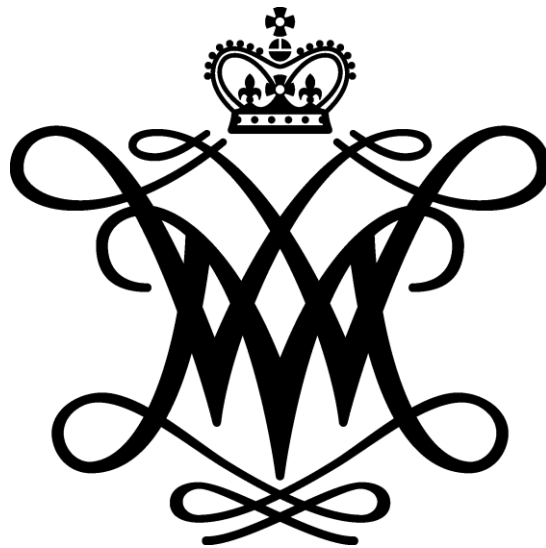


THE BOARD OF VISITORS  
OF THE COLLEGE  
OF WILLIAM & MARY  
IN VIRGINIA

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COMMITTEE MEETINGS

*Board Rooms - Blow Memorial Hall*

September 21 – 23, 2016

## **SCHEDULE**

Board of Visitors Committee Meetings  
The College of William and Mary

September 21-23, 2016  
Blow Memorial Hall - College of William and Mary

### **WEDNESDAY, SEPTEMBER 21:**

#### **BOARD DINING ROOM**

2:15 p.m.                Coffee available

#### **BOARD ROOM - RICHARD BLAND COLLEGE COMMITTEE**

2:30-4:30 p.m.        Richard Bland College Committee  
(President Sydow)  
Warren W. Buck III  
William H. Payne II  
Lisa E. Roday  
Karen Kennedy Schultz  
Brian P. Woolfolk  
D. Jill Mitten, faculty representative  
David J. Snyder IV, student representative

Sue H. Gerdelman, Chair  
Lynn M. Dillon, Vice Chair

A. Approval of Minutes – April 22, 2016  
B. General Reports  
C. Action Material  
    1. **Resolution 1**, pages 12-14  
    2. **Resolution 2**, page 15  
    3. **Resolution 3**, pages 16-29  
    4. **Resolution 4**, pages 30-39  
D. Informational Material  
    1. Enclosure A, pages 40-64  
    2. Enclosure B, pages 65-67  
    3. Enclosure C, pages 68-72  
    4. Enclosure D, pages 73-74  
    5. Enclosure E, pages 75-77  
    6. Enclosure F, pages 78-83  
    7. Enclosure G, pages 84-99  
E. Closed Session (if necessary)

Board of Visitors  
SCHEDULE  
September 21-23, 2016

**WEDNESDAY, SEPTEMBER 21:**

**BOARD CONFERENCE ROOM - EXECUTIVE COMMITTEE**

4:30-6:30 p.m.      Executive Committee  
(Mr. Fox)

Todd A. Stottlemyer, Chair  
H. Thomas Watkins III, Vice Chair  
Sue H. Gerdelman, Secretary

Lynn M. Dillon  
Thomas R. Frantz  
Lisa E. Roday  
John Charles Thomas

- A. Approval of Minutes – April 20, 2016
- B. Discussion topics
- C. Closed Session (if necessary)

**PRESIDENT'S BOX – ZABLE STADIUM**

7:00 p.m.              Reception and Dinner

**THURSDAY, SEPTEMBER 22:**

**BOARD DINING ROOM**

7:30 a.m. Breakfast available

**BLOW HALL ROOM 201 - COMMITTEE ON ACADEMIC AFFAIRS**

8:00-9:00 a.m. Committee on Academic Affairs Lynn M. Dillon, Chair  
(Provost Halleran) Karen Kennedy Schultz, Vice Chair  
Warren W. Buck III  
S. Douglas Bunch  
James A. Hixon  
Anne Leigh Kerr

- A. Approval of Minutes – April 22, 2016
- B. Report from Provost
- C. Report from Faculty Liaison Committee Chair
- D. Closed Session (if necessary)
- E. Action Materials
  - 1. **Resolution 5**, pages 102-109
  - 2. **Resolution 6**, page 110
  - 3. **Resolution 7**, page 111

**BOARD ROOM - COMMITTEE ON AUDIT AND COMPLIANCE**

8:00-9:30 a.m. Committee on Audit and Compliance John Charles Thomas, Chair  
(Mr. Erdahl) Christopher M. Little, Vice Chair  
William H. Payne II  
DeRonda M. Short  
Brian P. Woolfolk

- A. Approval of Minutes – April 21, 2016
- B. Report from Chief Compliance Officer
- C. Report from Report from Director of Internal Audit
- D. Report from Senior Vice President for Finance and Administration
- E. Closed Session (if necessary)

**BOARD ROOM – COMMITTEE ON ATHLETICS**

9:30-10:30 a.m. Committee on Athletics DeRonda M. Short, Chair  
(Mr. Driscoll) H. Thomas Watkins III, Vice Chair  
S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman

- A. Approval of Minutes – April 21, 2016
- B. Committee on Competitive Excellence Performance Update
- C. Fall Sports Update
- D. Closed Session (if necessary)

**THURSDAY, SEPTEMBER 22:**

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

10:30-11:30 a.m. Committee on Administration, Buildings and Grounds William H. Payne II, Chair  
(Mr. Jones) John Charles Thomas, Vice Chair  
Warren W. Buck III  
James A. Hixon  
Anne Leigh Kerr  
Karen Kennedy Schultz  
DeRonda M. Short

- A. Approval of Minutes – April 21, 2016
- B. Report from Building Official
  - 1. Enclosure H, pages 116-117
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. Enclosure I, pages 118-120
  - 2. **Resolution 8**, page 121
  - 3. **Resolution 9**, pages 122-124
- D. Report from Senior Vice President for Finance and Administration
  - 1. Enclosure J, pages 125-133
  - 2. **Resolution 10**, page 134
  - 3. **Resolution 11**, page 135
  - 4. **Resolution 12**, pages 136-139
  - 5. **Resolution 13**, pages 140-141
- E. Closed Session (if necessary)

11:30 a.m. Depart for Integrated Science Center (walk or take van)

11:45 a.m. Dedication of Phase III of Integrated Science Center  
Building Tours and Lunch

1:45 p.m. Return to Blow Memorial Hall

**BOARD ROOM – COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES**

2:00-3:00 p.m. Committee on Strategic Initiatives and New Ventures Thomas R. Frantz, Chair  
(Mr. Broaddus) H. Thomas Watkins III, Vice Chair

- A. Introductory Remarks
- B. Review of Regional Forum on Economic Development
- C. Closed Session (If necessary)

Board of Visitors  
 SCHEDULE  
 September 21-23, 2016

**THURSDAY, SEPTEMBER 22:**

**BOARD ROOM**

3:00-4:05 p.m.      Provost Report and Faculty Presentation                      Ms. Dillon

**BOARD ROOM – COMMITTEE ON STUDENT AFFAIRS**

4:05-4:50 p.m.      Committee on Student Affairs                      Lisa E. Roday, Chair  
 (Ms. Ambler)    William H. Payne II, Vice Chair

- A. Report from Vice President for Student Affairs
  - 1. Beginning of Year Updates
  - 2. The First Year Experience
- B. Report from Student Liaisons

4:55 p.m.              Recess and walk to Tyler Hall

**TYLER HALL**

5:00-5:45 p.m.      Tyler Hall Building Dedication ceremony

5:50 p.m.              Walk to Wren Building

**SIR CHRISTOPHER WREN BUILDING:**

**BLUE ROOM**

6:00 p.m.              Recitation of Board pledge, pinning of new members and signing of Board Roster Book

**WREN PORTICO AND GREAT HALL**

6:30 p.m.              Board Reception

7:15 p.m.              Board Dinner honoring retiring Board members

**FRIDAY, SEPTEMBER 23:**

**BOARD DINING ROOM**

8:00 a.m. Breakfast available

**BOARD ROOM – COMMITTEE ON UNIVERSITY ADVANCEMENT**

8:30-9:30 a.m. Committee on University Advancement Sue H. Gerdelman, Chair  
(Mr. Lambert) Christopher M. Little, Vice Chair

- A. Approval of Minutes – April 21, 2016
- B. University Advancement Report
  - 1. Alumni Career Networking
- C. Closed Session (if necessary)

**BOARD ROOM – COMMITTEE ON FINANCIAL AFFAIRS**

9:30-10:30 a.m. Committee on Financial Affairs H. Thomas Watkins III, Chair  
(Mr. Jones) James A. Hixon, Vice Chair

- S. Douglas Bunch
  - Lynn M. Dillon
  - Thomas R. Frantz
  - Anne Leigh Kerr
  - Christopher M. Little
  - Brian P. Woolfolk
- A. Approval of Minutes – April 22, 2016
  - B. Investment Portfolio Evaluation Overview
    - 1. Enclosure K (*see separate booklet*)
  - C. Report from Senior Vice President for Finance and Administration
    - 1. Impact of State Revenue Shortfall
    - 2. **Resolution 14**, pages 146-149
    - 2. Enclosure L, pages 150-152
    - 3. Enclosure M, pages 153-162
    - 4. Enclosure N, pages 163-164
  - C. Report from Virginia Institute of Marine Science Dean/Director
    - 1. Impact of State Revenue Shortfall
    - 2. Enclosure O, page 165
  - E. Closed Session (if necessary)

10:30 a.m. Recess Committees

**BOARD ROOM – BOARD OF VISITORS MEETING**

10:45 a.m. BOARD MEETING - see MEETING AGENDA Mr. Stottlemeyer

**BOARD DINING ROOM**

@1:00 p.m. Lunch

AGENDA ITEMS  
Board of Visitors Meeting  
The College of William and Mary in Virginia

September 21-23, 2016  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, pages 12-14	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 2, page 15	Appointments to Fill Vacancies in the Professionals and Professional Faculty
Resolution 3, pages 16-29	Resolution to Approve 9c Bond Sale Request
Resolution 4, pages 30-39	2016-2022 Six-Year Plan Update
Enclosure A, pages 40-64	Administrative Update: RBC-19 Progress Report
Enclosure B, pages 65-67	2015-2016 Operating Budget Update
Enclosure C, pages 68-72	Exceptional Student Experience (ESE@RBC) Phase I Report 2015-16
Enclosure D, pages 73-74	2015-2016 Communication & Marketing Report
Enclosure E, pages 75-77	2015-2016 Residential and Student Life Review
Enclosure F, pages 78-83	Report from Faculty Representative
Enclosure G, pages 84-99	Report from Student Representative

COLLEGE OF WILLIAM AND MARY

Resolution 5, pages 102-109	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 6, page 110	Designated Professorships



Board of Visitors  
AGENDA ITEMS  
September 21-23, 2016

Resolution 7, page 111	Faculty Leaves of Absence
Resolution 8, page 121	Resolution to Approve Property Acquisition: 6 Riverview Avenue
Resolution 9, pages 122-124	Resolution to Approve Land Use Permit from the Virginia Department of Transportation for Underground Saltwater Utilities at Spencer Road
Resolution 10, page 134	Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Zable Stadium
Resolution 11, page 135	Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Busch Field Turf
Resolution 12, pages 136-139	Resolution of the Board of Visitors of the College of William and Mary 9(D) Sale Pooled Bond Program: Renovate/Expand Zable Stadium and Replace Busch Field Turf
Resolution 13, pages 140-141	Resolution to Approve 2016 Master Plan of James Monroe's Highland
Resolution 14, pages 146-149	College of William and Mary 2016-18 Six-Year Plan Update
Enclosure H, pages 116-117	College Building Official Report/September 2016
Enclosure I, pages 118-120	Virginia Institute of Marine Science Capital Outlay Project Progress Report
Enclosure J, pages 125-133	College of William and Mary Capital Outlay Project Progress Report
Enclosure K	Investment Portfolio Evaluation for Periods Ending June 30, 2016 ( <b><i>see separate booklet</i></b> )

Board of Visitors  
AGENDA ITEMS  
September 21-23, 2016

Enclosure L, pages 150-152

2016 Debt Management Report

Enclosure M, pages 153-162

College of William and Mary 2016-2017  
Operating Budget Summary

Enclosure N, pages 163-164

Statement of Endowment Funds - June 30, 2016

Enclosure O, page 165

Virginia Institute of Marine Science 2016-2017  
Operating Budget Summary

RICHARD BLAND COLLEGE COMMITTEE  
September 21, 2016  
2:30 – 4:30 p.m.  
Board Room – Blow Memorial Hall

Sue H. Gerdelman, Chair  
Lynn M. Dillon, Vice Chair

- I. Introductory Remarks – Ms. Gerdelman
- II. Approval of Minutes – April 22, 2016
- III. General Reports
  - A. Report from President and Administration - Debbie L. Sydow
  - B. Report from Faculty Representative – Jill Mitten
  - C. Report from Student Representative – David J. Snyder IV
- IV. Action Material
  - A. Appointments to Fill Vacancies in the Instructional Faculty **Resolution   1**
  - B. Appointments to Fill Vacancies in the Professionals and Professional Faculty **Resolution   2**
  - C. Resolution to Approve 9c Bond Sale Request **Resolution   3**
  - D. 2016-2022 Six-Year Plan Update **Resolution   4**
- V. Informational Material
  - A. Administrative Update: RBC-19 Progress Report Enclosure   A
  - B. 2015-2016 Operating Budget Update Enclosure   B
  - C. Exceptional Student Experience (ESE@RBC) Phase I Report 2015-16 Enclosure   C
  - D. 2015-2016 Communication & Marketing Report Enclosure   D
  - E. 2015-2016 Residential and Student Life Review Enclosure   E
  - F. Report from Faculty Representative Enclosure   F
  - G. Report from Student Representative Enclosure   G

RICHARD BLAND COLLEGE COMMITTEE  
September 21, 2016

- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

RICHARD BLAND COLLEGE COMMITTEE  
MINUTES – APRIL 22, 2016

**MINUTES**  
**Richard Bland College Committee**  
**April 22, 2016**  
**Board Room – Blow Memorial Hall**

Attendees: John E. Littel, Chair; Ann Green Baise, Vice Chair; Lynn M. Dillon; Sue H. Gerdelman, William H. Payne II, Lisa E. Roday and Karen Kennedy Schultz; faculty representative D. Jill Mitten, and student representative Amanda Archer. Others present: Rector Todd A. Stottlemeyer, Christopher M. Little, DeRonda M. Short, H. Thomas Watkins III; President Debbie L. Sydow, Kate Conley, Kent B. Erdahl, Michael J. Fox, Tyler Hart, Penny Howard, Eric Kondzielawa, Matthew T. Lambert, Vern L. Lindquist, Deborah A. Love, Sarah E. Melchior, Cynthia Norwood, Sandra J. Wilms, and other Richard Bland staff.

