03), Sediment Laboratory (268-00B27), Facilities Storage I (268-0B101), Facilities Storage II (268-0B104), Grounds Greenhouse (268-00B19), Hazardous Waste Storage (268-00B74), Radiation Waste Storage (268-0B108), and Greenhouse III (268-0B113) to allow for future development on the Gloucester Point Campus. These buildings are planned for demolition as a part of the Capital Project 268-18344 Replace Oyster Hatchery; and

WHEREAS, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the *Code of Virginia* as amended and renewed in 2009 and 2013; and

WHEREAS, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Commonwealth's Art and Architectural Review Board and the Department of Historic Resources; and

WHEREAS, under the Management Agreement, the Virginia Institute of Marine Science will follow established policies and procedures for the demolition of buildings and structures;

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William & Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to demolish, Service Center and Laboratory, Maintenance Shop, Service Center Annex, Sediment Laboratory, Facilities Storage I, Facilities Storage II, Grounds Greenhouse, Hazardous Waste Storage, Radiation Waste Storage, and Greenhouse III in accordance with established policies and procedures; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, the College Building Official and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

**VIRGINIA INSTITUTE OF MARINE SCIENCE
RESOLUTION TO APPROVE THE NAMING OF
THE ACUFF CENTER FOR AQUACULTURE**

A. Marshall Acuff Jr. '62, L.H.D. '07, P '93 learned the value of hard work early in life, tonging and culling oysters next to his father in the waters of Virginia's Eastern Shore. That work ethic took him from the farm to the campus of William & Mary, and from there to a very successful career as a financial advisor. Today, Mr. Acuff is managing director at Silvercrest Asset Management Group in Richmond.

A generous and devoted alumnus, and member of the Board of Visitors from 1991 to 1999, Mr. Acuff is a former Rector of the College, former president of the Alumni Association, and has held numerous other volunteer leadership roles at William & Mary. He is a founding and emeritus member of the Virginia Institute of Marine Science (VIMS) Foundation and an emeritus member of the VIMS Council. Mr. Acuff currently funds the A. Marshall Acuff, Jr. Professorship in Marine Science at VIMS, as well as the A. Marshall Acuff, Sr. Memorial Oyster Research Fund. He serves as chair of VIMS' *For the Bold* campaign efforts.

Thanks to Mr. Acuff's leadership, VIMS has been a national leader in the research and development of sustainable shellfish aquaculture for more than 50 years. From the groundbreaking work that led to development of hard clam aquaculture on the Eastern Shore to today's resurgence in oyster production to tomorrow's efforts to make bay scallops Virginia's next shellfish aquaculture success story, VIMS scientists are supplying research and training to spur industry innovation. As a result of this work, Virginia leads the nation in aquacultured clam production and is enjoying dramatic growth in its oyster industry and a resurgence in the worldwide popularity of the Virginia oyster.

Building on VIMS' oyster legacy, Mr. Acuff has made an extraordinarily generous gift as part of the university's *For the Bold* campaign to advance sustainable shellfish aquaculture research and position Virginia as a world leader in sustainable shellfish aquaculture. A new Center for Aquaculture will provide a state-of-the-art hatchery and research space to enable growth of this important industry and economic driver, benefit those who work on the water, and provide sustainable product for a seafood-hungry public.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President and in recognition of Mr. Acuff's generous support of his alma mater, the Board of Visitors of William & Mary hereby names the Center the A. Marshall Acuff, Jr. Center for Aquaculture; and

BE IT FURTHER RESOLVED, That a copy of this resolution be presented to Mr. Acuff, with the best wishes and grateful thanks of the Board of Visitors, the Virginia Institute of Marine Science, and the entire William & Mary community.

**WILLIAM & MARY
RESOLUTION TO APPROVE THE UNIVERSITY CRISIS
AND EMERGENCY MANAGEMENT PLAN (CEMP)**

WHEREAS, the Board of Visitors and the President of The College of William & Mary in Virginia are concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the §23.1-804 of the *Code of Virginia* requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by the William & Mary Emergency Management Team in coordination with the Virginia Department of Emergency Management with input from various William & Mary departments and local municipal Emergency Management Agencies.

THEREFORE, BE IT RESOLVED, That the Board of Visitors, does hereby officially adopt the College of William & Mary Crisis and Emergency Management Plan, to include plans and procedures for both natural and human-caused disasters.

Crisis and Emergency Management Plan



WILLIAM & MARY

CHARTERED 1693

November 2018

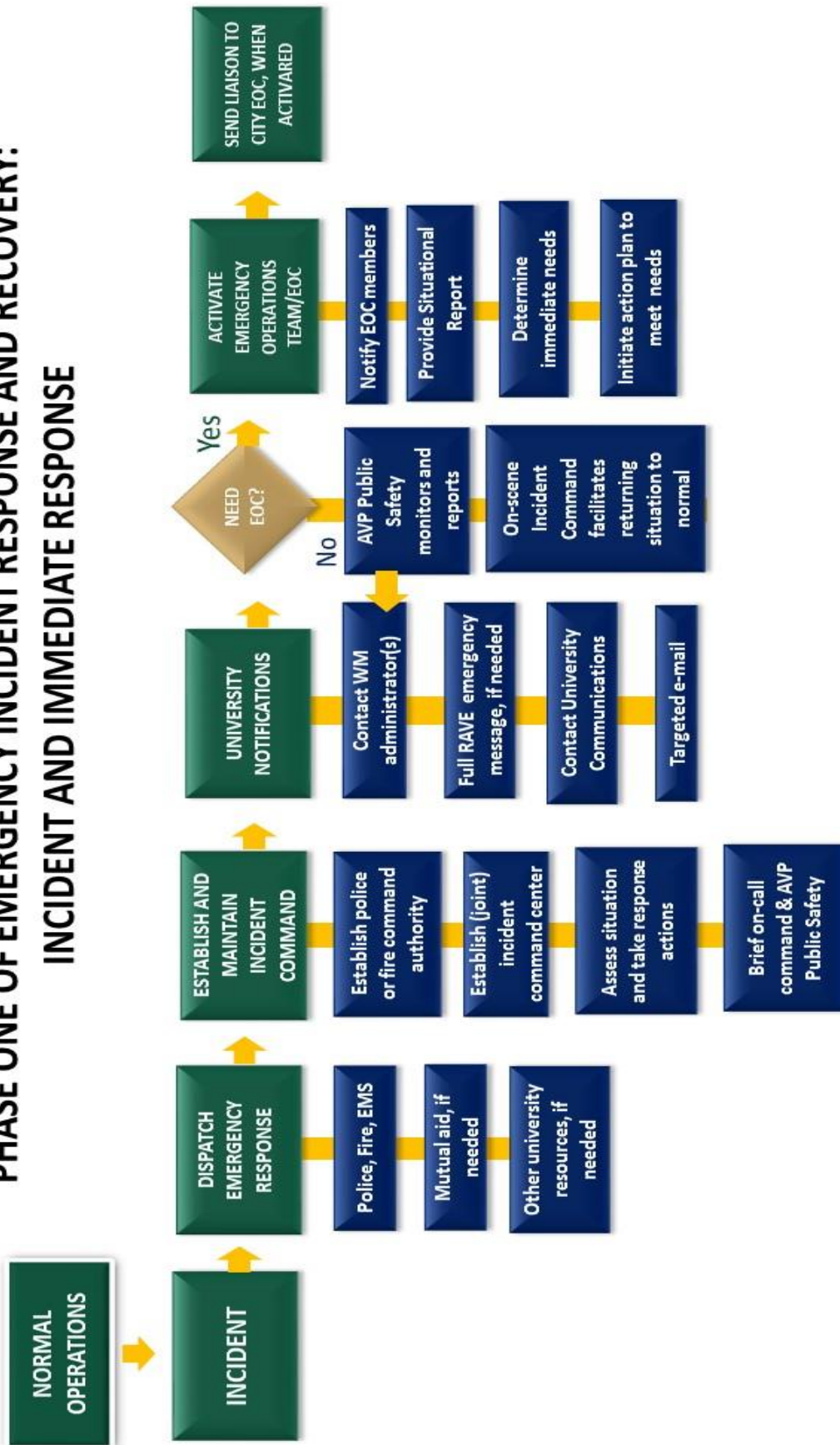
This Crisis & Emergency Management Plan (CEMP) plan is developed, implemented and presented pursuant to the provisions of the *Code of Virginia §23.1-804* and the state mandated template for completion. The plan describes the authorities, structures and capabilities that support major incident response at William & Mary.