Chair John Littel called the Committee to order at 7:30 a.m. and welcomed those present. Mr. Littel welcomed Cindy Norwood, who will begin work as the new general counsel to Richard Bland on April 26.

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of February 3, 2016. Motion was made by Ms. Baise, seconded by Ms. Roday, and approved by voice vote of the Committee.

In her opening remarks, President Debbie Sydow advised that the agenda would showcase what is happening on the RBC campus.

Dean of Enrollment Services Tyler Hart provided a progress report on enrollment growth, the redesign of the web site, an update on the Equine Center and the ESE@RBC program. A brief discussion ensued.

Dean of Faculty and Academic Effectiveness Vern Lindquist provided an update on the RBC-19 programs, and noted that the College had received SACS approval for their first completely on-line program, which should be ready to start in the fall. Work was progressing on reducing developmental courses. A brief discussion ensued.

Dean of Finance and Administration Penny Howard provided the financial update and reviewed the FY2016-17 operating budget proposal in Resolution 31, and FY2016-2017 tuition and fees in Resolution 32. A brief discussion ensued. Ms. Howard also reviewed FY2017 capital outlay plans, noting the proposed repurposing of the former Health and Human Services building for student housing. A brief discussion ensued.

Faculty representative Jill Mitten introduced the faculty showcase, featuring Professor Matt Smith, Professor Lisa Lindquist and Dr. Shawn Holt. Professor Smith discussed “ALEKS” – Assessment and Learning in Knowledge Spaces – which is being piloted in Spring 2016 for developmental math. Professor Lisa Lindquist discussed work on the Accelerated Learning Program (ALP), being used to reduce developmental coursework. Head Golf Coach and Professor of Biology Shawn Holt discussed his work with Presidium Athletics LLC and the development of an athletic tape that serves as a brace against injury.

Student representative Amanda Archer introduced the student showcase, featuring several current RBC students: Andrae McGowan, Adam Belkorchi, Matalin Collins, Destini Brodi, Abby Eichelberger and David Snyder. A brief discussion ensued with the faculty and students at the conclusion of the presentations.

Following President Sydow's overview, Mr. Littel asked for a motion to approve as a block **Resolution 26**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 27**, Award of Academic Tenure and Promotion; **Resolution 28**, Retirement of Esther W. Floyd, Division of Language and Humanities; **Resolution 29**, Retirement of Mark L. Fidelman, Division of Natural Science; and **Resolution 30**, Retirement of Steven E. Martin, Division of Mathematics and Computer Science. Motion was made by Ms. Baise, seconded by Ms. Dillon and approved by voice vote.

Mr. Littel asked for a motion to approve **Resolution 31**, Approval of FY 2016-2017 Tuition and Fees and **Resolution 32**, Approval of 2016-2017 Operating Budget Proposal. Motion was made by Ms. Baise, seconded by Ms. Roday and approved by voice vote.

President Sydow briefly reviewed the background for the development of **Resolution 33**, Approval of Honorary Degree Policy. Following a brief discussion, Mr. Littel asked for a motion to approve the resolution. Motion was made by Ms. Baise, seconded by Ms. Dillon and approved by voice vote.

Mr. Littel moved that the Richard Bland College Committee convene in Closed Session to discuss specific personnel matters, and for briefings by legal counsel or staff members pertaining to specific legal matters, as provided for in Section 2.2-3711.A.1. and 7., of the Code of Virginia. Motion was seconded by Ms. Baise and approved by voice vote. The observers were asked to leave the room and the Committee went into Closed Session at 8:45 a.m.

The Committee reconvened in open session at 9:35 a.m. Mr. Littel reviewed the topic discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Baise and approved by roll call vote of the Board members conducted by Executive Assistant to the Board Sandra Wilms. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 9:36 a.m.

April 22, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Richard Bland College Committee has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Richard Bland College Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Richard Bland College Committee.

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:



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John E. Littel  
Chair  
Richard Bland College Committee



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

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

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

**TROY A. BUPP**, Associate Professor of Mathematics, effective August 10, 2016:

M.S., Computational Operations Research, The College of William and Mary, 2011  
B.S., Mathematical Sciences, United States Military Academy, 1999

U.S. Army:

Instructor/Writer for the ORSA-Military Application Course, Army Logistics University, 2014-2016

Graduate Student, 2009-2011

Plans Officer for Army's Transformation of the Pacific Theater (USARPAC), 2007-2009

Battalion Operations Planning Officer, 3<sup>rd</sup> Battalion, 7<sup>th</sup> Field Artillery, 25<sup>th</sup> Infantry Division, 2005-2007

Student at Captain's Career Course, Field Artillery School, 2005

Aviation Battalion Fire Support Officer, 2003-2005

Division Artillery (Brigade) Adjutant/Personnel Officer, 2002-2003

Battery Executive Officer, 2001-2002

Company Fire Support Officer, 2000-2001

Virginia Commonwealth University, Adjunct Professor, 2015

United States Military Academy (USMA), Assistant Professor, Instructor, 2011-2014

**ERIC D. EARNHARDT**, Assistant Professor of English, effective August 10, 2016:

Ph.D., English, Case Western Reserve University, 2016

M.A., English, Ohio University, 2011

B.A., English, Geneva College, 2006

Case Western Reserve University, Graduate Fellow and Tutor, 2011-2016

Ohio University, Graduate Fellow, 2009-2011

Workforce Initiative Association–The Employment Source, Resource Specialist-Grant Coordinator, 2007-2009

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

**ERIC D. EARNHARDT** (cont'd)

Stark County District Library, Circulation Librarian, 2008-2009  
AmeriCorps, Corporation for National and Community Service, Iowa Department  
of Natural Resources, Volunteer – Trail Crew Leader, 2006-2007

**DANIEL FRANKE**, Assistant Professor of History, effective August 10, 2016:

Ph.D., History, University of Rochester, 2014  
B.S., History, Rice University, 2005  
A.S., History, Lower Columbia College, 2003

SUNY New Paltz, Adjunct Lecturer, 2016  
Mount Saint Mary College, Adjunct Instructor, 2015  
Marist College, Adjunct Instructor, 2015  
United States Military Academy, Assistant Professor, 2012-2015  
Eastman School of Music, Graduate Instructor, 2007-2011  
University of Rochester, Instructor, 2009-2010

**DAVID L. MORGAN**, Associate Professor of Physics and Mathematics,  
effective August 10, 2016:

Ph.D., Physics, The College of William and Mary, 1998  
B.A., Physics and Mathematics, Towson University, 1992

Ross School, Director of Innovation Lab, 2012-2016  
Eugene Lang College, Assistant Professor of Physics, 2002-2012

**VANESSA STOUT**, Assistant Professor of Sociology, effective August 10, 2016:

Ph.D., Sociology, Trinity College, Dublin, Ireland, 2016  
Master Degree, Sociology, Trinity College, Dublin, Ireland, 2012  
Master Degree, University of California, Riverside, American & World History, 2009  
B.A., University of California, Riverside, American & African American History, 2007

Trinity College Dublin:  
Lecturer, 2014-2016  
Teaching Assistant, 2013-2016

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

**ADAM ZUCCONI**, Assistant Professor of History, effective August 10, 2016:

Ph.D., West Virginia University, 2016  
M.A., History, Clemson University, 2011  
B.A., Bridgewater Academy, 2009

Richard Bland College of William and Mary, Adjunct Instructor, 2015-2016  
West Virginia University, History Instructor and Teaching Assistant, 2011-2015  
Clemson University, Teaching Assistant and Student-Athlete Tutor, 2009-2011

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

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

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

**BETHANY HARRIS**, Director of Human Resources, effective August 25, 2016:

A.A.S., Summa Cum Laude, General Studies, Southside Virginia Community College, 2012

Southside Virginia Community College, Human Resource Manager, 2005-2016  
Nottoway Correctional Center, Human Resource Manager, 2000-2005  
Baskerville Correctional Unit:  
    Human Resource Assistant, 1994-2000  
    Office Services Assistant, 1992-1994

**KENNETH O. LaTESSA**, Chief Information, Strategy and Innovation Officer, effective June 13, 2016:

Post-doctoral Fellowship, Organic Chemistry, The Ohio State University, 1995  
Ph.D., Chemistry, University of Kansas, 1994  
B.S., Chemistry and Mathematics, Sam Houston State University, 1990

National Research Center for College & University Admissions:

    Chief Information Officer, 2013-2016  
    Director of Development Services, 2009-2013  
Premier Studios, Director of Technology Services, 2004-2009  
Datacore Marketing, Senior Development Manager/Lead Developer, 2000-2004  
American Crane and Tractor Parts, Lead Programmer/Analyst, 1998-2000

**RICHARD BLAND COLLEGE  
RESOLUTION TO APPROVE  
9C BOND SALE REQUEST**

**WHEREAS**, there have been passed by the General Assembly of Virginia and signed by the Governor an act entitled "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2016" (the "2016 Act"); and

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

**WHEREAS**, for Richard Bland College of William and Mary (the "Institution"), the revenue-producing capital project is the HSS Renovation to Residence Hall Space (the "Project"); and

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

**NOW, THEREFORE, BE IT RESOLVED, THAT:**

**Section 1.** The Board of Visitors of The College of William and Mary in Virginia (the "Board") requests the Treasury Board to sell and issue bonds (the "Bonds") or bond anticipation notes ("BANs") in an aggregate principal amount not to exceed \$ 2.650.000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the "Individual Project Bonds" or "Individual Project Notes" and, collectively, the "Individual Project Borrowing" and for all Projects, the "Project Bonds" or "Project Notes" and, collectively, the "Project Borrowings"). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

**Section 2.** With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a housing fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the housing fee ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the

Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

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

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

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

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

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

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

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

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

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

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

September 21-23, 2016

Page  4  of  14 

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

**Section 14.** This resolution shall take effect immediately upon its adoption.

The undersigned Secretary of the Board of Visitors of The College of William and Mary in Virginia does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors duly convened and held on September 23, 2016, at which a quorum was present and voting, and that such resolution is now in full force and effect.

Adopted:  September 23, 2016 

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia



## FINANCIAL FEASIBILITY STUDY

For the Biennial Budget for 2016- 18

Submission Date 7/22/16

Name of Agency/Institution Richard Bland College of William and Mary Agency Code 241

Project Name Renovation of HSS Building for Residential Living Project Code 241-241AA-000

Project Amount \$2,650,000

Proposed Financing Arrangement: Bond  Capital Lease  Other (specify) \_\_\_\_\_

Requested Type of Financing  9(c) \*- Obligations secured by project revenues (e.g., dormitory, dining) and the full faith and credit of the Commonwealth. **Submit to Treasury.**  
 9(d) \* - Any other financing arrangement. **Submit to SCHEV.**

Submitted by: Name Eric Kondzielawa

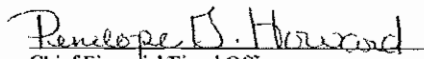
Title Director of Property Management

E-mail ekondzielawa@rbc.edu

Telephone Number 804 862 6186

Fax Number 804 862 6261

The attached Financial Feasibility Study has been prepared using information and projections believed to be reliable and accurate for the purpose of estimating the demand and affordability of the proposed capital project.

  
Chief Financial/Fiscal Officer

Feasibility Studies may be submitted via e-mail to:

**9(c) Feasibility Studies**  
Department of the Treasury  
leslie.english@trs.virginia.gov  
deboragreene@trs.virginia.gov  
DUE DATE: **August 14, 2015**

**9(d) Feasibility Studies**  
State Council of Higher Education for Virginia  
RussellCarmichael@schev.edu  
DUE DATE: **August 14, 2015**

### Key Terms

**9(c) Debt** – Refers to bonds or other obligations authorized under the provisions of Article X, Section 9(c) of the *Constitution of Virginia*. Such debt is secured by (i) net project revenues and (ii) the full faith and credit of the Commonwealth (i.e., a general obligation pledge). Consequently, only revenue-producing capital projects are eligible (e.g., dormitories, dining facilities, etc.). Authorization for 9(c) bonds requires an affirmative vote of two-thirds of the members elected to each house of the General Assembly. Further, prior to its authorization by the General Assembly, and again prior to its issuance, the Governor must certify that the anticipated net revenues of the project will be sufficient to pay principal and interest on the debt. The FFS is a critical part of this determination. 9(c) bonds are issued by the Treasury Board.

**9(d) Debt** – Refers to bonds or other obligations authorized for issuance under the provisions of Article X, Section 9(d) of the *Constitution of Virginia*. Such debt may or may not be secured by state funds. Project authorization must be provided in the Appropriation Act or other Act of the General Assembly. A financial feasibility study should be completed for any project expected to be supported in whole or in part from project revenues or general revenues of the agency or institution. This includes projects to be financed under the Virginia College Building Authority (VCBA) Pooled Bond Program. The project may or may not be revenue producing. Capital leases and other obligations are included in this category

FFS's for 9(d) projects must be submitted to State Council of Higher Education for Virginia by August 15<sup>th</sup> of each year. The State Council of Higher Education shall identify the impact of all projects requested by the institutions of higher education on the current and projected costs to students in institutions of higher education and the impact of the project on the institution's need for student financial assistance. The State Council of Higher Education for Virginia shall report such information to the Secretary of Finance and the Chairman of the House Appropriations and Senate Finance Committees no later than October 1 of each year.

**Capital Lease** – Capital leases are considered long-term obligations for accounting purposes. The State Comptroller defines capital leases as leases which meet any one (or more) of the following criteria:

- 1) transfer of ownership of the property to the lessee at the end of the lease term;
- 2) bargain purchase option at the end of the lease term;
- 3) lease term equal to 75% or more of the estimated economic life of the leased property; and
- 4) present value of the net minimum lease payments equal to or exceeding 90% of the fair market value of the property.

**Capitalized Interest** – Interest to be paid on the bonds during the period of construction that is financed as part of the bond issue. Capitalizing interest increases the overall cost of borrowing, but may be necessary in cases where project revenues are to be used to pay debt service. Conversely, where revenues are already being collected (i.e., a fee or fee increase has already been implemented), capitalized interest may not be appropriate.

**General Revenue Pledge** – A pledge of all general operating revenues of the institution of higher education (as opposed to a pledge of a specific revenue or revenue stream). The general revenue pledge is generally stronger than a specific revenue pledge. A general revenue pledge is required for the VCBA Pooled Bond Program. General operating revenues include: total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general fund appropriations and other revenues not required by law to be used for another purpose.

**Incremental Annual Operating Expenses** – The increase in annual operating costs attributable to the project.

**Non-recurring costs** – One-time project costs (e.g., land acquisition, special utility fees, permits, etc.) required for project completion.

**Private Use** – means any use by a trade or business that is carried on by persons or entities other than state or local governmental entities. Such use could involve ownership, management, service or incentive payment contracts, research agreements, leases, subleases, loans, or any other arrangement that conveys special legal entitlements or economic benefit to the non-governmental entity from the beneficial use of the project.

**Reserve Fund** – An amount set aside, usually from project revenues or bond proceeds, to mitigate the impact of fluctuations or interruptions in the flow of revenues to pay debt service. The presence of a reserve fund may enhance the credit. For the purposes of the feasibility study, reserve funds are generally for debt service and are funded from project or institutional revenues. 9(c) projects are expected to generate sufficient net revenues to fund a reserve at an amount equal to approximately 10% of the amount financed.

Section 1 - General Information – To be completed for all projects.

1. Describe the project in sufficient detail so that an uninformed reader has a clear understanding of the project. Indicate whether the project involves new construction or is a renovation/addition to an existing facility.

**Renovate: Humanities / Social Sciences Building**

Supports the design, construction, and repurposing of the HSS Building (originally a hospital and configured well for repurposing to residential life) to enable a cost-effective and timely expansion of our residential facilities. The net usable area of HSS is 16,591 sq.ft., which will accommodate 80 to 100 additional students.

2. Describe how the project is essential to fulfilling the institution's/agency's mission. What alternatives are available?

Richard Bland College's Strategic Plan, RBC-19, calls for an enrollment of 2,000 students by 2019. Enrollment growth increased 8.29% in FY14, 15% in FY15, and 36% in FY 2016. Our brand recognition continues to gain strength in markets outside of our traditional three county territory. This can be seen by the increase of residential students who live outside of 30 miles. Last fall we had a waiting list of over 60 students, and currently, our waiting list is over 80 students (who will not be able to attend our College without housing). RBC needs to be able to meet the residential living needs of its growing student population.

3. Was the project part of the agency's capital outlay submission? If so, include a copy of the project narrative.

**Yes. A copy of the project narrative is attached.**

4. Describe the effect the project will have on those students or users who will financially support the project.

**This project will make it possible for these additional out of area students to attend Richard Bland. Without housing, students from over 30 miles away will not find the college an attractive option.**

5. Describe the probable effects of the project on the community and environment, including changes to the value of property as a result of the project.

**With the completion of the new Social Science, Humanities, and English building in the fall of 2015, HSS will no longer be an E&G building. This historic structure will become dormant space unless repurposed. Using this space to meet the needs of our growing student population is an innovative approach to utilizing RBC's current assets to quickly address the urgent housing situation. With this building occupied for residential students, we will continue to have all assets fully utilized.**

6. Explain how the project and its impact have been conveyed to local officials and their reaction/response.

**Local officials are fully supportive of Richard Bland's commitment to educational excellence and, since the first dormitories opened on campus seven years ago, have recognized that the stability of the institution going forward is dependent upon its ability to attract and retain a significant resident population. In discussions with our local foundation board, our administration has found them to be excited about the project.**

7. Describe any other positive or negative aspects of the project.

**The project will allow RBC to pursue innovative approaches to residential education. Our current six-year plan includes the concept of beginning a new Work College model—the only one of its kind in Virginia—which would, in turn, help Richard Bland to continue its tradition of innovation.**

8. Briefly describe the financing proposal. Indicate if this proposal is for a bond financing, a capital lease, or some alternative financing arrangement.

**Bond funding.**

9. Are specific revenues planned to support debt service or lease payments? (If so, you will need to complete Section 3.)

**The facility will generate revenue from students paying the residential fee to stay in the dormitory. It will additionally produce revenue as it will increase the student population on campus, driving additional revenue in food service and in state aid based on increased FTE. Please see the *pro forma*, attached.**

10. Describe how the financing fits within your debt management policy?

**As our policy recommends cautious use of all funds, a project such as this, with a clearly self-supporting method of debt service, is clearly within our own guidelines.**

11. Provide your institution's debt ratios as estimated under your debt management policy:  
(a) as of June 30, 2016, including any authorized and unissued estimated debt; and  
(b) including the financing of this project.

**a) We currently service \$1.185 million as debt service, which is approximately 7% of our operation budget—well within our guidelines.**

**b) This project, which totals only \$2.65 million, will not change this percentage significantly: a twenty-year repayment would increase our debt service to 1.35 million, or 8% of our operating budget.**

Private Use

12. Will any person or entity other than the governmental unit provide (directly or indirectly) any part of debt service on the portion of the bonds issued for the project? For example, will a private foundation or federal agency be required (or expected) to make an annual contribution toward the payment of debt service.

Yes  No. If yes, please identify the person or entity and the percent of debt service to be provided.

13. Do you anticipate that any person or entity other than the state institution/agency will have a contractual right, different from the rights available to the general public or students, to use any part of the project or to use or buy goods or services produced at the project? For instance, have you contracted parking spaces in a parking deck to a nearby corporate office?

Yes  No. If yes, briefly summarize the planned contractual agreement.

14. Do you contemplate any part of the project being managed or operated by any person or entity other than the state institution/agency under a management or service contract, incentive payment or other "privatized" arrangement? Examples include contracts for food service, parking service, dormitory management, bookstore management, etc.

Yes  No. If yes, summarize the anticipated contractual arrangement (i.e., contract term, renewal options, compensation arrangements, etc.).

Note: These arrangements may impact whether the project is eligible for tax-exempt financing. Once tax-exempt bonds have been issued, entering into this type of contract or arrangement may affect the bond's tax-exempt status. So long as the bonds are outstanding, the terms of any such arrangement must be reviewed and approved by the State Treasurer prior to the execution

of any contract.

**Section 2 – Cost Information (complete for all projects)**

15. Do you anticipate the need for capitalized interest on any bond financing (i.e., to pay interest during construction)? If so, explain.

**Yes. Project generated revenue will be used to pay debt service, no other revenue will be available to do so.**

16. Itemize the capital costs of the project. Estimate the costs of issuance at 2% of the cost of the project. Please subtotal project costs net of the 2% cost of issuance and then show a gross cost of project including the cost of issuance. Note that the total cost should be used as the AMOUNT BORROWED field of the worksheet. Attach the CO-2 estimate or further estimate of project cost, if available. **Feasibility Study Attached**

A & E	\$225,000
Land Acquisition	N/A
Sitework/Utilities	\$50,000
Construction	\$1,633,314
Equipment/Furnishings	\$177,175
Contingencies and Other Costs	\$384,835
Subtotal	\$2,470,324
Costs of Issuance (2% of Subtotal)	\$49,406
Capitalized Interest (Estimate)	\$42,993
Total	\$2,562,723

17. What is the anticipated useful life of the project?

**50 years**

18. List and describe any initial Non-Recurring Costs related to the project and the source of funding for each of these items.

**None.**

19. List and estimate the Incremental Annual Operating Expenses. Provide any supporting documentation and illustrate how your estimate was made. These expenses include personnel costs, utilities, contractual services, supplies and materials, indirect costs, equipment, etc.

Using **2.0%** as the rate for investment of the Reserve Fund (reinvestment rate) and the following borrowing assumptions, complete Spreadsheet #1 – Cost Components

**The current Borrowing Rates are provided by the Department of the Treasury.**

<u>Term</u>	<u>9(c) Borrowing Rate</u>	<u>9(d) Borrowing Rate</u>
25 years	3.25%	3.40%
20 years	3.15%	3.15%
15 years	2.75%	2.90%
10 years	2.50%	2.65%
7 years	N/A	2.40%

**Section 3 Revenue Information. (Complete for all revenue-producing projects)**

20. Describe the Revenue Sources that will be used for payment of debt service and the expenses associated with these revenues. Consider what other expenses are planned to be supported by the revenues, and how much revenue will actually be available for debt service.

**The repayment of debt service will be made from the revenues generated by the facility itself, as students will be paying the institution the housing fee for their dormitory spaces. The revenues generated by the facility are not earmarked for any other use at this time.**

21. If revenues will be derived from a group of similar facilities (a system) and an increase in system revenues will be used to support the debt, provide justification for any system contribution and any marginal increase in system-wide fees.

**The debt for this facility will be supported by its own revenues.**

22. If revenues will be derived from just one facility of several similar facilities in a campus system, show all fees for all similar facilities and justify any differential in pricing between the facilities.

**Not applicable.**

23. Will project revenues or revenues pledged to the payment of debt service be available prior to completion of the project? Describe the timing of revenues and when they will be available and sufficient to begin servicing the debt.

**No. Revenues will begin to be available after the project is occupied by students who are paying housing fees.**

24. What studies have been completed to demonstrate the demand for the facility and the reliability of the revenue stream? (Attach copies if available.)

**As mentioned above, we have been turning students away from housing and therefore from the College due to our inability to offer them housing. This trend has been on the upswing for the past two years, and given our 20% increase in freshmen this fall, promises to be even greater going forward. We have our waiting list of 80 this year even after adding 48 additional beds to our current facility.**

25. If any portion of the revenues are already pledged or otherwise committed to other debt service payments, provide a schedule of debt service payments (by issue). Identify the portion of the revenue source that is committed or being used to pay debt

**Not applicable.**

26. If any revenues are projected to increase, explain how the projections were calculated. Do not use an automatic growth rate.

**Not applicable.**

27. If institutional reserves are to be used to service the debt, include the source of funds, balances for the last five years, and impact on future balances. Identify the authorization for using these funds to pay debt service and other costs.

**Not applicable.**

28. If any amounts currently used for debt service are expected to be available and used for debt service on this project (i.e., the existing debt will be retired), provide the project(s), the bond series, and the annual amount to be available. Address the status of the existing facility's physical condition and plans for repair or maintenance. Conversely, explain why any such amounts scheduled to be available are not planned for use for debt service on this project.

**Not applicable.**

Using the information described above, complete Spreadsheet #2 – Revenue Components

**Section 4 General Financial Condition - Complete this section for all projects**

29. Provide the following FTE enrollment and admissions information.

	Last 5 years				
Enrollment	2015-16	2014-15	2013-14	2012-13	2011-12
Undergraduate	1106	1,040	1,038	1,095	1,169
Graduate & 1st Prof.					
Total	1106	1,040	1,038	1,095	1,169
On-Campus	402	402	352	352	352
Off-Campus	704	638	686	743	817
Admissions					
Applications Received	2236	1,988	1,839	1,446	1,479
Applications Accepted	1093	1125	876	988	1,099
Students Enrolled	659	580	544	600	675

30. Provide the annual Per Student Fee(s) to be assessed to support the project

	Domicile	
Student Level	Virginian	Nonvirginian
Undergraduate	6100	6100
First Professional		
Graduate		
Unclassified		

31. Provide the Total Annual Student Fee(s) Revenue assessed to support the project

	Domicile	
Student Level	Virginian	Nonvirginian
Undergraduate	488,000	0
First Professional		
Graduate		
Unclassified		

**Section 5 Capital Lease Projects – Complete Items 32 through 35 only if the financing involves a capital lease.**

32. Discuss the alternatives that were considered before deciding that the capital lease structure was the best option.

33. Who is the Lessor? Who is the Lessee?

34. Who will manage the facility during and after construction?

35. Who will be issuing bonds or otherwise financing the project? Will it be tax-exempt debt?

Financial Feasibility Study - Part II  
Spreadsheet 1 - Cost Components  
Richard Bland College of William and Mary  
241-241 A.A.-000

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	
Debt Service	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	
Principal	97,126	100,185	103,341	106,597	109,954	113,418	116,991	120,676	124,477	128,398	132,443	136,615	140,918	145,357	149,936	154,659	159,530	164,566	169,739	175,086	0	0	0	0	0	0	0	0	0	0	0	0
Interest	83,475	80,416	77,260	74,004	70,647	67,183	63,610	59,925	56,124	52,203	48,158	43,986	39,683	35,244	30,665	25,942	21,071	16,045	10,862	5,515	0	0	0	0	0	0	0	0	0	0	0	0
Reserve Fund Payment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Debt Service	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601
Annual Expenses	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000
Non Recurring Initial Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cost	0	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601
	3,612,020	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000

(1) DEBT INFORMATION	
Borrowing Year	2016
Amount Borrowed	2,650,000
Borrowing Rate	3.1500%
Term (Years)	20
Reinvestment Rate	2.000%
Reserve Fund Target	0

(2) ANNUAL OPERATING EXPENSES	
Personal Services	66,500
Contractual Services	26,000
Supplies and Materials	12,000
Indirect Cost	10,000
Utilities	16,500
Equipment	0
Other	0
<b>Total Annual Expenses</b>	<b>131,000</b>



Financial Feasibility Study - Part II  
Spreadsheet 2 - Revenue Components  
Richard Bland College of William and Mary  
241-241.AA-000