Crisis & Emergency Management Plan Graphic Layout

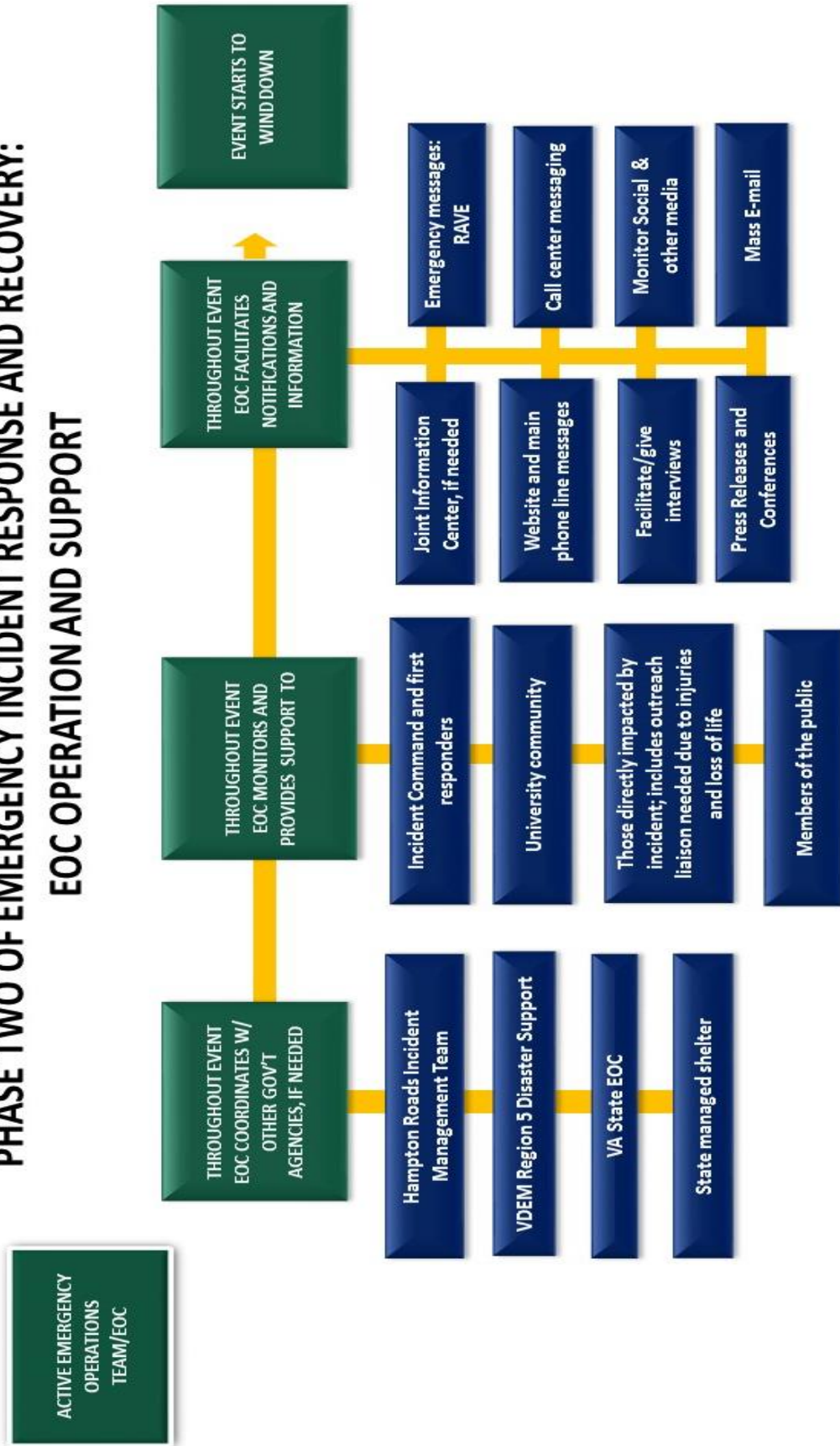
The support processes associated with emergency incident response and recovery are illustrated through four diagrams: one diagram representing the three general phases and one detailed diagram for each phase. Collectively, all diagrams illustrate the full scope and extensive range of response capabilities in the event of a major incident at William & Mary. Although the response process may appear sequential many of the tasks in the more detailed diagrams are performed simultaneously, as needed.



PHASE ONE OF EMERGENCY INCIDENT RESPONSE AND RECOVERY: INCIDENT AND IMMEDIATE RESPONSE



PHASE TWO OF EMERGENCY INCIDENT RESPONSE AND RECOVERY: EOC OPERATION AND SUPPORT



PHASE THREE OF EMERGENCY INCIDENT RESPONSE AND RECOVERY: PLAN AND IMPLEMENT RETURN TO NORMAL OPERATIONS

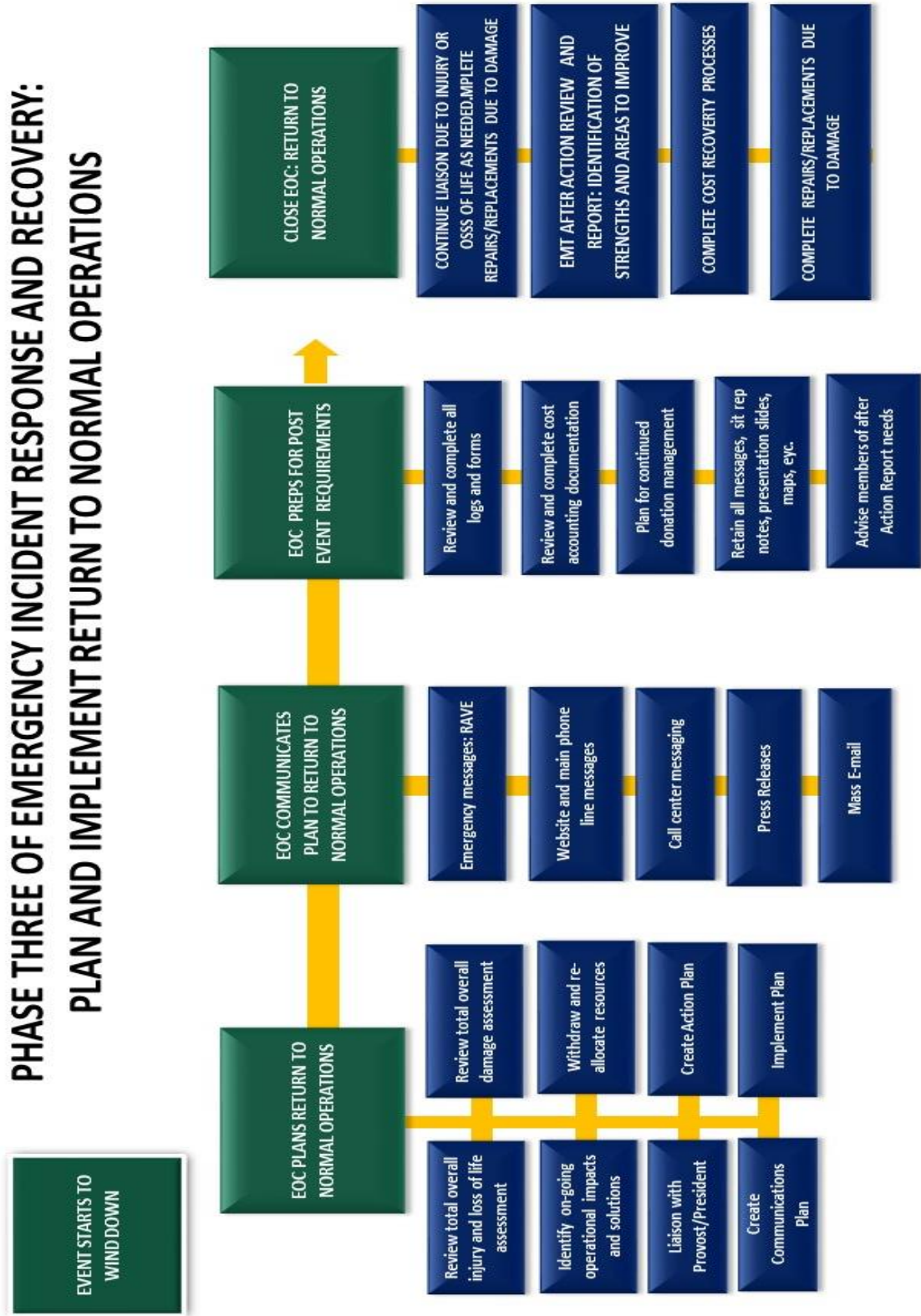


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Plan Documentation

Legal

Disclaimer

The information contained in the William & Mary Crisis and Emergency Management Plan (CEMP) has been prepared for internal use by William & Mary. The information provides guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the William & Mary of the sufficiency of the information contained herein and William & Mary assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.

Confidentiality

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, William & Mary is withholding elements of the CEMP from public disclosure. Refer any request for a copy of this document to the William & Mary Freedom of Information Act Officer.