	User Fees	Part Time User Fees	Other Student Fees	Indirect Cost Recoveries	Revenue From Operations	Institutional Reserves	Retirement of Existing Debt	Other	Total Revenues
2016									
2017	488,000	0	0	0	0	0	0	0	488,000
2018	502,640	0	0	0	0	0	0	0	502,640
2019	517,719	0	0	0	0	0	0	0	517,719
2020	533,251	0	0	0	0	0	0	0	533,251
2021	549,248	0	0	0	0	0	0	0	549,248
2022	565,726	0	0	0	0	0	0	0	565,726
2023	582,698	0	0	0	0	0	0	0	582,698
2024	600,178	0	0	0	0	0	0	0	600,178
2025	618,184	0	0	0	0	0	0	0	618,184
2026	636,729	0	0	0	0	0	0	0	636,729
2027	655,831	0	0	0	0	0	0	0	655,831
2028	675,506	0	0	0	0	0	0	0	675,506
2029	695,771	0	0	0	0	0	0	0	695,771
2030	716,644	0	0	0	0	0	0	0	716,644
2031	738,144	0	0	0	0	0	0	0	738,144
2032	760,288	0	0	0	0	0	0	0	760,288
2033	783,097	0	0	0	0	0	0	0	783,097
2034	806,590	0	0	0	0	0	0	0	806,590
2035	830,787	0	0	0	0	0	0	0	830,787
2036	855,711	0	0	0	0	0	0	0	855,711
2037	0	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0	0
	13,112,743	0	0	0	0	0	0	0	13,112,743
PV at 3.15%	9,332,367	0	0	0	0	0	0	0	9,332,367

USER FEE INFO

# of Units	80
Session Fee	6,100
Rate increase years 1-4	3.000%
Rate increase years 5+	3.000%

SUMMER/PARTIME USER FEES

# of Units	0
Session Fee	0
Rate increase years 1-4	0.000%
Rate increase years 5+	0.000%

NET REVENUES FROM OPERATIONS

Net Sales	
Cost	
Profit	0
Operating Expenses	
Selling	
General / Administrative	
Lease Payment	
Gross Operating Income	0
Rate increase years 1-4	0.000%
Rate increase years 5+	0.000%

Financial Feasibility Study - Part II  
Spreadsheet 3 - Net Revenues/Coverage  
Richard Bland College of William and Mary  
241-241AA-000

	Total Cost	Reserve Fund Payment	Adjusted Total Cost	Total Revenues	Net Revenues	Coverage Percent
2016	0					
2017	311,601	0	311,601	488,600	176,999	156.61%
2018	311,601	0	311,601	502,640	191,039	161.31%
2019	311,601	0	311,601	517,719	206,118	166.15%
2020	311,601	0	311,601	533,251	221,650	171.13%
2021	311,601	0	311,601	549,248	237,647	176.27%
2022	311,601	0	311,601	565,726	254,125	181.55%
2023	311,601	0	311,601	582,698	271,097	187.00%
2024	311,601	0	311,601	600,178	288,577	192.61%
2025	311,601	0	311,601	618,184	306,583	198.34%
2026	311,601	0	311,601	636,729	325,128	204.34%
2027	311,601	0	311,601	655,831	344,230	210.47%
2028	311,601	0	311,601	675,506	363,905	216.70%
2029	311,601	0	311,601	695,771	384,170	223.29%
2030	311,601	0	311,601	716,644	405,043	229.99%
2031	311,601	0	311,601	738,144	426,543	236.89%
2032	311,601	0	311,601	760,288	448,687	243.99%
2033	311,601	0	311,601	783,097	471,496	251.31%
2034	311,601	0	311,601	806,590	494,989	258.85%
2035	311,601	0	311,601	830,787	519,186	266.62%
2036	311,601	0	311,601	855,711	544,110	274.62%
2037	0	0	0	0	0	0.00%
2038	0	0	0	0	0	0.00%
2039	0	0	0	0	0	0.00%
2040	0	0	0	0	0	0.00%
2041	0	0	0	0	0	0.00%
2042	0	0	0	0	0	0.00%
2043	0	0	0	0	0	0.00%
2044	0	0	0	0	0	0.00%
2045	0	0	0	0	0	0.00%
2046	0	0	0	0	0	0.00%
	6,232,020	0	6,232,020	13,112,743	6,880,723	

**RICHARD BLAND COLLEGE**

**2016-2022 SIX-YEAR PLAN UPDATE**

WHEREAS, the mission of Richard Bland College is to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of the College of William and Mary and to advance the Commonwealth's priorities through strategic partnerships, specialized programming, and scalable innovation; and

WHEREAS, the College's Six-Year Plan is rooted in the RBC-19 Strategic Plan and the goals set forth in the Governor's Enterprise Strategic Priorities for Building a New Virginia Economy, the Higher Education Opportunity Act (TJ21), and the SCHEV strategic plan; and

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

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

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

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

BE IT FURTHER RESOLVED, The Board recognizes that on August 26, 2016, the Governor of Virginia, at a joint meeting of the House Appropriations, House Finance, and Senate Finance committees of the General Assembly, identified a general fund revenue shortfall of approximately \$1.5 billion reflecting an FY 2016 shortfall in revenues and transfers of \$278 million and reduced revenue projections in both years of the 2016-18 biennium. The immediate impact on the college is to eliminate support for the state's share of the FY 2017 proposed 3%, merit-based salary increase for faculty and staff. To date, institutions of higher education have not been asked to develop budget reduction plans. When and if such a request will come is unknown.

**RICHARD BLAND COLLEGE OF WILLIAM AND MARY  
SIX-YEAR PLAN (2016-18 through 2022)**

Richard Bland College of William and Mary provides an outstanding education for Virginia students as the Commonwealth's only residential junior college, providing an extremely affordable and rigorous academic experience as students prepare to transfer to four-year institutions in pursuit of gainful employment and fulfilling lives. Going forward, we intend to maintain and enhance an extraordinary form of education, offered by no other institution in the Commonwealth and few others in the country. In developing our six-year plan, we build on existing strengths, preserving an exceptional public educational experience while contributing to the Commonwealth's educational and economic development needs.

**INSTITUTIONAL MISSION**

**The Richard Bland College of William and Mary Mission Statement:**

To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William and Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

**The Richard Bland College of William and Mary Vision Statement:**

As an extension of William and Mary, Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education.

**Goals:**

In fulfilling its mission, Richard Bland College of William and Mary adopts the following specific goals:

- to attract students with outstanding potential from diverse backgrounds;
- to prepare students to continue their education at a 4 year institution with an innovative and rigorous liberal arts and sciences curriculum that encourages creativity, independent thought, and intellectual depth, breadth, and curiosity;

- to use predictive analytics to proactively identify students at risk of failing and proactively intervene with comprehensive support services coordinated by a learner mentor support; and
- to instill in its students an appreciation for the human condition, a concern for the public well-being, and a life-long commitment to learning.

### **2016-2022 UPDATED STRATEGIES**

#### **Priority 1— ESE@RBC**

Over the course of the last year and with agreement between the College and IBM-Portal, the College has ceased its partnership with the company and has brought in-house the development of a comprehensive student-centric engagement program that allows dedicated learner mentors (LMs), faculty and other highly involved staff to intervene intelligently at every stage in the student's educational journey. Supported by key systems (e.g., CANVAS, Drop-out Detective, Banner) as well as internally developed predictive analytics, the ultimate goal of the program is to operate in an efficient, data-driven environment that allows everyone involved to react in a proactive manner to keep the student on track from the crucially important first semester through graduation. To ensure the success of this now internal project, we have hired a highly qualified Chief Innovation, Strategy, and Information Technology Officer (CISIO) to build the links and strategies between all sections of the campus that impact this initiative.

The first semester of a student's educational journey is the most critical and it is vital that students begin on the right track. Guidance practitioners are new positions at the College that analyze placement test scores, as well as student interest and plans, to get students placed into pre-set schedules that are designed for success. Increasing enrollment in will require additional investment in the guidance practitioner positions. We had significant success with our pilot year, and have now hired four additional learner mentors and extended the programming to our sophomore students to ensure an end to end support process in transitioning them to their next school.

**Priority 2—Mission Aligned Academic Portfolio**

Through market/gap analysis and strategic partnerships, the College will expand its academic portfolio. Planned areas of growth are in online delivery, market-driven curricula and applied degree clusters (stackable credentials). Each strategic partner will lend resources and expertise to the development of a new set of academic program offerings. The vast majority of jobs are in small businesses, so the College seeks to drive entrepreneurship and economic development through the creation of a robust cluster of curricula in the following areas

The College will develop an e-Portfolio program to help students track their progress and development as learners. As one of three Virginia colleges approved by the United States Department of Education as an “experimental site” for prior-learning assessment and competency based education (CBE), the College will test portfolio-based assessment to accelerate the time to degree for students with certain competencies coming into the program and to reduce the redundancy that is built into the developmental education program.

1. **Work-Learning-Service (WLS) College Initiative:** RBC will investigate joining the Work College Consortium and beginning a pilot program for local, middle-income students. Work Colleges offer students enhanced learning opportunities by integrating Work, Learning and Service throughout their college experience. Students earn a valuable degree plus important life and professional skills.

The Work Colleges approach helps to develop advanced skills and key attributes like critical thinking, problem solving, teamwork, decision-making, leadership, professionalism and a quest for lifelong learning. Graduates go on to be effective and responsible leaders in business, community and government. They're thoughtful and smart—graduating with considerably less college debt than most of their peers. Member Colleges help students graduate with limited debt.

2. **Behavioral Science and Information Technology** (Cyber Security, Computer Modeling, Simulation and Gaming) – Building on a special appropriation from the Commonwealth in 2014, these programs will

focus on the technical side of design, allowing students to halt or prevent cyber-attacks.

### 3. **Environmental Science**

### 4. **Bio-Science**

All of these programs will provide students with marketable skills in niche industries and economies. The core competencies of entrepreneurship will allow for a common curriculum and programs of study that will provide students with the hands-on experience and stackable credentials necessary to secure gainful employment. The Academic Innovation and Resource Center will provide the workspace needed for meaningful and productive collaboration between curriculum designers and strategic partners, and it will serve as an innovation center to drive continuous improvement in learning outcomes.

## **Priority 3—Business Intelligence and Process Alignment**

The College remains focused on its key strategic planning goals of 1) developing and implementing financial and sustainability master plans; 2) collecting, analyzing, disseminating, and utilizing pertinent performance-related information to drive quality and continuous improvements; 3) developing and implementing revenue enhancement plans; and 4) deploying financial, physical, IT and human resources in direct support of the mission and vision.

The College has consistently reduced its overhead costs over the past several years with Institution and OandM costs reduced from 57% FY 12 to 38% FY15 and leveling out at 41% for FY16. Even as we reach a state of equilibrium for institutional and OandM spend, the College continues to focus on spans of controls, automating processes, and IT virtualization.

The College continues to drive auxiliary revenue through multiple uses of its campus facilities, with a focus on partnering with the surrounding community to more broadly advance the education mission. Richard Bland College hosted Jacob's Ladder this summer, a month long overnight program for over 60 high performing youth aged 10 through 14 from economically challenged backgrounds. They were very impressed with our campus facilities and support programming and will be returning next

summer. Tapping opportunities for increased brand awareness and also to raise auxiliary revenues through campus utilization by external entities and partners is a priority. This summer we hosted multiple campus events including a Music in the Grove series, weddings, company picnics, a boy scout day camp, and catering events.

Summer use of residence halls that opened in 2008 remains a largely untapped opportunity, but we did host Jacob's Ladder during their stay and another retreat program over a long weekend. The College also sees opportunities for new Equine Center programs to grow exponentially as RBC remains one of only two institutions nationwide with EAGALA-certified programs. In addition, utilizing residence halls in the summer to provide housing for summer school students (at reduced costs) to enable on-time degree completion is planned. We ran a pilot program this summer with one of RBC's athletic programs to see how it would work. They assisted with the Jacob's Ladder camp and attended some classes, and overall was a successful pilot.

IT focus will be on improving the reliability and consistency of infrastructure, improved continuity of operations, document management (digitize, store, retrieve transcripts, etc), and automating and simplifying critical IT processes. The College will continue to move infrastructure to cloud-based solutions as makes sense and improve IT security functions.



**KEY CAPITAL PROJECTS (2016-2022)**

In April 2015, the Board of Visitors approved a six-year capital plan. Key capital projects include:

- **Maintenance Reserve and Umbrella Maintenance Projects**  
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.
- **Renovate: Library Expansion**  
An expanded concept of the library as a modern tool for fostering innovation in scholarship while also providing renewed space for study and collaboration, calls for a re-design of our existing structure and mission. Our Center for Teaching and Learning will provide a unique cultural center that inspires, supports, and contextualizes our users' engagement with scholarship. A flexible, equipped space will inspire connected learning for a networked world through faculty development, student engagement, communities of practice, and technology enhanced active learning. A renewed building filled with natural light, innovative media and displays of artwork and views of campus will engage imaginations and inspire conversation and reflection. This plan calls for approximately 10,000 sq. ft. of library resources, 7,000 sq. ft. of Information Technology Services and data center and 7,000 sq. ft. for Academic Innovation and training. A new elevator will be necessary to access this change in space design. We were approved by the general assembly to proceed with planning for this project for the 2016-18 biennium. In addition, we have started renovations inside the current library space to create a student support center in which is housed the learner mentors, admission, counseling, etc.
- **Renovate: Humanities / Social Sciences Building**  
Supports the design, construction, and repurposing the HSS Building (which was originally a hospital and is configured well for repurposing to residential life) will enable a cost effective and timely expansion of our residential life facilities. The net usable area of HSS is 16,591 square feet which will allow for an additional 80 to 100 residential beds. The general assembly approved construction of this project with the sale of 9c bonds. Construction has begun as of July 1, 2016 and is anticipated to be complete for fall 2017 student occupancy.