Promulgation Statement

The William & Mary Crisis and Emergency Management Plan (CEMP) is a multidiscipline, all-hazards plan that establishes a comprehensive framework for the management of incidents, emergencies, and events at any William & Mary campus in the Middle Peninsula region of Virginia. The plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, protect property and infrastructure, preserve mission continuity, and return to a state of normalcy. The plan assigns major roles and responsibilities to departments and agencies and requires planning, training, and exercising prior to a real world event to respond effectively. This plan represents a commitment by William & Mary leadership to work together to prevent, mitigate against, prepare for, respond to, and recover from emergencies in our community.

Pursuant to the provisions of the *Code of Virginia §23.1-804* the following Crisis and Emergency Management Plan for William & Mary is hereby promulgated.

Katherine A. Rowe
President of William & Mary

Date

Samuel E. Jones
SVP and Chair of the Emergency Management Team

Date

Approval & Implementation

**WILLIAM & MARY
RESOLUTION TO APPROVE THE UNIVERSITY CRISIS AND EMERGENCY
MANAGEMENT PLAN (CEMP)**

WHEREAS, the Board of Visitors and the President of The College of William & Mary in Virginia are concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the §23.1-804 of the *Code of Virginia* requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by the William & Mary Emergency Management Team in coordination with the Virginia Department of Emergency Management with input from various William & Mary departments and local municipal Emergency Management Agencies.

THEREFORE, BE IT RESOLVED, That the Board of Visitors, does hereby officially adopt the College of William & Mary Crisis and Emergency Management Plan, to include plans and procedures for both natural and human-caused disasters.

I, Michael J. Fox, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of William & Mary at a meeting held on the 16th day of November, 2018.

Michael J. Fox
Assistant to the President and Secretary to the Board of Visitors

Record of Distribution

It is the intent, based on the sensitivity of information contained within this document that distribution is limited to those personnel, offices, departments, and agencies that have an operational “need to know.” The following list is not all inclusive; additional copies may be distributed at the direction of the Chair of the Emergency Management Team or Emergency Management Coordinator. All recipients listed below will receive an electronic copy of the CEMP. Distribution beyond the recipients listed below may not be made without authorization from the Chair of the Emergency Management Team or Emergency Management Coordinator. Requests for additional distribution of electronic or hard copies will be submitted to the Emergency Management Coordinator.

Agency/Department	Recipient Title	Distribution Method
Board of Visitors		Original hard copy

Record of Changes

Submit recommended changes to this document to the Emergency Management Coordinator.

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By

AUTHORITIES & STANDARDS

Policies & Regulations

The William & Mary CEMP is authorized and guided by provisions in the following documents:

Federal

Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003

Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003

Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135

Robert T. Stafford Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707

National Incident Management System, October 2017

National Response Framework (NRF), June 2016

National Disaster Recovery Framework (NDRF), June 2016

Americans with Disabilities Act

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act)

Emergency Planning and Community Right-to-Know Act of 1986 (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments and Reauthorizations Act (SARA)

State

Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended

The Code of Virginia, Title 23.1-800 et. seq.

The Code of Virginia, Title 44

The Code of Virginia §19.2-11.01

The Code of Virginia §23.1-804

Commonwealth of Virginia Governor's Executive Order 102 (2005)

Commonwealth of Virginia Governor's Executive Order 41 (2011)

Commonwealth of Virginia Governor's Executive Order 50 (2012)

The Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015, as amended

University

Emergency Closing Policy

Timely Warning Policy

Campus Violence and Threat Management Policy

Procurement Policies and Procedures

Telecommuting Policy (Continuity Operations)

Contracting and Signature Authority Policy

Hampton Roads Hazard Mitigation Plan

W&M Continuity of Operations Plan

References

FEMA Comprehensive Preparedness Guide 101, version 2.0, November 2010

FEMA Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education, June 2013

Emergency Management Accreditation Program (EMAP) 2016 Emergency Management Standard

National Fire Protection Association 1600 Standard

Commission on Accreditation for Law Enforcement (CALEA)

Introduction

University Mission

Established in 1693 by British royal charter, William & Mary is proud of its role as the Alma Mater of generations of American patriots, leaders and public servants. The mission of William & Mary is demonstrated through the institutions extraordinary teaching, research, and public service. Its moderate size, dedicated faculty, and distinctive history give William & Mary a unique character among public institutions, and create a learning environment that fosters close interaction among students and teachers.

The university's predominantly residential undergraduate program provides a broad liberal arts education in a stimulating academic environment enhanced by a talented and diverse student body. Masters and doctoral programs in the humanities, the sciences, the social sciences, business, education, and law provide a wide variety of intellectual opportunities for students at both graduate and undergraduate levels.

Quality research supports the educational program by introducing students to the challenge and excitement of original discovery, and is a source of the knowledge and understanding needed for a better society. The university recognizes its special responsibility to the citizens of Virginia through public and community service to the Commonwealth as well as to national and international communities.

Emergency Management Mission

William & Mary is committed to providing a safe and secure environment for its students, faculty, employees and visitors to learn, teach, work and enjoy our campus and all it offers. In pursuit of that goal the university takes a comprehensive approach to protecting the university community and preparing for any emergency.

The university employs an Emergency Management Coordinator, Associate Vice President for Public Safety, and a Senior Vice President for Finance and Administration that also serves as the Chair of the Emergency Management Team (EMT). Emergency Management priorities for the assigned staff and EMT, include but are not limited to:

- Manage overall "All Hazards" planning and execution of emergency preparedness, response and recovery such as, but not limited to: Continuity of Operations Plan (COOP), Crisis and Emergency Management Plan, Technology Disaster Recovery Plan, Overall Emergency Operations.
- Establish specific policies, procedures, programs in support of Emergency Management efforts. This includes any needed disaster specific response planning guides for situations such as, but not limited to: infectious disease and severe weather.
- Develop and maintain an Emergency Operations Center physical and organizational structure for response to emergencies that cause or have the potential to cause significant disruptions to all or portions of the university.

- Establish and maintain an emergency communications notifications system.
- Inform the community of an emergency, disaster or potential disaster immediately upon determining the nature of the emergency.
- Facilitate proper continued communications with the community about response and recovery efforts related to an emergency, disaster or potential disaster.
- Develop and conduct training and exercises to prepare designated responders to fulfill necessary support functions in incident and emergency response and recovery situations.

PURPOSE OF THE CEMP

William & Mary is committed to creating, maintaining, and continuously improving a culture that reflects a responsibility to protect people, property and the environment. This commitment creates a duty for all members of our campus community to take proactive steps in preventing, responding to, and recovering from emergency situations. This is reflected in W&M's core values, Code of Ethics, and contributes directly to W&M's foundation for excellence in research, education and public service.

Guiding this effort in part, William & Mary's Crisis and Emergency Management Plan (CEMP) establishes the organizational framework for the W&M community and external partners to work together to take care of our university in the worst of circumstances. The CEMP addresses the immediate requirements for an incident, emergency, or event in which normal operations are interrupted and special measures must be taken to:

- Advance the university by controlling risks thus preventing losses of human, physical and financial resources;
- Promote a safe and healthful environment that supports a thriving scholarly community, and brings continuity to our mission of teaching, learning, research and public service;
- Ensure the security of the William & Mary community so it may honor its traditions, shape the future and build positively toward a rich history;
- Reduce conditions that can create barriers to our success;
- Maintain public trust by exercising good stewardship in preventing losses and reducing the costs associated with accidents and asset losses to the greatest extent practicable;
- Promote a culture of continuous compliance with applicable standards, policies and regulations;
- Develop depth of staff oriented to support university emergency response;
- Ensure appropriate protections are in place to contribute toward the efficacious recovery of losses through the Commonwealth of Virginia's Risk Management Plan, and Recovery Annexes of the Commonwealth of Virginia Emergency Operations Plan (COVEOP).
- Provide and analyze information to support decision-making and action planning;
- Protect and restore critical infrastructure and key resources;

- Ensure university leadership and administration continues to function before, during, and after the disruption;
- Manage communication regarding emergency response and recovery operations;
- Communicate critical information to the William & Mary community;
- Protect property and mitigate damages and impacts to individuals, William & Mary at-large, and the environment;
- Track response resources immediately and throughout response and recovery; and
- Facilitate the recovery process for members of the William & Mary community and the environment.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place within W&M. It supplements those procedures with a temporary crisis management structure. This structure provides an **immediate**, pre-planned means to manage needed responses and to re-establish normal operations in a timely manner.

The information contained in the W&M CEMP has been prepared for internal use by the university. The information provides general guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by W&M of the sufficiency of the information contained herein and the university assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.¹

¹ The authors recognize this information is repetitive in the plan. The template requires such repetition.