Six-Year Plans - Part I (2016): 2016-18 through 2020-22  
 Richard Bland College  
 ACADEMIC AND FINANCIAL PLAN

Instructions: In the column titled "Academic and Support Service Strategies for Six-Year Period (2016-2022)", please provide items to identify strategies for the three bienniums of this six-year period) associated with goals in the Strategic Plan. Please use the IDs to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative)

Priority Number	Strategic Goal (Short Title)	VPE Goal	Biennium 2016-2018 (7/1/16-6/30/18)			Biennium 2018-2020 (7/1/18-6/30/20)			Biennium 2020-2022 (7/1/20-6/30/22)		
			2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022	2022-2023
1	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 1.1.11, 1.1.12, 1.1.13, 1.1.14, 1.1.15, 1.1.16, 1.1.17, 1.1.18, 1.1.19, 1.1.20, 1.1.21, 1.1.22, 1.1.23, 1.1.24, 1.1.25, 1.1.26, 1.1.27, 1.1.28, 1.1.29, 1.1.30, 1.1.31, 1.1.32, 1.1.33, 1.1.34, 1.1.35, 1.1.36, 1.1.37, 1.1.38, 1.1.39, 1.1.40, 1.1.41, 1.1.42, 1.1.43, 1.1.44, 1.1.45, 1.1.46, 1.1.47, 1.1.48, 1.1.49, 1.1.50, 1.1.51, 1.1.52, 1.1.53, 1.1.54, 1.1.55, 1.1.56, 1.1.57, 1.1.58, 1.1.59, 1.1.60, 1.1.61, 1.1.62, 1.1.63, 1.1.64, 1.1.65, 1.1.66, 1.1.67, 1.1.68, 1.1.69, 1.1.70, 1.1.71, 1.1.72, 1.1.73, 1.1.74, 1.1.75, 1.1.76, 1.1.77, 1.1.78, 1.1.79, 1.1.80, 1.1.81, 1.1.82, 1.1.83, 1.1.84, 1.1.85, 1.1.86, 1.1.87, 1.1.88, 1.1.89, 1.1.90, 1.1.91, 1.1.92, 1.1.93, 1.1.94, 1.1.95, 1.1.96, 1.1.97, 1.1.98, 1.1.99, 1.1.100	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 1.1.11, 1.1.12, 1.1.13, 1.1.14, 1.1.15, 1.1.16, 1.1.17, 1.1.18, 1.1.19, 1.1.20, 1.1.21, 1.1.22, 1.1.23, 1.1.24, 1.1.25, 1.1.26, 1.1.27, 1.1.28, 1.1.29, 1.1.30, 1.1.31, 1.1.32, 1.1.33, 1.1.34, 1.1.35, 1.1.36, 1.1.37, 1.1.38, 1.1.39, 1.1.40, 1.1.41, 1.1.42, 1.1.43, 1.1.44, 1.1.45, 1.1.46, 1.1.47, 1.1.48, 1.1.49, 1.1.50, 1.1.51, 1.1.52, 1.1.53, 1.1.54, 1.1.55, 1.1.56, 1.1.57, 1.1.58, 1.1.59, 1.1.60, 1.1.61, 1.1.62, 1.1.63, 1.1.64, 1.1.65, 1.1.66, 1.1.67, 1.1.68, 1.1.69, 1.1.70, 1.1.71, 1.1.72, 1.1.73, 1.1.74, 1.1.75, 1.1.76, 1.1.77, 1.1.78, 1.1.79, 1.1.80, 1.1.81, 1.1.82, 1.1.83, 1.1.84, 1.1.85, 1.1.86, 1.1.87, 1.1.88, 1.1.89, 1.1.90, 1.1.91, 1.1.92, 1.1.93, 1.1.94, 1.1.95, 1.1.96, 1.1.97, 1.1.98, 1.1.99, 1.1.100	170,200	170,200	170,200	170,200	170,200	170,200	170,200	170,200	170,200
2	1.2.1, 1.2.2, 1.2.3, 1.2.4, 1.2.5, 1.2.6, 1.2.7, 1.2.8, 1.2.9, 1.2.10, 1.2.11, 1.2.12, 1.2.13, 1.2.14, 1.2.15, 1.2.16, 1.2.17, 1.2.18, 1.2.19, 1.2.20, 1.2.21, 1.2.22, 1.2.23, 1.2.24, 1.2.25, 1.2.26, 1.2.27, 1.2.28, 1.2.29, 1.2.30, 1.2.31, 1.2.32, 1.2.33, 1.2.34, 1.2.35, 1.2.36, 1.2.37, 1.2.38, 1.2.39, 1.2.40, 1.2.41, 1.2.42, 1.2.43, 1.2.44, 1.2.45, 1.2.46, 1.2.47, 1.2.48, 1.2.49, 1.2.50, 1.2.51, 1.2.52, 1.2.53, 1.2.54, 1.2.55, 1.2.56, 1.2.57, 1.2.58, 1.2.59, 1.2.60, 1.2.61, 1.2.62, 1.2.63, 1.2.64, 1.2.65, 1.2.66, 1.2.67, 1.2.68, 1.2.69, 1.2.70, 1.2.71, 1.2.72, 1.2.73, 1.2.74, 1.2.75, 1.2.76, 1.2.77, 1.2.78, 1.2.79, 1.2.80, 1.2.81, 1.2.82, 1.2.83, 1.2.84, 1.2.85, 1.2.86, 1.2.87, 1.2.88, 1.2.89, 1.2.90, 1.2.91, 1.2.92, 1.2.93, 1.2.94, 1.2.95, 1.2.96, 1.2.97, 1.2.98, 1.2.99, 1.2.100	1.2.1, 1.2.2, 1.2.3, 1.2.4, 1.2.5, 1.2.6, 1.2.7, 1.2.8, 1.2.9, 1.2.10, 1.2.11, 1.2.12, 1.2.13, 1.2.14, 1.2.15, 1.2.16, 1.2.17, 1.2.18, 1.2.19, 1.2.20, 1.2.21, 1.2.22, 1.2.23, 1.2.24, 1.2.25, 1.2.26, 1.2.27, 1.2.28, 1.2.29, 1.2.30, 1.2.31, 1.2.32, 1.2.33, 1.2.34, 1.2.35, 1.2.36, 1.2.37, 1.2.38, 1.2.39, 1.2.40, 1.2.41, 1.2.42, 1.2.43, 1.2.44, 1.2.45, 1.2.46, 1.2.47, 1.2.48, 1.2.49, 1.2.50, 1.2.51, 1.2.52, 1.2.53, 1.2.54, 1.2.55, 1.2.56, 1.2.57, 1.2.58, 1.2.59, 1.2.60, 1.2.61, 1.2.62, 1.2.63, 1.2.64, 1.2.65, 1.2.66, 1.2.67, 1.2.68, 1.2.69, 1.2.70, 1.2.71, 1.2.72, 1.2.73, 1.2.74, 1.2.75, 1.2.76, 1.2.77, 1.2.78, 1.2.79, 1.2.80, 1.2.81, 1.2.82, 1.2.83, 1.2.84, 1.2.85, 1.2.86, 1.2.87, 1.2.88, 1.2.89, 1.2.90, 1.2.91, 1.2.92, 1.2.93, 1.2.94, 1.2.95, 1.2.96, 1.2.97, 1.2.98, 1.2.99, 1.2.100	404,750	404,750	404,750	404,750	404,750	404,750	404,750	404,750	404,750
3	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6, 1.3.7, 1.3.8, 1.3.9, 1.3.10, 1.3.11, 1.3.12, 1.3.13, 1.3.14, 1.3.15, 1.3.16, 1.3.17, 1.3.18, 1.3.19, 1.3.20, 1.3.21, 1.3.22, 1.3.23, 1.3.24, 1.3.25, 1.3.26, 1.3.27, 1.3.28, 1.3.29, 1.3.30, 1.3.31, 1.3.32, 1.3.33, 1.3.34, 1.3.35, 1.3.36, 1.3.37, 1.3.38, 1.3.39, 1.3.40, 1.3.41, 1.3.42, 1.3.43, 1.3.44, 1.3.45, 1.3.46, 1.3.47, 1.3.48, 1.3.49, 1.3.50, 1.3.51, 1.3.52, 1.3.53, 1.3.54, 1.3.55, 1.3.56, 1.3.57, 1.3.58, 1.3.59, 1.3.60, 1.3.61, 1.3.62, 1.3.63, 1.3.64, 1.3.65, 1.3.66, 1.3.67, 1.3.68, 1.3.69, 1.3.70, 1.3.71, 1.3.72, 1.3.73, 1.3.74, 1.3.75, 1.3.76, 1.3.77, 1.3.78, 1.3.79, 1.3.80, 1.3.81, 1.3.82, 1.3.83, 1.3.84, 1.3.85, 1.3.86, 1.3.87, 1.3.88, 1.3.89, 1.3.90, 1.3.91, 1.3.92, 1.3.93, 1.3.94, 1.3.95, 1.3.96, 1.3.97, 1.3.98, 1.3.99, 1.3.100	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6, 1.3.7, 1.3.8, 1.3.9, 1.3.10, 1.3.11, 1.3.12, 1.3.13, 1.3.14, 1.3.15, 1.3.16, 1.3.17, 1.3.18, 1.3.19, 1.3.20, 1.3.21, 1.3.22, 1.3.23, 1.3.24, 1.3.25, 1.3.26, 1.3.27, 1.3.28, 1.3.29, 1.3.30, 1.3.31, 1.3.32, 1.3.33, 1.3.34, 1.3.35, 1.3.36, 1.3.37, 1.3.38, 1.3.39, 1.3.40, 1.3.41, 1.3.42, 1.3.43, 1.3.44, 1.3.45, 1.3.46, 1.3.47, 1.3.48, 1.3.49, 1.3.50, 1.3.51, 1.3.52, 1.3.53, 1.3.54, 1.3.55, 1.3.56, 1.3.57, 1.3.58, 1.3.59, 1.3.60, 1.3.61, 1.3.62, 1.3.63, 1.3.64, 1.3.65, 1.3.66, 1.3.67, 1.3.68, 1.3.69, 1.3.70, 1.3.71, 1.3.72, 1.3.73, 1.3.74, 1.3.75, 1.3.76, 1.3.77, 1.3.78, 1.3.79, 1.3.80, 1.3.81, 1.3.82, 1.3.83, 1.3.84, 1.3.85, 1.3.86, 1.3.87, 1.3.88, 1.3.89, 1.3.90, 1.3.91, 1.3.92, 1.3.93, 1.3.94, 1.3.95, 1.3.96, 1.3.97, 1.3.98, 1.3.99, 1.3.100	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000

Item	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Amount
Total 2016-2018	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	12,000,000
Total 2018-2020															12,000,000
Total 2020-2022															12,000,000
Total Incremental Cost from Academic Plan															36,000,000

Six-Year Plans - Part 1 (2010): 2016-18 through 2020-22  
 Richard Bland College  
 ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2016-2022)", please provide titles to identify strategies. (For the three biennium of the 10-year period associated with goals in the Strategic Plan, please use the title to identify a more detailed description of the strategy in the separate word document (Part 2 - Narrative).)

Priority Ranking	Strategy (Short Title)	UPPS Goal	Biennium 2016-2017 (2016-2017)		Biennium 2017-2018 (2017-2018)		Biennium 2018-2019 (2018-2019)		Biennium 2019-2020 (2019-2020)		Biennium 2020-2021 (2020-2021)		Strategies
			Total Amount	Amount/Year (Total/Number)	Total Amount	Amount/Year (Total/Number)	Total Amount	Amount/Year (Total/Number)	Total Amount	Amount/Year (Total/Number)	Total Amount	Amount/Year (Total/Number)	
	Increase TER Faculty Salaries (state authorized salary increase)		\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	
	TER Faculty Salary Increase Rate (additional NCF salary increase rate)		2.00%		2.00%		2.00%		2.00%		2.00%		
	Increase Admin. Faculty Salaries (state authorized salary increase)		\$0		\$0		\$0		\$0		\$0		
	Admin. Faculty Salary Increase Rate (additional NCF salary increase rate)		0.00%		0.00%		0.00%		0.00%		0.00%		
	Increase Classified Staff Salaries (state authorized salary increase)		\$0		\$0		\$0		\$0		\$0		
	Classified Staff Salary Increase Rate (additional NCF salary increase rate)		0.00%		0.00%		0.00%		0.00%		0.00%		
	Increase University Staff Salaries (state authorized salary increase)		\$0		\$0		\$0		\$0		\$0		
	University Staff Salary Increase Rate (additional NCF salary increase rate)		0.00%		0.00%		0.00%		0.00%		0.00%		
	Increase Number of Full-Time TER Faculty (FTE)		0		0		0		0		0		
	Increase Number of Full-Time Admin. Faculty (FTE)		0		0		0		0		0		
	Increase Number of Full-Time Admin. Faculty (PTE)		0		0		0		0		0		
	Increase Number of Part-Time Faculty (FTE)		0		0		0		0		0		
	Increase Number of Part-Time Faculty (PTE)		0		0		0		0		0		
	Increase Number of Classified Staff (FTE)		0		0		0		0		0		
	Increase Number of Classified Staff (PTE)		0		0		0		0		0		
	Increase Number of University Staff (FTE)		0		0		0		0		0		
	Increase Number of University Staff (PTE)		0		0		0		0		0		
	Library Enhancement (FTE)		\$0		\$0		\$0		\$0		\$0		
	Library Enhancement (PTE)		\$0		\$0		\$0		\$0		\$0		
	Technology Enhancement (FTE)		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
	Technology Enhancement (PTE)		\$0		\$0		\$0		\$0		\$0		
	Costs for New Facilities (FTE)		\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	
	Costs for New Facilities (PTE)		\$0		\$0		\$0		\$0		\$0		
	Utility Cost Increase		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
	NCF share of state authorized salary increases/bonus		\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	
	Employee health insurance benefits increase		\$0		\$0		\$0		\$0		\$0		
	VRG increase		\$0		\$0		\$0		\$0		\$0		
	Additional In-State Student Financial Aid From Tuition Revenue		\$0		\$0		\$0		\$0		\$0		
	Others (Specify, insert lines below)		\$0		\$0		\$0		\$0		\$0		
	Safety and Security Enhancement		\$0		\$0		\$0		\$0		\$0		
	<b>Total Additional Funding Need</b>		<b>\$134,000</b>		<b>\$134,000</b>		<b>\$134,000</b>		<b>\$134,000</b>		<b>\$134,000</b>		<b>\$134,000</b>

Notes:  
 1) Includes amounts that have been and will be included in the incremental cost of the academic plan.  
 2) If planned, enter the total of any health insurance increases.  
 3) Enter planned annual faculty increase rate. Any salary increase entered here will be assumed when calculating the cost to reach the 00% target in the future.  
 4) Enter number of FTE change over the FY2016 level in appropriation column.