Scope

The CEMP outlines preparation for, and response to emergency situations on the William & Mary campus and may be applicable to extension campuses under certain circumstances. It is consistent with established practices relating to emergency response actions and incorporates the National Incident Management System (NIMS) to facilitate interagency coordination among responding agencies. The university will cooperate with federal, state and local emergency management agencies and other responders in the development, implementation and execution of emergency operations plans. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

Situation Overview

Location & Geography

The heart of William & Mary is located in Williamsburg, Virginia at latitude 37°16'15"N and 76°42'50"W longitude. Williamsburg is approximately 150 miles south of Washington, D.C. and located about midway between Richmond and Norfolk along Interstate 64. The main campus is composed of 1,200 acres; this land includes property along the scenic Lake Matoaka, the College Woods, and downtown Williamsburg. The university also owns or operates facilities located in James City County and in the City of Newport News, Virginia and Washington, D.C.

Population

The university has just under 9,000 students enrolled, many requiring accommodation for functional or access needs. William & Mary is a destination university, persons from every state and more than 68 countries, speaking more than 40 languages, are an integral part of the university community. In addition, the majority of W&M students will participate in international education programs encouraging student studies abroad. Combined with staff, the total daytime population exceeds 10,000 persons on the Williamsburg campus. This population is significantly reduced in the summer months and varies depending on summer program participation and other events. The majority of enrollees are undergraduates. Over 5,000 undergraduate and graduate students live on campus in more than 80 residential facilities. W&M operates a 16,000-seat stadium and 10,000-seat arena.

Threat, Hazard, & Risk Assessment Summary

William & Mary is vulnerable to a wide spectrum of threats and hazards, whether natural, technological, or human-caused, all of which have the potential to disrupt the university's operations, cause damage, and create casualties.

In creation of the W&M's Hazard Mitigation Plan (HMP) a quantitative and qualitative hazard identification and risk assessment (HIRA) was completed outlining the threats and hazards identified below. Assessment parameters included historical occurrence/probability, impacts to human capital/facilities/the institution as a whole, and the existing preparedness posture. Threats and hazards listed are not all-inclusive.

<u>Natural</u>	<u>Technological</u>	<u>Human-Caused</u>
Hurricane/wind	Hazmat (major)	Structure Fire
Flooding (pluvial)	Radiological Release	Major Criminal Incident
Winter storm		
Tornado		
Infectious Disease		
Earthquake		
Drought		
Wild fire		

Structure fires represent a persistent threat to the campus and may cause activation of the CEMP to coordinate relocation of persons or activities. The Wren Building burned in 1705 and 1859. Another fire deliberately set in 1862 was an act of warfare. Since 1865, documents have been noted to contain mention of structure fires involving residence halls and the president's house. Better documented are fires in 1925 (dining hall), 1930 (Tyler Hall) and 1983 (Jefferson Hall). The campus last had a major structure fire in August 2005. Seventy Preston Hall residents were temporarily relocated to commercial lodging as a result. In November 2017 a transformer coolant leak resulted in a fire which destroyed the equipment and closed Gooch and Fauquier Halls displacing 396 residents for 2-days while power was restored. W&M is a densely populated residential campus providing opportunity for the transmission of infectious diseases such as MRSA and more commonly strains of influenza which are seldom fatal. W&M has the distinction of being the only public university campus in Virginia within a power plant 10-Mile Emergency Planning Zone (EPZ), and eastern sections of the campus are within the 800-meter evacuation corridor of the CSX railroad line (which has been recently used to transport Bakken crude oil). The university is responsible for a "high hazard" earthen dam which created Lake Matoaka and on which Jamestown Road was constructed. Finally, while the university provides comprehensive measures to prevent criminal acts on campus, no institution can discount the possibility of a major criminal incident. Universities and colleges across the country have experienced acts of violence resulting in significant loss of life and damage to property. In some instances while property could be repaired it was deemed inappropriate to continue the prior facility use and the space had to be taken off-line.

Capability Assessment

William & Mary has a strong foundation of planning with physical and technical capabilities to support implementation of this plan. W&M's highly knowledgeable and experienced staff has responded to and recovered from several local and declared disasters in the course of their careers at this and other academic institutions or related facilities. Among the staff are credentialed engineers, architects, planners, and trades personnel. The university maintains relationships with pre-approved and vetted contractors with excellent histories of service. The university has a strong financial standing and continues to show a serious commitment to investing in emergency preparedness and business continuity.

Mitigation Overview

William & Mary is positioned to effectively prevent, mitigate against, prepare for, respond to, and recover from disruptive incidents. A key factor in meeting this objective is the university's contribution in developing, updating, and maintaining the regional hazard mitigation plan. *The Hampton Roads Hazard Mitigation Plan*, last released in January 2017 addresses the institution's HIRA. The university's participation further establishes a broad regional community vision and guiding principles for addressing hazard risk, including the development of specific mitigation actions designed to eliminate or reduce identified vulnerabilities.

Planning Assumptions

The William & Mary CEMP is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- William & Mary maintains a current CEMP, trains personnel to evaluate and respond to incidents, emergencies, and events, and maintains a roster of emergency response personnel to make such response in an immediate and effective manner.
- Personnel assigned responsibilities in the CEMP are familiar with requirements in the CEMP and are prepared to identify and assist in response to an incident/emergency/event by developing plans within their respective campus or department that supports the CEMP.
- The university will issue emergency notifications or warnings to the campus community any time a life safety situation exists, or such occurrence is probable, or when determined advisable in the exercise of caution.
- The City of Williamsburg and the university will continue to coordinate and develop plans compatible with National Incident Management System (NIMS) guidance.
- Public safety entities of the university will implement required NIMS activities and effectively use the Incident Command System when responding.

- The university will activate an Emergency Operations Center, when necessary and in coordination with community partners, to assist Incident Commander(s) and the Emergency Coordination Officer in mobilization of resources and personnel required in response to the situation.
- The university will maintain its CEMP and coordination with local officials and consistent with §23.1-804 of *the Code of Virginia* and Virginia Department of Emergency Management (VDEM) guidance.

Concept of Operations

National Incident Management System

William and Mary has adopted the National Incident Management System (NIMS) as the standard for incident, emergency, and event management. As both a national best practice and a state compliance requirement, NIMS sets common goals across all fundamental incident management components, including a flexible, scalable, and modular organization; management of incidents at the lowest operational level possible; unified command wherever possible; Multi-Agency Coordination Systems; common terminology; standardized incident action planning; comprehensive resource management; integrated communications systems; and pre-designated facilities.

W&M's emergency response organization will implement a unified incident management strategy that aligns university department functions within the Incident Command System to manage, coordinate, and direct resources committed to an incident, emergency, or event. This structure supports effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed, and ensuring personnel safety and accountability.

Direction, Control, & Coordination

Incident Command System

William & Mary utilizes the Incident Command System (ICS, a NIMS component) for incident, emergency, and event management. ICS is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is widely applicable to organize both short-term and long-term field operations for the full spectrum of emergencies.

Unified Command

Unified Command (UC) will be used when there is more than one W&M department or organization with incident jurisdiction, or when incidents cross political jurisdictions. Departments will work together through the designated members of the UC to establish common objectives and strategies under a single Incident Action Plan (IAP) while retaining and preserving respective authorities.

In large-scale incidents/emergencies/events, key Emergency Operations Team (EOT) members, department heads, contractors, and other stakeholders may establish a Unified Command Post (UCP) at or near the incident site. They will notify other departments/agencies that need to be present at the UCP. They will jointly appoint command and general staff as necessary to carry out incident objectives.

Area Command

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command (AC) organization. An AC is an organization established to oversee the management of multiple incidents that are being handled by an ICS organization or to oversee the management of large or multiple incidents.

AC has the responsibility to set the overall strategy and priority, allocate critical resources according to the priorities, and to ensure that all incidents are properly managed and established objectives are achieved.

Multi-Agency Coordination System (MACS)

The primary function of multi-agency coordination is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field.

The Multi-Agency Coordination System (MACS) consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support among multiple jurisdictions, MACS can be implemented from a fixed facility or by other arrangements outlined within the system.

Emergency Operations Center (EOC)

One of the most commonly used elements of the MACS is the EOC. In emergency situations that require additional resource and coordination support, the W&M EOC will be used. In some cases the EOC may also manage direction and control of the incident.

Upon activation, communications and coordination will be established between Incident Command and the EOC. Additionally, the EOC will establish communication and coordination with neighboring jurisdiction EOCs and when necessary the Commonwealth of

Virginia EOC to coordinate response and recovery activities. The university's EOC organization will be discussed in detail later in this Plan.

Department Operations Center (DOC)

A department operations center (DOC) is a coordination point that focuses on a single department's internal incident management and response. An example would be a DOC set up by Facilities Management to manage snow removal operations.

University departments may choose to establish a DOC to coordinate their emergency management activities. The DOC will be linked to the EOC and actions will be coordinated through the departmental representatives in the EOC.