Six-Year Plans - Part I (2016): 2016-18 through 2020-22  
 Richard Bland College

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2014-2015 (Estimated)	2015-2016 (Estimated)	2016-2017 (Planned)	2017-2018 (Planned)	2018-2019 (Est.)	2019-2020 (Estimated)	2020-2021 (Planned)	2021-2022 (Planned)	2022-2023 (Planned)	2023-2024 (Planned)	2024-2025 (Planned)
	Student Charge	Total Revenue	Student Charge	Total Revenue	Rate Increase	Student Charge	Total Revenue	Rate Increase	Student Charge	Total Revenue	Rate Increase
<b>EEG Programs</b>											
Undergraduate, In-State	\$3,718	\$4,117,400	\$4,098	\$4,865,000	9.9%	\$4,401	\$5,433,000	9.9%	\$4,872	\$6,764,420	9.9%
Undergraduate, Out-of-State	\$13,426	\$19,020	\$13,820	\$14,000	3.0%	\$14,244	\$15,000	3.0%	\$14,672	\$16,000	3.0%
Graduate, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Graduate, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Law, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Law, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Medicine, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Medicine, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Dentistry, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Dentistry, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
PharmD, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
PharmD, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Veterinary Medicine, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Other NCF	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Total EEG Revenue - Gross</b>	\$16,144	\$23,137,400	\$16,918	\$24,865,000	4.8%	\$17,721	\$28,533,000	4.8%	\$18,543	\$34,764,420	4.8%
<b>Total EEG Revenue - Net of Financial Aid</b>	\$13,426	\$19,020	\$13,820	\$14,000	3.0%	\$14,244	\$15,000	3.0%	\$14,672	\$16,000	3.0%
<b>EEG Revenue Used for Faculty Salary Increases</b>	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Average Year Faculty Salary Increase Rate</b>	0.00%		0.00%			0.00%			0.00%		
<b>Auxiliary Program</b>											
Mandatory Non-EEG Fees	\$1,340	\$0	\$1,407	\$0	5.0%	\$1,477	\$0	5.0%	\$1,551	\$0	5.0%
Undergraduate	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Graduate	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Law	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Medicine	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Dentistry	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
PharmD	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Veterinary Medicine	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Total Auxiliary Revenue (All, includes both and board)</b>	\$1,340	\$0	\$1,407	\$0	5.0%	\$1,477	\$0	5.0%	\$1,551	\$0	5.0%
<b>Total Tuition and Fees</b>	\$14,766	\$19,020	\$15,227	\$14,000	3.0%	\$15,721	\$15,000	3.0%	\$16,223	\$16,000	3.0%
Undergraduate, In-State	\$3,718	\$4,117,400	\$3,718	\$4,117,400	0.0%	\$3,718	\$4,117,400	0.0%	\$3,718	\$4,117,400	0.0%
Undergraduate, Out-of-State	\$13,426	\$19,020	\$13,426	\$19,020	0.0%	\$13,426	\$19,020	0.0%	\$13,426	\$19,020	0.0%
Graduate, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Graduate, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Law, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Law, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Medicine, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Medicine, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Dentistry, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Dentistry, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
PharmD, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
PharmD, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Veterinary Medicine, In-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Total Tuition and Fees</b>	\$14,766	\$19,020	\$15,227	\$14,000	3.0%	\$15,721	\$15,000	3.0%	\$16,223	\$16,000	3.0%
<b>Student Financial Aid (Program 187)</b>	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Sponsored Programs (Program 110)</b>	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Unique Military Activities</b>	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Workforce Development</b>	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Other (Specify)</b>	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
<b>Total Revenue</b>	\$14,766	\$19,020	\$15,227	\$14,000	3.0%	\$15,721	\$15,000	3.0%	\$16,223	\$16,000	3.0%
<b>Total Expenses</b>	\$14,766	\$19,020	\$15,227	\$14,000	3.0%	\$15,721	\$15,000	3.0%	\$16,223	\$16,000	3.0%
<b>Total Surplus</b>	\$0	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%



**Richard Bland College**  
*of WILLIAM & MARY*

# **RBC-19**

## **PROGRESS REPORT**

### **CONTENTS**

**I. ENROLLMENT**

**II. FINANCE & ADMINISTRATION**

**III. CAPITAL PROJECTS**

**IV. ACADEMICS**

**SACS MONITORING REPORT (APPENDICES NOT INCLUDED)**

**V. INFORMATION & TECHNICAL SERVICES**

**VI. ADVANCEMENT**

**VII. CAMPUS POLICE**

**VIII. ATHLETICS**

**CREATE YOUR JOURNEY**



# RBC-19 PROGRESS REPORT

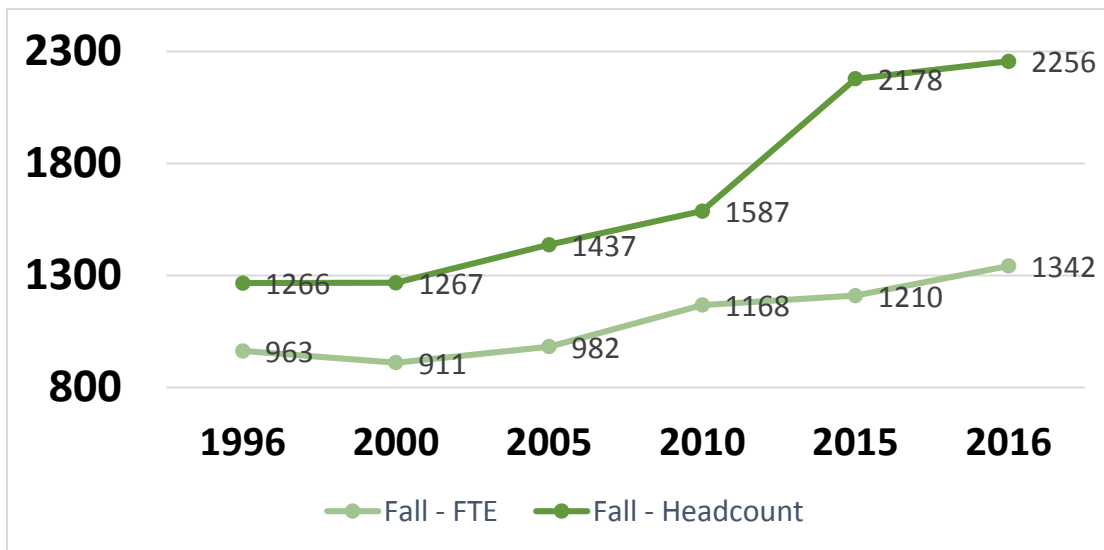
# ADMINISTRATIVE UPDATE

## Enrollment

J. Tyler Hart, Dean of Enrollment Services

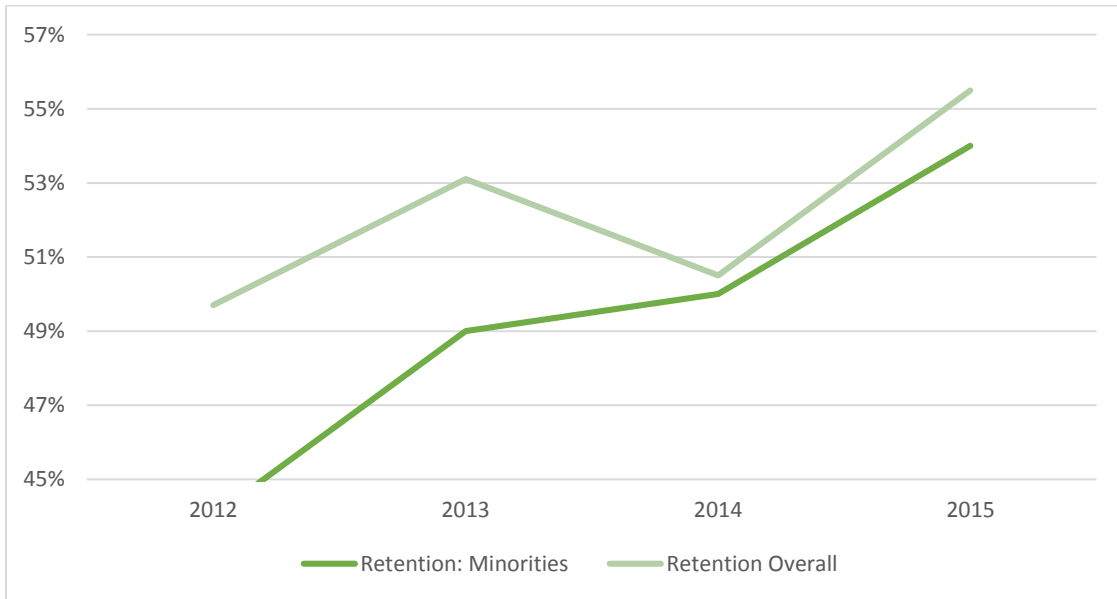
Headcount and Full-Time Equivalent (FTE) both increased in the fall of 2016 largely due to increases in fall-to-fall retention and Dual Enrollment (DE counts estimated as of September 2, 2015). (See Figure 1.)

**Figure 1**  
**10-Year Enrollment Summary**

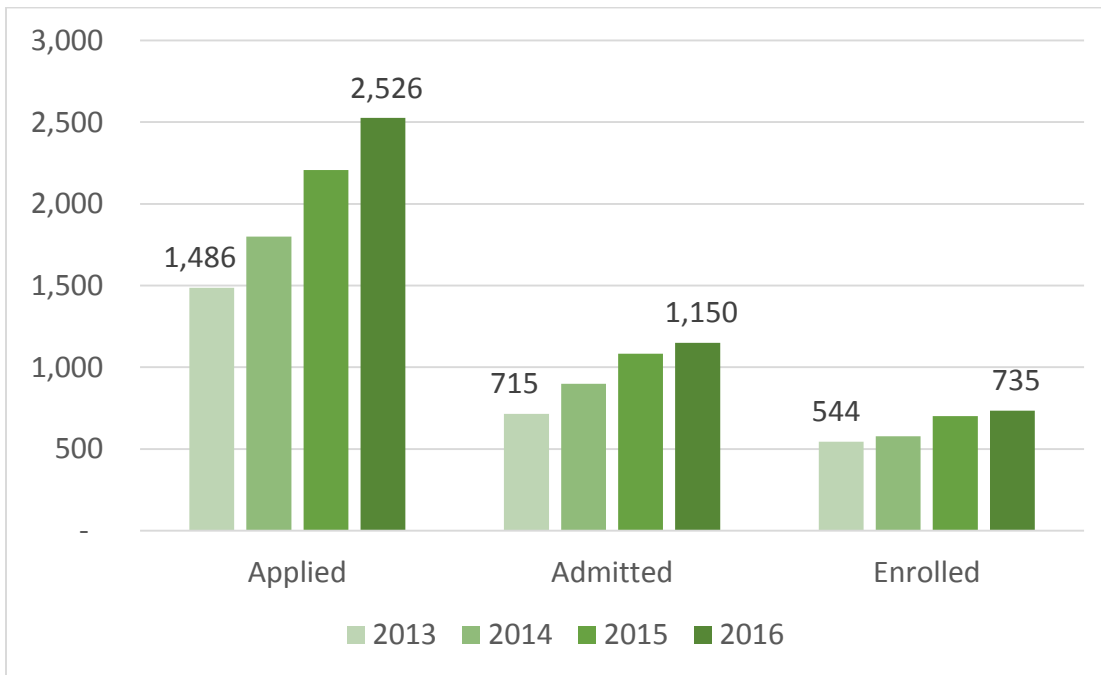


While fall 2015-to-spring 2016 and fall 2015-to-fall 2016 retention increased (Figure 2), and the College realized a 13.42% increase in applications for fall 2016, we failed to admit the target number of students and experienced a melt rate of 20% (up from an estimated 6% in fall 2015). (See Figure 3.) The increase in melt may have been partially attributable to customer service issues associated with a required Financial Aid upgrade. These system-related issues have been addressed, and Phase II of ESE@RBC features a Student Success Center that serves as a one-stop shop for students seeking support services.

**Figure 2**  
**Student Retention**  
**Entering Fall Cohorts 2011-2016**



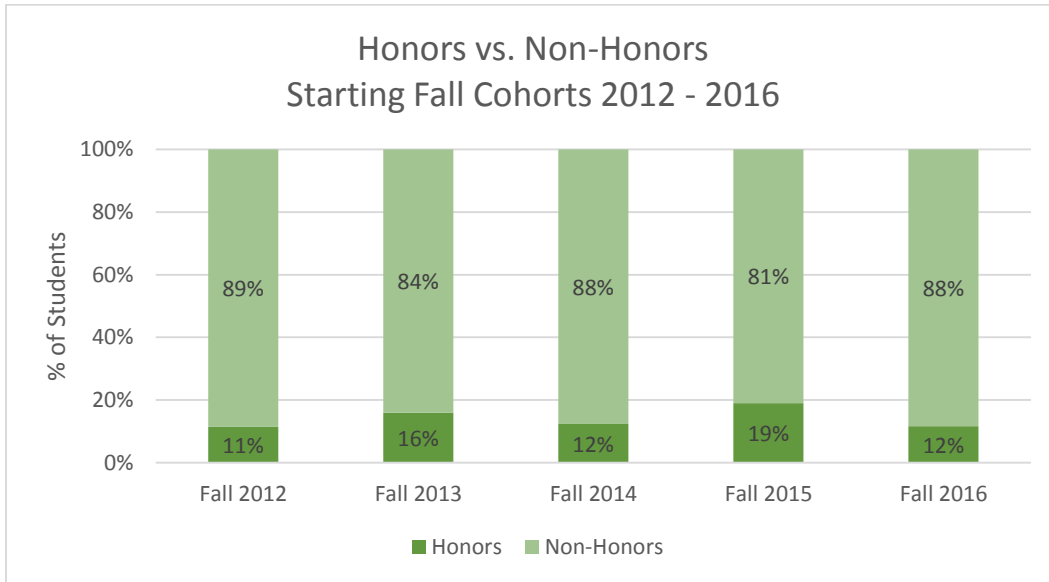
**Figure 3**  
**Admissions**



### Freshman Profile – Fall 2016

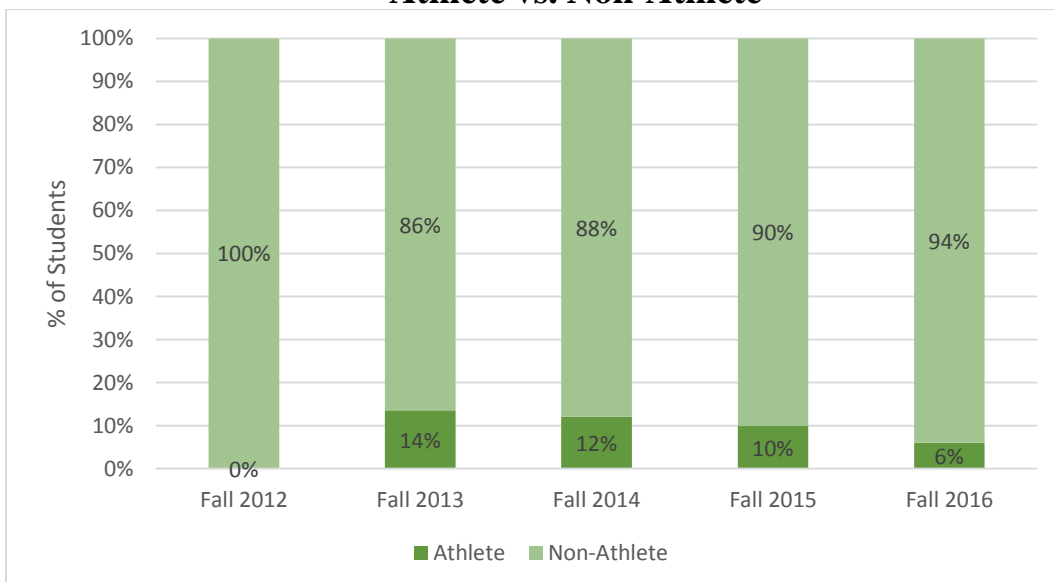
In the Fall 2016 semester RBC recruited 68 honor’s eligible students with a goal of 90 honor’s eligible students. (See Figure 4.)