Organization

On-Scene Incident Commander(s)

Most emergency situations are handled routinely by the front-line staff in departments such as Police, Athletics, Facilities Management, Environmental Health and Safety, Fire Prevention, Housing and Residence Life, Recreation and Wellness, Student Engagement and Enrollment Services, and others, with response activities conducted at the field level. ICS is routinely implemented to organize response to the emergency or disaster, incorporating the functions, principles and components of ICS (unified command, action planning, span of control, hierarchy of command). Once an emergency or disaster has occurred or is imminent, the responding department establishes on-scene incident command, including the designation of an Incident Commander (IC) and establishment of an Incident Command Post (ICP). The IC provides command and control, which includes planning, accountability, and carrying out a plan to mitigate the situation. The IC allocates resources assigned to the incident, including those activated through local mutual aid agreements. In the event that multiple departments/areas within university are affected, an on-scene IC may be present at each of several separate incidents. Depending on the scope of the incident/emergency/event, resources needed, and coordination necessary within and outside the university, the Emergency Operations Center (EOC) may be activated to provide support for IC field operations.

Emergency Management Team

William and Mary's Emergency Management Team (EMT) is responsible for overall coordination of the university's emergency preparedness efforts. The Emergency Management Team operates under the authority of the President and is chaired by the Senior Vice President for Finance and Administration. The Team is responsible for the planning and execution of emergency preparedness, response and recovery. EMT members staff EOC positions during incidents providing high-level support for the Incident Commander, and the EOC's functional units in execution of the plan. Accordingly, the responsibilities of this body include:

1. Communicate critical emergency information to the campus community.
2. Review plans for effectiveness, community inclusiveness, and recommend well developed plans to the President for approval.
3. With authority from the President, approve all related policy and procedures.
4. Identify critical functions and systems that must be restored and maintained.
5. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.

Emergency Management Team Members:

- Senior Vice President for Finance and Administration – Chair
- Vice President for Student Affairs
- Vice Provost for Research
- General Counsel (Legal Advisor)
- Chief Information Officer
- Associate Vice President for Public Safety and Chief of Police
- Associate Vice President for Facilities Management
- Associate Vice President for University Relations
- Associate Vice President for Student Affairs
- Associate Provost and Assistant to the President
- Director of Auxiliary Services
- Director of Operations & Support Services (VIMS)
- Emergency Management Coordinator
- Academic Department Chair
- International Travel & Security Manager

Emergency Operations Center & Emergency Operations Team

W&M's Emergency Operations Center (WMEOC) is activated to support the resource and information needs of Incident Commanders responding to an incident(s) and special operations coordination. Conditions that can cause the EOC and EOT to be activated include:

- A request from Incident Command when their resources are insufficient to effectively continue response activities without assistance.
- A determination by the Emergency Coordination Officer or Incident Commander that incident communications require a higher level of coordination or special operations support.
- Coordination of activities in advance of an event (such as emergency preventative measures taken before hurricane landfall).

Once activated, the EOC/EOT performs many functions to include:

- Provides overall incident management and coordination.
- Determines the scope and impact of the incident.
- Serves as the primary information collection and dissemination clearinghouse.
- Issues communications through University Relations and Joint Information Center.
- Requests additional resources from outside agencies. Coordinates with local, state, and federal government agencies.
- Maintains situational awareness and a common operating picture throughout the incident.
- Prepares Incident Action Plans for multi-operational period incidents.
- Implements university business continuity of operations plans (COOPs).
- Staff incident management positions.
- Coordinate special operations (Call Center, Media Monitoring; etc.).

External Support

Incidents may also impact the surrounding community. If this occurs, the university will make every effort to coordinate and work with local, State, and federal officials in their delivery of emergency services. For coordination purposes with State agencies, the AVP for Public Safety and Chief of Police serves as the university's Emergency Coordination Officer (ECO). The Emergency Management Coordinator serves as the secondary ECO assuming those responsibilities in the absence of the primary coordinator.

The City of Williamsburg Emergency Coordinator will serve as the point of contact to William & Mary when making resource requests to the Virginia Emergency Operations Center (VEOC). This operational policy to channel resource requests through the local government is consistent with the Code of Virginia §44-146.18, and §23-9.2:9, which mandates a state institution of higher education to maintain a Crisis and Emergency Management Plan, update it regularly, and integrate it with the local emergency operations plan.

William & Mary, as a state agency, has a role and responsibility to support the Virginia Emergency Support Team (VEST) agencies during a declared emergency or when otherwise needed. Upon receipt of a mission request from the VEOC, the university will make a determination if there are personnel and resources available to meet the mission requirements. W&M will promptly notify the VEOC regarding the status of their request. If university resources are available to fill the request, they will be deployed following receipt of a mission assignment from the VEOC.

Emergency Notification System

William & Mary has a number of ways to communicate to the campus community during an emergency situation. In a serious life safety situation, the university will activate three 120-decibel emergency sirens stationed across the campus. Another part of the notification system is an alerting service which sends out notifications through landline phone, cell

phone, text messages, email and, some popular social media applications. The service is utilized to inform you about campus-wide emergencies, natural disasters and closings for inclement weather.

Campus Community: Roles & Responsibilities

Board of Visitors

Adopt the CEMP for the purposes of protecting the lives of the campus community as well as the property and assets of the university. Support the threat assessment committee, pursuant to § 23.1-804 of The Code of Virginia. Designate the administrator ultimately responsible for emergency management.

President

This plan is activated under the authority of the President who also approves policies having effect on this plan. Approves the CEMP.

Provost

The authority to close the university, to cancel classes or to maintain academic activity is delegated to the Provost who makes all such decisions in consultation with the President and the Emergency Management Team. The Provost assumes the authorities of the President in his/her absence.

Senior Vice President for Finance and Administration

Approves the CEMP and appoints or serves as Chair of the Emergency Management Team.

Chair, Emergency Management Team

The Chair of the Emergency Management Team oversees development of policy, plans and protocols necessary for emergency operations. Upon consultation with President, the chair shall be responsible for coordinating a declaration of emergency with the City Manager. In an emergency/disaster the Chair or his/her designee determines activation levels, activates the EOC and necessary functions, and assumes the role of EOC Manager.

Emergency Management Team

William and Mary's Emergency Management Team (EMT) is responsible for overall coordination of the university's emergency preparedness efforts. The Emergency Management Team operates under the authority of the President and is chaired by the Senior Vice President for Finance and Administration or designee. The Team is responsible for the planning and execution of emergency preparedness, response and recovery. EMT members staff EOC positions during incidents providing high-level support for the Incident Commander, and the Emergency Operation Team's functional units in execution of the plan. Accordingly, the responsibilities of this body include:

1. Communicate critical emergency information to the campus community.
2. Review plans for effectiveness, community inclusiveness, and recommend well developed plans to the President for approval.
3. With authority from the President, approve all related policy and procedures.
4. Identify critical functions and systems that must be restored and maintained.
5. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.

Emergency Operations Team

The Emergency Operations Team (EOT) is responsible for the execution of the CEMP and its annexes during an incident. The EOT is comprised of members of the EMT, senior management and other personnel representing functional areas and special capabilities identified in position function plans. Members are responsible for ensuring that their plans identify the resources necessary for successful execution. The EOT includes both primary and alternate members. Alternate members direct and execute plan responsibilities in the absence/unavailability of the primary member or during their shift if around-the-clock operations are required. All primary and alternate members must be knowledgeable of overall CEMP. Members must also be available during a crisis situation. The composition of the EOT may vary depending on the type of emergency.

Accordingly, the responsibilities of this body include:

1. Recommend the allocation of resources required to reduce identified vulnerabilities.
2. Recommend the allocation of resources required to accomplish the purposes of the
3. Emergency Operations and Continuity of Operations Plans
4. Ensure coordination with external agencies and resource providers.
5. Delegate necessary authorities for incident stabilization and protection of life and property.

Incident Commander

The Incident Commander is the individual responsible for the command and control of all operational aspects of the emergency response at the scene. The determination of Incident Commander is based upon the type of incident occurring. In an incident requiring a tactical response by police, fire, or EMS the appropriate supervisor will assume the role of Incident Commander.

Building Emergency Coordinators

William & Mary has identified Building Emergency Coordinators (BECs) who will be responsible for disseminating information and instructions to building occupants. These coordinators are critical resources in emergency preparedness and will be provided training and materials to accomplish their tasks. These individuals are responsible for familiarizing themselves with emergency plans and for ensuring that building occupants have an understanding of procedures related to emergencies both campus-wide and within their specific area. BECs are responsible for developing and maintaining an emergency plan for their respective building or area.

Faculty and Staff

Faculty and staff shall familiarize themselves with applicable emergency plans and procedures and evacuation routes. Faculty and staff should understand that students will look to them for leadership during an emergency. They should know who the building coordinator is for their building and take instruction from that coordinator in the event of an incident. Faculty and staff must be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action.

During a recovery period, faculty and staff will be provided with instructions about returning to their workplace.

Liaison to City of Williamsburg EOC

The City of Williamsburg maintains an Emergency Operations Center which is activated under its protocols for the declaration of an emergency. The university provides a liaison who operates in the EOC when activated. That representative also participates in planning meetings, tests and exercises performed under the auspices of the City's EOC.

Emergency Management Coordinator

Maintain the EOC in a constant state of readiness. Develop and maintain the EOP and other relevant plans. Assume duties as directed by the Chair of the EMT or EOC Manager. Maintain the training and exercise program to better prepare designated staff for emergency response and recovery tasks. Coordinate directly with the Williamsburg Emergency Manager and other public safety officials in related planning, preparation, response and recovery efforts.
Emergency Coordination Officer (ECO)

Identification of an ECO, and alternate ECO, is required by the state to function as the primary point of contact for agency emergency management programs. Designation of individuals to these roles implies to the Office of the Secretary that these persons are directly responsible for the direction of emergency management programs on the campus.

Emergency Management Coordinator (City of Williamsburg)

Maintain the local emergency management program and the EOC from which emergency operations will be directed. The Coordinator will contact the VEOC with requests for resources on behalf of the university when local capabilities are exceeded.

Media Relations

University Communications staff, upon notification, should report to the WMEOC and/or designated Joint Information Center (JIC). The City of Williamsburg Public Information Officer (PIO) is typically responsible for the activation, operation, and demobilization of the JIC, unless the incident is isolated to the campus. The JIC may be a physical location or operated virtually depending on the scope of operations. The PIO function is to coordinate press releases with the Incident Commander/Unified Command.

Demobilization

The Incident Commander/Unified Command will determine when response operations can be demobilized. Demobilization requires the deactivation of the EOC (if applicable) and the compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible.

Campus Recovery

Aligning with the university's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. Working with the Provost, the EMT Chair will provide strategic guidance to the EOC and/or Office of Emergency Management and other university departments.

Organization & Assignment of Responsibilities

Succession of Authority

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the university President when he/she is capable of resuming essential duties or an interim or permanent replacement has been installed by the Board of Visitors. The university's orders of succession and method of notification to personnel are:

Position	Successor #1	Successor #2	Successor #3
President	Provost	SVP for Finance and Administration	Vice President for Student Affairs
Provost	Vice Provost, Research and Graduate Studies	Vice Provost for Academic and Faculty Affairs	Vice Provost for International Affairs and Director of the Reves Center
Chair, Emergency Management Team	Vice President for Student Affairs	AVP for Public Safety and Chief of Police	AVP for Student Affairs and Director of Residence Life
AVP for Public Safety and Chief of Police	Major	Patrol Police Lieutenant	Administrative Police Lieutenant
AVP for Facilities Management	Director of Operations and Maintenance	Director of Planning, Design and Construction	Sr. Review Electrical Engineer

Emergency Support Function Matrix

The WMEOC is based on a functional support model and members are grouped into sections to enhance collaboration and effectiveness. A designated EOC Manager provides overall leadership and control of support operations. Positions include:

POSITION NO.	SECTION	RELATED FUNCTION
Policy Section		
1	Senior Vice President for Finance and Administration	Chair of Team and EOC Manager Liaison with President and Provost Financial Management
2	Vice President for Student Affairs	Student community
3	AVP for University Relations	Internal and external communications
4	General Counsel	Legal issues
5	Vice Provost for Research	Academic programs and research labs
Operations Section		
6	AVP for Public Safety and Chief of Police	First responders, public safety and security , EOC operations
7	AVP for Facilities Management	Facilities planning, management & recovery
8	AVP for Student Affairs (Campus Living) and Director for Residence Life	Student housing

POSITION NO.	SECTION	RELATED FUNCTION
Planning and Logistics Section		
9	Director of Auxiliary Services	Support operations: food service, transportation
10	Assistant To The Vice Provost for Research & Graduate/Professional Studies	Supplies, donations, procurement, financial processing
11	Chief Information Officer	Information technology systems
12	Academic Dept. Chair and Arts and Sciences Emergency and Planning Coordinator	Academic programs and research labs
13	International Travel & Security Manager	International Students
Communications Section		
14	Director of News & Media Communications staff members as determined by Director of News Media.	Communications: Press releases and all other messages Communications: assist w/messaging & monitoring social media
EOC		
15	Emergency Management Coordinator	EOC Facilitator for Process (notifications, tech support call center)
16	Director of Risk Management	EOC Facilitator for Support Staff (logs, forms, phone lines)
17	Associate Provost and Assistant to the President	Williamsburg EOC Liaison (located in the City EOC)

WMEOC staff are members of the EOT assigned to emergency support positions when the center is activated. University employees familiar with the responsibilities and authorized to make resource decisions are designated to fill a particular position. Usually one of these employees is also a member of the EMT and functions as the primary contact for the position. The primary contact, or the next in succession if the primary is unavailable, is responsible for developing the operation cycle "plan of action" and coordinating the relief schedule. Other EOT members are designated to perform special operations required as consequence of an incident; i.e., call center, media monitoring, donation management, etc.

1. EOC Manager / Financial Management

The EOC Manager is responsible for communications with senior administrators for the university (President and Provost). The EOC Manager exercises leadership over the operations of the WMEOC. The manager is responsible for activating and staffing the EOC, authorizing resource request, approving internal and external communications, proper expenditure of university funds, and compliance with applicable laws. Manager supports state and federal reimbursement of expenses when such programs are available. This position authorizes use of the disaster expenditure index.

2. Student Community Support

Student Community Support is responsible for call center operations, counseling services, family re-unification, and donation management. Student Community Support is also responsible for health concerns including medication distribution, infectious disease control, and liaison with hospitals and the Virginia Department of Health. Student Community Support will coordinate with the AVP for Human Resources to establish accountability of staff, students, faculty and guests on the campus.

3. University Communications

University Communications is responsible for all internal and external communications. They are responsible for media and social media monitoring, rumor control and directly supports the call center. University Communications is responsible for scheduling news conferences and press releases. As necessary this communicator will represent the university in the public media,

4. General Counsel

General Counsel is responsible for advising EOC leadership on legal concerns associated with emergency operations.

5. Academic Programs and Research

Academic Programs and Research is responsible for the continuation/resumption of academic programs and special considerations and risks associated with university research. This may include alternative classrooms and may provide planning expertise in research and analysis.

6. Public Safety and Security

Public Safety and Security is responsible for providing information from the Incident Command Post, if one exists, to the EOC and post incident safety/security planning. This liaison will communicate closely with first responders at the scene and will provide situational updates to the EOC. The AVP for Public Safety also assist with the EOC Operations.

7. Facility Planning, Management & Recovery

Facility Planning, Management & Recovery is responsible for preventative/protective measures, damage assessment, building inspection, utility provider liaison, and historic preservation. Following a disaster FPM&R is responsible for coordinating restoration of the built environment.

8. Student Housing

Student Housing is responsible for residence hall evacuations, temporary sheltering and emergency communications with residences.

9. Auxiliary Services

Auxiliary Services is responsible for food, water, transportation and refuge of last resort operations.

10. Logistics / Supply Unit

The Logistics / Supply Unit will locate, procure, and issue resources such as personnel, supplies, facilities, contracting services & equipment for the incident. This Supply Unit will determine if requests can be met internally or through other agencies, will obtain permission for expenditures, organize and forward all requests to either Procurement or the EOC Manager.

11. Information Technology Operations

Information Technology Operations is responsible for the university phone, cable, and computer systems maintenance, testing, backup, and recovery.

12. Academic Programs and Research

Academic Programs and Research monitors and coordinates directly with academic staff for the continuation/resumption of academic programs and research.

13. International Student Affairs

This position is responsible for coordinating Reeves staff in meeting the special needs of the campus's substantial international student population. Also, this position assists the logistics unit.

14. Internal and Public Information

This communicator is responsible for creation and distribution of university news and information including the scripts for the call center.

15. EOC Facilitator

Facilitator is responsible for assuring the EOC is in a state of operational readiness and for situation awareness displays in the EOC. The EOC Facilitator has responsibility for coordinating technical support, system operators and other resources.

16. EOC Facilitator

Facilitator is responsible for supporting staff assigned to maintain logs, completing ICS forms and other administrative tasks.

17. Williamsburg EOC Liaison

The Williamsburg EOC Liaison reports to the City EOC when activated and represents the university's interests and partnership during emergency operations. Liaison relays critical incident information concerning the university to the WMEOC or the presumptive EOC Manager if the WMEOC is not yet activated. That representative also participates in planning meetings, tests and exercises performed by the City's EOC.