**Figure 4**  
**Statesman Scholars (Honor Students)**  
**Entering Fall Cohorts 2012 – 2016**



Since reinvigorating the athletic program in 2013, the number of freshman athletes has decreased with increased retention of sophomore students. The total number of athletes on campus has remained relatively constant over the past 4 years (~90). (See Figure 5.)

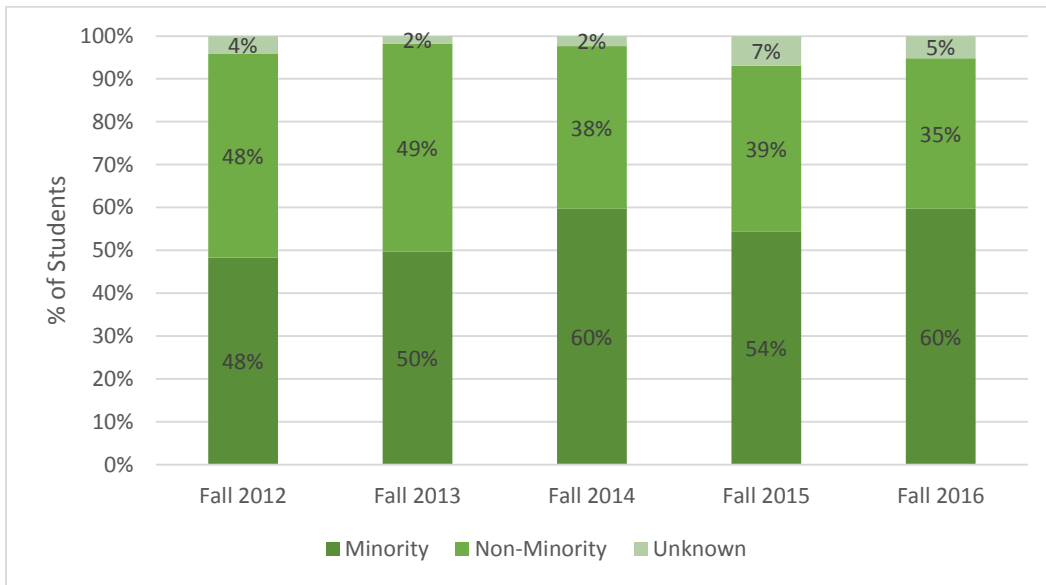
**Figure 5**  
**Athlete vs. Non-Athlete**





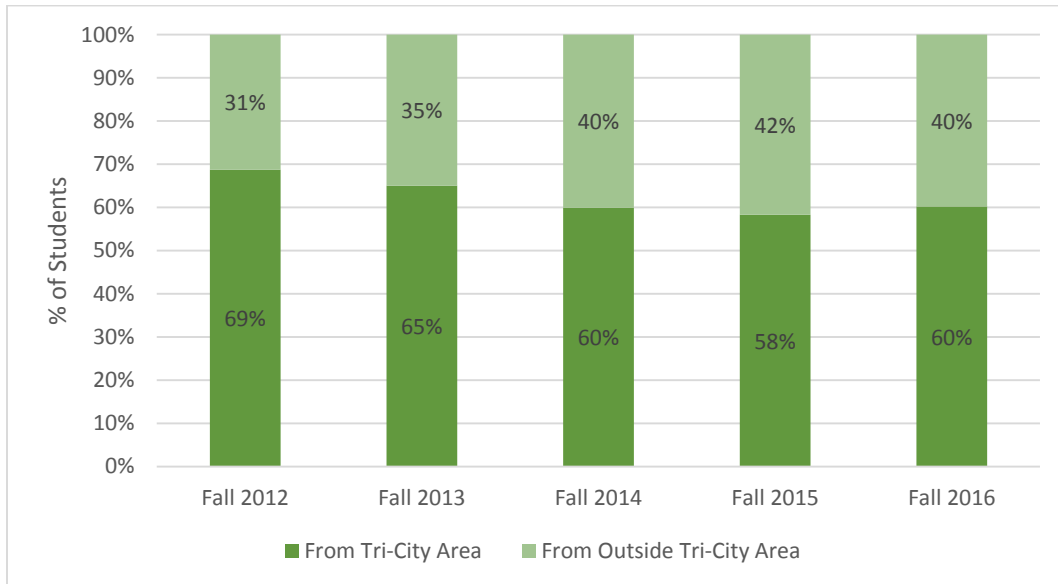
Maintaining a diverse student population remains a priority goal of RBC-19 and the Strategic Enrollment Management Plan. 60 percent of the fall 2016 entering cohort self-identified as minority. (See Figure 6.)

**Figure 6**  
**Ethnicity**  
**Entering Fall Cohorts 2012 – 2016**



In the fall of 2014, with the implementation of the SEM Plan, the College began to re-shape the residential population by recruiting students from outside of the local region, anticipating that students within the three-city/three-county region would have the opportunity to commute. (See Figure 7.) Strategically targeting NOVA and Tidewater populations while re-building relationships with key feeder schools has been critical to the increase in total student population. The residence halls remain a critical aspect of the SEM Plan and, even with the addition of 80 beds in the fall of 2017, we plan to continue to fill 95% of available beds with students from outside a 30-mile radius. A complete dashboard with the freshman profile is attached to this report.

**Figure 7**  
**Tri-City Region vs. Out-of-Area**  
**Entering Fall Cohorts 2012 – 2016**



### **Conclusion**

The fall of 2016 brought a degree of ‘normalizing’ from the 40% increase in fall 2015 total headcount and 20% increase in the fall 2016 cohort, RBC remains on track to achieve the goal of 2,500 headcount and 1,500 FTE by 2019. Dual Enrolled students account for the largest population increase, and because of the quality of these students and the opportunity to convert them to full-time enrollments, growing this population remains a priority. The Honors population saw a significant decrease in the fall 2016 cohort, but an increase in total population, because of the successful retention of a large cohort in 2015. With increased investment in Honors programming, this population also remains a top priority, with a goal of 200 Honor students by fall 2017.



## RBC-19 PROGRESS REPORT

# ADMINISTRATIVE UPDATE

## FINANCE AND ADMINISTRATION

Penny Howard, Dean of Finance and Administration

### Overview

The Finance and Administration unit of Richard Bland College consists of the following units: general accounting, procurement, accounts payable, accounts receivable, cashiering, budgeting and financial reporting, financial aid, and human resources.

The unit in its entirety has undergone significant restructuring in the last 12 months. This includes staff turnover in all key positions, redistribution of duties and responsibilities, the implementation of a newly structured finance and financial aid system, frequent audits and reviews of ongoing process changes, building and implementation of new and revised standard operating procedures, policies and procedures, and the growing pains that come from turning a disparate set of individuals into a cohesive team.

As of this report, we are well on our way to functioning as a strong unit, led by a knowledgeable and driven management team. We have an ambitious operational plan for FY 2017, focused on the improvement of customer service, access to reliable data for operational decision making, construction and documentation of reliable and repeatable processes, and relationship building with other campus partner units to ensure that we are all delivering on the promise of 100% student success.

### Finance

In the last 12 months the finance unit has been completely restructured with a 70% turnover in the original staff and the addition of a key budget/financial reporting position for the unit. In that same time period, we determined that the then current financial system was incorrectly built and needed to be overhauled to be useful in any meaningful way. We also discovered that the financial aid module was woefully out of date, and needed to be overhauled as well.

From the period of January to June 2016, Finance and Administration also assumed responsibility for information technology services and hired two Banner (enterprise system) experts into the college to lead the upgrade of both the finance and financial aid modules for a go-live date of July 1, 2016. With this behemoth task to tackle, we were also part of the Commonwealth's mandated implementation of a brand new financial system, with their go-live date of February 1, 2016. Thanks to the very dedicated finance and IT staff, we were able to meet all of the state's deadlines and go live with the state on time.

Thanks to the newly hired financial and IT Banner staff, we also made our very ambitious go-live date of July 1 for our own system with very little error. From that point to now, we have been building the processes around our new system, integrating the data interface with the state system, and revising our business workflows to create effective processes and to ensure that the right information gets to the right person at

the right time. It is still a work in progress, but we have made significant strides and we're now gaining momentum.

We have also had ongoing audits of our status in restructuring and revitalizing this department and its systems since last September. Although progress was slow in the beginning, it has picked up momentum since April, as we got the last individuals hired and are now on track to meet operational goal dates for FY 2017. We are meeting our target dates for financial statement data for the FY 2016 consolidated statements with William and Mary and the state, and we have also just finalized the Foundation audit for FY 2016, an additional responsibility. Processes for collecting and reporting data continue to improve, and we are capturing our standard operating procedures for each financial activity to ensure that they are all documented by the end of the 2016 calendar year.

### **Financial Aid**

Due to unanticipated turnover, Financial Aid came into FY 2016 with only one fairly new staff member in place. In November, we hired a new Financial Aid Director with 20 plus years of experience, and shortly thereafter, a front office staff member was hired.

This unit experienced perhaps the most painful revitalization due to the loss of most of the department's institutional knowledge. In addition, with a minimally functional Financial Aid system, the new director and her staff had to do most tasks manually and then add the data into the system instead of being able to rely on the full capability of the system in place.

A decision made by a former administrator in the prior fiscal year to move the first tuition due date from the normal August deadline to late October resulted in many students and parents not addressing their questions about financial aid until well past the federal due dates for the semester. This left the office in the position of being unable to help students obtain some of the financial aid for which they would have been eligible had they applied in a timely manner. This issue was exacerbated by the spring semester applications and subsequent fall semester applications all coming in at the same time that the office was cleaning up issues from the prior fall.

As was noted in the Finance section, these problems were compounded by an improperly applied system patch applied by an external vendor, something that was not identified until we brought the IT Banner database expert in house in April.

If not for the extraordinary dedication of our new Financial Aid director, who put in significant hours and effort over the last 8 months, we would not be where we are today. During the course of the spring semester, she successfully found ways to assist most students with eligible fall balances to obtain financial aid funds to help pay their balances. She also worked with the spring, summer, and fall 2016 applicants (fall 2016 had over 2500 FAFSA applications to manually process) to ensure that they were helped while dealing with a system that was broken. She led the successful launch of a revitalized financial aid system on July 1, working closely with IT and our financial aid back office vendor since then to use the full functionality of the system by importing FAFSAs from the federal government system, auto-packaging student awards, and building out the student-facing pages that let them see and accept their financial aid awards. In the last three weeks of August 2016, the office saw over 950 students in their offices, while dealing with as many phone calls and emails in the same time frame. By the end of August, the office had successfully processed all current student financial aid and was continuing to work with those students who had outstanding financial aid issues.

It has not been a smooth process, but an extraordinary one given the time frame in which the turn-around was accomplished. We identified a couple of internal department issues to address, and also discovered some issues outside of the control of the financial aid office to address, as well to ensure that we provide the best and most accurate information to our incoming students. The President has formed a Task Force on Financial Aid to address outstanding issues, and work has begun. As the federal government has moved the opening date to file the FAFSA from January to October, we continue to adjust our processes accordingly. We are currently updating the financial aid webpage to accurately reflect all the information a student and their parents need to successfully and timely apply for financial aid for the following academic year.

### Human Resources

A new HR director with over 10 years of experience in Virginia higher education joined the College on August 25, 2016. In FY 2016, we added 1.5 staff to the department for a total of 3.5.

Pieces of compliance were moved out of HR and reassigned to other areas that were a better fit. EEOC remains with HR, but Title IX coordination now resides with the Assistant Dean of Academic Support, which legal counsel deemed to be more appropriate. The College Attorney and Chief of Police assist with investigations, as appropriate.

The new HR Director has hit the ground running, starting with reorganizing the unit into a primarily specialist-driven functionality with generalist duties as needed. She is reviewing policies and procedures, communication processes, onboarding and off boarding, data collection and tracking, and hiring practices to identify gaps and build solutions.

A project to upgrade onboarding processes for incoming employees was launched in June and the HR team has been using it and modifying it based on feedback from new employees. We are also investigating which technical solution is the best fit for RBC as HR relies solely on internal spreadsheets to track and document HR data.

As has been mentioned throughout this document, there are a number of goals in each area that we will strive to accomplish in fiscal year 2017 to support RBC-19 and 100% student success. We will measure ourselves against these goals and report out on our progress. It is an ambitious and aspirational operational plan, but one I believe will be instrumental in improving customer service, strategically leveraging data, providing student support opportunities, and creating sustainability and growth of RBC. Specifically this year we will build out our web resources and presence to ensure that potential and current students and families have the information they need at their fingertips; rebuild and document our policies and operating procedures along with all relevant forms and educational material to educate our staff and faculty for all financial and human resource workflows; build reports and dashboards with our financial and human resource data to improve operational decision making; and explore innovative ways to assist our students with paying for college as well as determine creative ways to build and manage additional revenue streams for the college. We are looking forward to building something amazing!



## RBC-19 PROGRESS REPORT

# ADMINISTRATIVE UPDATE

## CAPITAL

Eric Kondzielawa, Director of Capital Assets & Operations

**New Field House** - The final umbrella project in this cycle—construction of a new 4,500 square feet athletic facility—is well underway. This project has received all BCOM approvals, and the project has been bid out and awarded to Haley Builders. This brick and anodized metal panels structure will mirror the exterior finishes of the McNeer and SSHE buildings. The structure will be used as an indoor practice facility for all athletic programs, as well as the general student population, both commuters and residential.

**Commerce Hall / HSS Renovation** - Renovation of the HSS building, which recently became vacant with the re-opening of the Social Science, Humanities and English (SSHE) building, will add 78 beds, along with new restrooms, new HVAC and fire protection systems, and state-of-the-art common area space for student collaboration. When the facility opens in the fall of 2017, it will bring total beds to nearly 500, nearly double the number of beds available when residence halls opened in 2008. Due to the building's original design and utilization as a hospital, the conversion to a student residential facility will be relatively simple and very efficient. We expect to receive \$2,650,000 from DPB through 9C bond funding. The preliminary BCOM submission is complete, and we are ready to submit Working Drawings. Similar to The SHEE building, we will undertake hazardous material abatement and demolition as discreet projects at the front-end in order to expedite the actual time of construction and save money on any GC mark-up. Completion is scheduled for August 2017

**Academic Innovation Center** - In accordance with the Facilities Master Plan, 34,000 square feet of new and renovated space in the current Library building will function to advance priority goals, including increased retention, graduation, and transfer. The space will be designed to support academic innovation in online learning, curriculum design, OER-enhanced content, as well as VLN (Virginia Learning Network) and ESE (Exceptional Student Experience). This \$23.6 million project's primary focus is on academic innovation, expanded access to college credentials, and curricular excellence; it involves 24,000 square feet of new construction and 10,000 square feet of renovated space. We have received pre-planning funds from DPB and are currently working on schematic drawings.

**Library Renovation** - In July of 2016 we started Phase 1 of a three-phased project to improve the library, as well as the cafeteria/dining area to improve the flow and add much needed capacity once the new residence halls open in the fall of 2017. This is the first step in moving to a one-stop shop for student support services. Space inside the 1<sup>st</sup> floor of the library was developed to house learner mentors to enable better interaction with the students and to enhance the Exceptional Student Experience (ESE@RBC). The second phase would involve replacing the remainder of the furniture and adding much needed computer stations and data drops to compensate for our ever-growing student population. A major renovation to the Kitchen and Cafeteria is

planned for Phase Three. To better serve students and other diners, this phase will bring all new kitchen equipment, including a dish wash station, and kiosks to provide better, healthier and more diverse meal options.

### **Safety and Security Enhancements**

- In August of 2016 all antiquated access controls in both Patriot and Freedom residence halls were converted from the old Continental Access to more updated RS-2 systems.
- A pilot/ sample program was introduced by converting to stronger locking system strikes, and additional hardware was added to better secure individual apartments.
- Purchase orders have been issued to replace the outdated analog camera system throughout the Residence Halls with an improved IP-based system that features better viewing angles and more pixels for better vision.
- In July, the rear bank of Statesman Hall doors were replaced in the interest of student safety and security. We also upgraded access controls, and we are currently looking into providing security cameras throughout.



Richard Bland College  
of WILLIAM & MARY

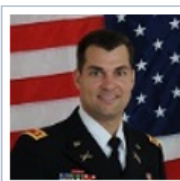
**RBC-19**  
**PROGRESS REPORT**

# ADMINISTRATIVE UPDATE

## ACADEMICS

Dr. Vern Lindquist, Dean of Faculty & Chief Academic Officer

With the Fall semester and the new academic year in full swing, I am pleased to report that we are beginning our activities this September with five new full-time faculty. Though their backgrounds vary, they share an excellent preparation for undergraduate education and general scholarship.



**Troy Bupp, Associate Professor of Mathematics**

Professor Bupp is a retired Army officer who was previously an instructor for the Army's Operations Research/Systems Analysis—Military Application Course at the Army Logistics University, Ft. Lee, VA. He also served as an Assistant Professor and a Head Academic Counselor within the Department of Mathematics at the United States Military Academy in West Point, NY. He holds his master's degree in Computational Operations Research from the College of William & Mary.



**Dr. Eric Earnhardt, Assistant Professor of English**

Dr. Earnhardt completed his doctorate in Anglo-American literature at Case Western Reserve University. He has taught courses in creative writing, literature, technical and professional communication, rhetoric, and English as a second language. His doctoral research focused on metaphor, anthropomorphism, and cognition in literature and science from Darwin to Modernism.



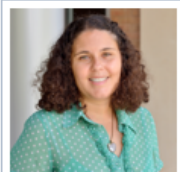
**Dr. Daniel Franke, Assistant Professor of History**

Dr. Franke completed his doctorate at the University of Rochester and taught at the United States Military Academy and SUNY New Paltz before coming to RBC. His main interests are the medieval history of Europe and global military history, with an emphasis on the medieval crusades and revolutions in warfare.



**Dr. David Morgan, Associate Professor of Physics and Mathematics**

Dr. Morgan is an alumni of the College of William and Mary, where he completed his masters and doctoral degrees. His doctoral dissertation focused on high energy particle theory, and he has over 10 years of collegiate teaching experience and further STEM experience at the high school level.



**Dr. Vanessa Stout, Assistant Professor of Sociology**

Dr. Vanessa Stout received her doctorate at Trinity College Dublin, Ireland, while lecturing there before coming to RBC. She has lectured, published, and does community work on a range of topics including race, urban space, migration, and immigration.



**Dr. Adam Zucconi, Assistant Professor of History**

Dr. Zucconi completed his doctoral degree at West Virginia University instructing both there and at Clemson University before joining RBC as an adjunct professor. He was awarded the Andrew Mellon Fellowship by the Virginia Historical Society in 2014 and his area of special interest is the U.S. Civil War and Reconstruction era.

We will focus this fall on promoting the online AS in business degree and the equine therapy certificate as well as expanding equine activities to include courses in horseback riding and non-credit programming in equine-



assisted activities for business and industry groups. In addition, with the addition to our full-time staff (on a temporary basis for now) of a music faculty member, we will explore additional courses and programming, both credit- and non-credit, in music performance. This new faculty member, Celia Brockway, has already organized a pep band on campus for basketball games and will be beginning a chorus class in our late-start semester, reviving the performing arts on campus.

To allow us to offer a greater percentage of programming at some of our dual-enrollment sites, I will be preparing a substantive change document for SACSCOC in a few weeks. This will be asking for SACSCOC to sanction over 50% of the degree to be offered at off-campus sites.

The focus of last spring and summer's work was the preparation for and writing of our SACSCOC Monitoring Report, which details our progress towards compliance with the Assessment of Learning Outcomes (Standard 3.3.1.1). In this, the faculty have made significant progress, as evidenced in the report itself. We have a comprehensive academic assessment plan, measurable outcomes for each course which themselves map to our common programmatic learning outcomes, and data which demonstrates that we assess our progress towards meeting these outcomes and make curricular and other changes to improve student performance in these outcomes.

## SACS Monitoring Report

### CS 3.3.1.1

*The institution should provide evidence that it identifies expected learning outcomes to include student learning outcomes, assesses the extent to which it achieves these outcomes, and uses the results to make improvements based upon analysis of assessment for each of its academic programs. If sampling is used, the institution should provide a representative sample that reflects its mission and the full array of educational programs offered, at all degree levels.*

### History

This monitoring report is in response to the request made by the SACSCOC Board of Trustees on 19 January 2016 referencing Richard Bland College's Referral Report from the submission of our Fifth-Year Interim Report in December, 2014. In our Referral Report, we were responding to this statement by the Board:

*The institution should provide evidence that it identifies expected learning outcomes to include student learning outcomes, assesses the extent to which it achieves these outcomes, and uses the results to make improvements based upon analysis of assessment for each of its academic programs. If sampling is used, the institution should provide a representative sample that reflects its mission and the full array of educational programs offered, at all degree levels.*

We responded in the subsequent Referral Report that, though Richard Bland College had previously provided evidence that it had a draft of a comprehensive academic assessment plan, including syllabi from courses with identified measurable student learning outcomes and the rubric to be used for assessing those outcomes, we were too early along in this process to demonstrate fully that we engaged in institutional effectiveness within its academic programs: we were unable to provide at that time data to show we were implementing the plan and were using the results of the assessment plan to improve outcomes for our students. We ourselves noted, that "some important steps remain in our efforts to demonstrate more thorough compliance: we must re-assess all learning outcome areas so that we can show that the curricular changes resulting from our first round of assessments have had positive benefits for our students."

The response to that Referral Report, received by us in January of this year, noted our progress in demonstrating compliance in this area, but recognized, as we did, that we needed more time to fully implement our assessment plan (which we include as an attachment). We have used our time wisely and have come a long way in the year since writing our Referral Report.

### **Current Request of the Commission**

*The institution has finalized a comprehensive academic assessment plan with identified student learning outcomes and is beginning to assess and collect data in the areas of math and English. Faculty members have also started analyzing the data and formulating plans of action to bring about change. The institution, by its own account, needs more time to demonstrate compliance.*

### **Response**

Richard Bland College is unique in Virginia (and perhaps in the two-year system generally) in that it only offers general liberal arts transfer degrees (AA and AS). This is in line with our college's mission, which is "To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary...." The degrees we offer (the general liberal arts AA, and the various liberal arts AS degrees: business, behavioral science, math, and physical/life/clinical lab science) are really interest tracks for marketing purposes rather than stand-alone programs with unique experiences and expected outcomes. In fact, when we were approved by the State Council for Higher Education in Virginia to offer these tracks as degrees, we made it clear at that time that we were merely reclassifying what had been longstanding advising tracks into these degrees for ease of marketing and advising.

Therefore, in consonance with our institutional mission, all of RBC's programs share the same expected Programmatic Outcomes, which at RBC we call "Curriculum Goals". They are listed in our current college catalog ([www.rbc.edu/my-rbc/college-catalog/section-vii-academics/](http://www.rbc.edu/my-rbc/college-catalog/section-vii-academics/)):

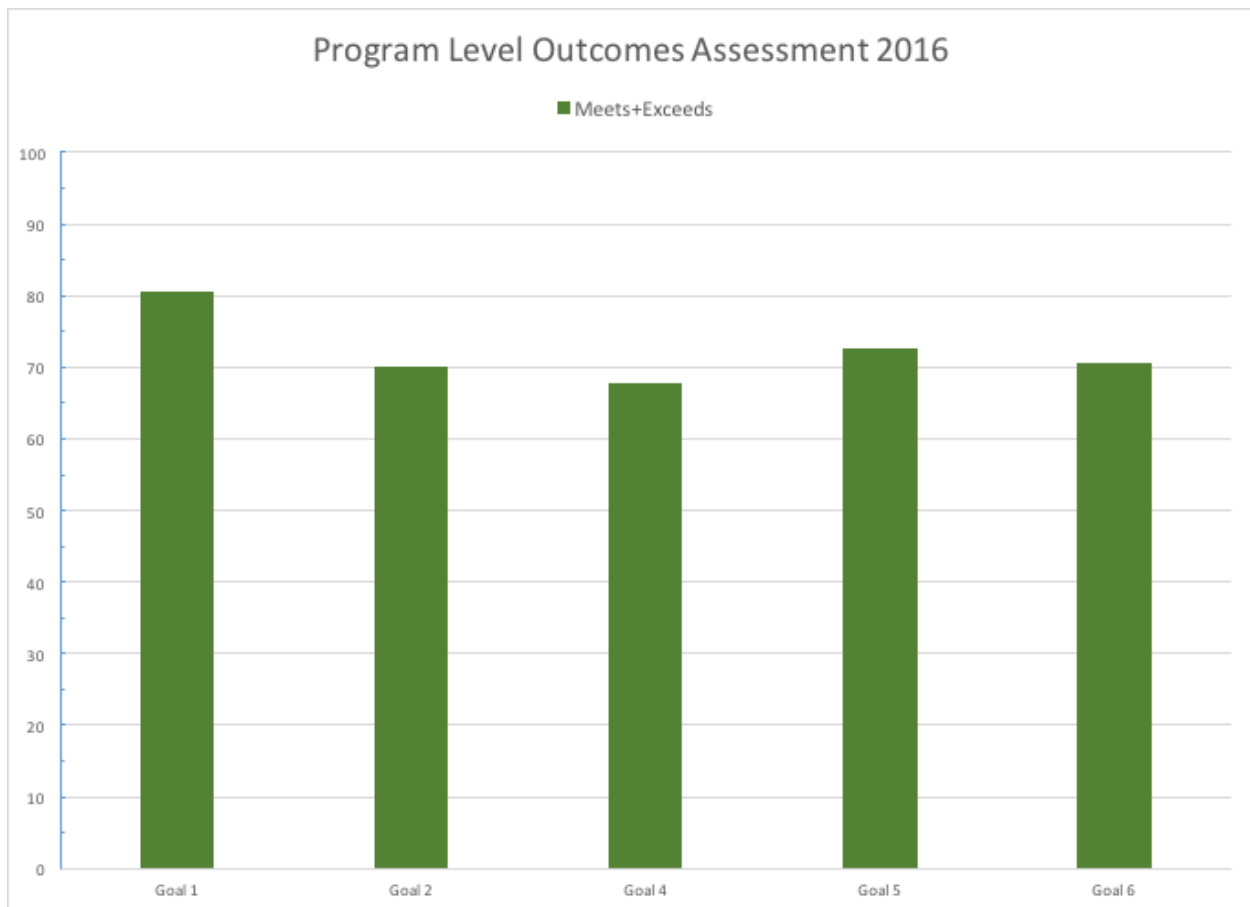
*The following college-wide curriculum goals have been adopted. Upon graduation from Richard Bland College, the student will have acquired