Plan Development & Maintenance

Program Roles, Responsibilities, & Administration

Board of Visitors

In accordance with *Code of Virginia* §23.1-804, the board of visitors shall develop, adopt, and keep current a written Crisis and Emergency Management Plan (CEMP). The plan shall include a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in the *Code of Virginia* § 19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.

President

In accordance with *Code of Virginia* §23.1-804, the Chief Executive Officer shall annually review the institution's CEMP, certify in writing that they have reviewed the plan, and make recommendations to the institution for appropriate changes to the plan.

Associate Vice President for Public Safety and Chief of Police

The Associate Vice President for Public Safety and Chief of Policy is responsible for coordinating the preparation and updating of the CEMP as required. The AVP will collaborate as needed with internal and external partners.

The AVP will coordinate the annual review of the CEMP by the Chief Executive Officer and document the process per *Code of Virginia* §23.1-804. In addition, every four years the AVP will oversee a comprehensive review of the CEMP and secure its formal adoption by the governing board.

Emergency Support Functions

Emergency Support Functions bring together personnel that have authority, expertise, or a combination thereof, to determine a functional solution in response to an incident. ESFs can be used singularly, or in combination to resolve an incident and lay the foundation for recovery efforts.

Training & Exercises

Trained and knowledgeable personnel are essential for the prompt and proper execution of William & Mary’s Crisis and Emergency Management Plan (CEMP), Emergency Action Plans (EAP), and Continuity of Operation Plan’s (COOP). Personnel with emergency management responsibilities will be provided with training opportunities to better understand their roles and responsibilities during an incident. Awareness information and training will be provided to the campus community.

Exercise Program

Drills, tabletop and functional exercises are conducted as part of the Training & Evaluation (T&E) program established to build and maintain the university’s emergency capabilities. Major components of this program include training staff in their responsibilities, conducting periodic refresher training and validation of the university’s plans and procedures, systems, and equipment through exercise. A multi-year improvement planning process has been established for this purpose and is referenced in the following tables. In accordance with §23.1-804 of *the Code of Virginia*, the university conducts an annual functional exercise of the emergency operations plan. These exercises make general use of Homeland Security Exercise and Evaluation Program (HSEEP) standards. These standards have been useful in providing a clear, programmatic and repeatable method for everything from exercise concept development to improvement planning.

2019 T&E Plan			
1 st Q	2 nd Q	3 rd Q	4 th Q
	MCI TTX	Continuity Plan Exercise	MCI FEX
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	Continuity Plan Seminar

2020 T&E Plan			
1 st Q	2 nd Q	3 rd Q	4 th Q
	TBD TTX	TBD Seminar	Continuity Plan exercise
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	

After Action Review

After Action Reports (AAR) and Improvement Plans (IP) developed from actual incidents or exercises are used to refine and adjust plans. The annual functional exercise, conducted with our jurisdictional partners, is typically based on a hazard or threat that will impact all of our agencies. These events encourage us to develop coordinated plans prior to the exercise and expose weaknesses in our plans through exercise. Similarly, actual events involving

activation of our plans also expose the strengths and weaknesses of our plans. Each of these situations will receive in follow up a highly detailed AAR and IP which describe the actions taken and identify areas for improvement.

Glossary & Acronyms

Glossary

Campus Community: Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, university property.

Command Post / Incident Command Post (ICP): That location at which primary command functions are executed; usually co-located with the Incident Base, also referred to as the Incident Command Post.

Communications Plan: This plan coordinates the use of available communications means and establishes assignments for certain functions to inform members of the campus community and monitor communications concerning the university.

Continuity of Operations Plan: A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.

Crisis and Emergency Management Plan: An all hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the university's mission.

Decontamination: The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

Emergency: Any occurrence, or threat, whether natural or human-caused, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the Commonwealth or clearly defined portion or portions thereof.

Emergency Alert System: A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

Emergency/Disaster/Incident: An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the

scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

Emergency Coordination Officer: The person serving as the primary conduit between the state department of emergency management and the university with regard to emergency preparedness. The ECO coordinates planning, training, exercising, and all other activities related to the phases of emergency management.

Emergency Management: The process of coordinating available resources to effectively manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves four phases: mitigation, preparedness, response, and recovery.

Emergency Action Plan: A department/area/unit specific set of guidelines and procedures for use during an imminent life safety event (e.g. building fire, severe weather, hostile intruder, etc.).

Emergency Operations Center: A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

Evacuation: Assisting people to move from the path or threat of a disaster to an area of relative safety.

Exercise: An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. Exercises include seminars, workshops, tabletops, drills, games, and functional and full scale exercises.

Federal Disaster Assistance: Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

Geographic Information System: A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.

Hazard: Any source of danger or element of risk to people or property.

Hazardous Materials: Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

Hazardous Materials Emergency Response Plan: The City of Williamsburg developed this in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorization Act of 1986. It is intended to be a tool for our community's use in recognizing the risks of a hazardous materials release, in evaluating our preparedness for such an event, and in planning our response and recovery actions. This plan is separate from the city's Emergency Operations Plan. It can be found in the WebEOC library board.

Hazard Mitigation Plan: A risk management tool used to identify natural and human caused hazards facing the university.

Incident: An occurrence or event, natural or human caused, which requires a response to protect life or property.

Incident Action Plan: The statement of objectives and priorities for supporting activities during a designated period.

Incident Command System: A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

Incident Commander: The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response.

Incident Management Team: Select group of personnel closely aligning with representative departments that will manage the early stages of an incident with the Office of Emergency Management.

Incident Response Team: Key university departments/units that staff or otherwise support the Emergency Operations Center during an incident.

Initial Damage Assessment Report: A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

Joint Field Office: The central coordination point among federal, state and local agencies and voluntary organizations for delivering recovery assistance programs.

Joint Information Center: A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.

Liaison Officer: The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event.

Local Emergency: The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

Local Emergency Planning Committee: Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring compliance with the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III).

Mitigation: Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

Mutual Aid Agreement: A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and/or equipment in an emergency situation.

National Incident Management System: The group of principles that are legislated for all entities to assist in coordination national emergency response functions.

National Response Framework: A guide to how the nation conducts all-hazard response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the nation.

National Weather Service: The federal agency which provides localized weather information to the population and, during a weather-related emergency, to state and local emergency management officials.

Preparedness: The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including weapons of mass destruction incidents.

Presidential Declaration: A presidential declaration frees up various sources of assistance from the federal government based on the nature of the request from the governor.

Public Information Officer: The Emergency Operations Center position responsible for information management during an event.

Safety Officer: The Emergency Operations Center position responsible for safety oversight during an event.

Situation Report: A form which, when completed at the end of each day of local Emergency Operations Center operations, will provide the jurisdiction with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the VEOC via fax or submitted through the Virginia Department of Emergency Management website.

Span of Control: As defined in the Incident Command System, span of control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

Special Needs Populations: Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who are older adults, who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation dependent

State of Emergency: The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the state is of sufficient severity and magnitude to warrant disaster assistance by the state to supplement local efforts to prevent or alleviate loss of life and property damage.

Unified Command: Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

Victim: A person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony, assault and battery, stalking in violation, sexual battery, attempted sexual battery, maiming or driving while intoxicated (Source CoV §19.2-11.01B).

Weapons of Mass Destruction: Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921).

Acronyms

AAR	After Action Review
AVP	Associate Vice President
BEC	Building Emergency Coordinator
BOV	Board of Visitors
CERT	Community Emergency Response Team
CEMP	Crisis and Emergency Management Plan
COOP	Continuity of Operations Plan
COV	Code of Virginia
DOE	Department of Education
DRU	Disaster Resistant University
DSA	Division of Student Affairs
EAP	Emergency Action Plan
ECO	Emergency Coordination Officer
EH&S	Environmental Health & Safety
EMS	Emergency Medical Services
EMT	Emergency Management Team
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FEX	Functional Exercise
FM	Facilities Management
FOIA	Freedom of Information Act
FSE	Full Scale Exercise
HIRA	Hazard Identification and Risk Analysis
HMP	Hazard Mitigation Plan
HSEEP	Homeland Security Exercise and Evaluation Program
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IHE	Institutions of Higher Education
IMT	Incident Management Team
JIC	Joint Information Center
MAC	Multi-Agency Command
MNS	Mass Notification System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NWS	National Weather Service
OEM	Office of Emergency Management
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
SMS	State Managed Shelter Plan
SOP	Standard Operating Procedures

November 14-16, 2018

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- SSPC** Safety and Security Policy Committee
- SVP** Senior Vice President
- TTX** Table Top Exercise
- UC** Unified Command
- VDEM** Virginia Department of Emergency Management
- VIMS** Virginia Institute of Marine Science
- VEOC** Virginia Emergency Operations Center
- VP** Vice President
- VSP** Virginia State Police
- VOAD** Voluntary Organizations Active in Disaster
- W&M** William & Mary
- WEOC** Williamsburg Emergency Operations Center
- WFD** Williamsburg Fire Department
- WMEOC** William & Mary Emergency Operations Center
- WMPD** William & Mary Police Department
- WPD** Williamsburg Police Department

**WILLIAM & MARY
RESOLUTION TO APPROVE THE NAMING OF
THE TRIBE FIELD HOCKEY CENTER**

In living lives defined by leadership and service, Cathy Bessant, P'18 and John Clay, P'18 have made positive contributions to a wide variety of causes. During the past four years the Bessant/Clay family has become part of the William & Mary community as they have actively supported their daughter's, Meredith Clay '18, career as a member of the field hockey program.

Cathy Bessant is widely recognized as one of the most powerful women in the corporate banking world. She currently serves as the chief operations and technology officer at Bank of America and is a member of the company's executive management team. She has earned distinction working with underserved communities within her company and has been honored on multiple occasions for her service to the Charlotte, North Carolina, region.

John Clay served his country with distinction for more than 20 years as a Navy fighter pilot. After graduating from the United States Naval Academy, he was deployed all over the globe and flew in missions involving multiple combat theatres, including Operation Desert Shield/Desert Storm. Along with Cathy, John has served on the university's Parent & Family Council, an advisory board that provides essential leadership and philanthropy.

The 2018-19 academic year marks the 100th anniversary of coeducation at William & Mary. Throughout the year, the university is celebrating the transformative and lasting impact of the first female student cohort admitted in the fall of 1918. As part of William & Mary's commemoration of 100 years of coeducation and women's athletics, the Bessant/Clay family served as the lead donors on a \$2.4 million project that will establish a new home for the women's field hockey team at Busch Field. The initiative, called the Century Project, has set into motion efforts designed to enhance the experience for women athletics and the caliber of the university's facilities.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President and in recognition of the Bessant/Clay family's generous support of W&M Athletics in general and the field hockey program specifically, the William & Mary Board of Visitors hereby names the Busch Field Team Facility as the Tribe Field Hockey Center; and

BE IT FURTHER RESOLVED, That a copy of this resolution be presented to Ms. Bessant and Mr. Clay, with the best wishes and gratitude of the Board of Visitors and the entire William & Mary community.

COMMITTEE ON FINANCIAL AFFAIRS

November 16, 2018

8:00 – 8:45 a.m.

Board Room - Blow Memorial Hall

James A. Hixon, Chair

Mirza Baig, Vice Chair

- I. Introductory Remarks - Mr. Hixon
- II. Approval of Minutes - September 27, 2018
- III. Reports from Senior Vice President for Finance and Administration Samuel E. Jones and Vice President for Finance/Chief Financial Officer Amy S. Sebring
 - A. Maintain Four-Year Tuition Guarantee for In-State Undergraduate Students. **Resolution 14**.
 - B. Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2018 (*joint with Richard Bland College*). **Resolution 15**.
 - C. Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2018. **Resolution 16**.
 - D. Approval of Interim Use of Funds and Establishment of Russell and Jeanne Baker Quasi-Endowment. **Resolution. 17**.
 - E. 2018 Debt Management Report. *Pre-Read*
 - F. 2018-2019 Operating Budget Summary. *Pre-Read*
 - G. Investment Update for Periods Ending September 30, 2018. *Pre-Read*
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
 - A. 2018-2019 Operating Budget Summary. *Pre-Read*
- V. Discussion
- VI. Adjourn

**WILLIAM & MARY
MAINTAIN FOUR-YEAR TUITION GUARANTEE FOR IN-STATE
UNDERGRADUATE STUDENTS**

For fiscal year 2020 (FY 2020), the administration recommends that the university maintain the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with anticipated increases in state general fund support for the upcoming fiscal year, provides the university with the resources necessary to implement the revised Six-Year Plan approved by the Board of Visitors at its September 2018 meeting. Importantly, this tuition structure also provides a four-year tuition guarantee for incoming Virginia undergraduates, which, when combined with the university's commitment to provide need-based financial aid to low- and middle-income Virginia families, makes William & Mary one of the most affordable public institutions in Virginia.

In April 2013, the Board of Visitors approved **Resolution 25, Approval and Implementation: William and Mary Promise**, setting tuition rates for incoming full-time in-state undergraduate students for fiscal years 2014 through 2016. A review of the program shows that the university has been able to increase in-state applicants and maintain the overall quality of the undergraduate student body while generating the resources necessary to improve faculty and staff salaries and implement other institutional initiatives. Setting FY 2020 tuition for incoming full-time in-state undergraduates now provides prospective Virginia students and their families with tuition information prior to accepting an offer of admission.

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 at its April, 2019 meeting, reflecting anticipated actions by the 2019 General Assembly, market conditions for each student group, and comments received through public comment sessions

Revenue generated from this tuition increase, in combination with other revenues and reallocated funds, will likely be used to address personnel costs, including the university's share of state-mandated salary and fringe benefit increases, need-based financial aid, and institutional initiatives. The exact uses will be determined as part of the university's annual budget setting process which prioritizes available resources to meet the university's highest strategic priorities.

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, approves continuation of the William & Mary Promise as the operating model for the university, and as a result, for FY 2020 continuing in-state undergraduates will see no increase in tuition.

BE IT FURTHER 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, approves the FY 2020 tuition for incoming in-state undergraduates at \$18,375, with this rate to be guaranteed for four-years reflecting the equivalent of an annualized increase of 1.31% over the guarantee period.

**RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF
THE COLLEGE OF WILLIAM & MARY IN VIRGINIA,
VIRGINIA INSTITUTE OF MARINE SCIENCE, AND RICHARD BLAND COLLEGE
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The Consolidated Financial Report of The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2018, and presented by William & Mary's Senior Vice President for Finance and Administration and Vice President for Finance/Chief Financial Officer to the Presidents of William & Mary and Richard Bland College, and the Rector and Board of Visitors.

The statements included in this consolidated Financial Report provide an analysis of the University (defined as the consolidated figures for William & Mary, the Virginia Institute of Marine Science, and Richard Bland College) and its affiliated foundations for fiscal year 2017-2018. William & Mary's financial management has prepared the consolidated financial statements and is responsible for the information for William & Mary, the Virginia Institute of Marine Science, and their affiliated foundations. Richard Bland College's management is responsible for all financial information for Richard Bland College and its affiliated foundation. The report is subject to a detailed audit to be conducted by the Auditor of Public Accounts.

RESOLVED, That the Unaudited Consolidated Financial Report for the Year Ended June 30, 2018 (*see separate booklet*) for The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.

**WILLIAM & MARY
RECEIPT OF THE FINANCIAL REPORT OF
THE INTERCOLLEGIATE ATHLETIC DEPARTMENT
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The summarized Financial Report of William & Mary's Intercollegiate Athletic Department for the fiscal year ended June 30, 2018, is presented by the Senior Vice President for Finance and Administration to the President, Rector, and the Board of Visitors of the university.

RESOLVED, That the Unaudited Financial Report of William & Mary's Intercollegiate Athletics Department for the Year Ended June 30, 2018 (*see separate booklet*), is hereby received by the Board of Visitors.

**WILLIAM & MARY
APPROVAL OF INTERIM USE OF FUNDS AND
ESTABLISHMENT OF RUSSELL AND JEANNE BAKER QUASI-ENDOWMENT**

WHEREAS, after a long and full life, Jeanne Baker passed away in February 2018 at the age of 102, leaving William & Mary as a 1/3 beneficiary of a trust established by her husband, Russell; and

WHEREAS, the trust, valued at \$3,155,432 as the university share, has no restriction as to use; and

WHEREAS, the administration recommends that \$155,432 be set aside as an expendable fund in support of campus beautification efforts, recognizing the Baker’s interest in the campus grounds; and

WHEREAS, the administration recommends that, as an interim use, \$3.0 million be used to support detailed planning for the Integrated Science Center 4 project, with the funds to be reimbursed by the Commonwealth of Virginia once working drawings are complete and the project moves to construction; and

WHEREAS, the administration recommends that, once reimbursement from the Commonwealth occurs, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university’s Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary’s impact on the environment and to improve efficiency in ways that create measurable returns on investment,

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William & Mary in Virginia, expresses its deep gratitude to the Baker Family for this most generous gift and approves the creation of an expendable fund in support of campus beautification and an interim use of funds to support the planning of Integrated Science 4 as previously described; and

BE IT FURTHER RESOLVED, That once the ISC 4 planning funds are reimbursed by the Commonwealth, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university’s Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary’s impact on the environment and to improve efficiency in ways that create measurable returns on investment.

AD HOC COMMITTEE ON
ORGANIZATIONAL SUSTAINABILITY & INNOVATION

November 16, 2018

8:45 – 10:15 a.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. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn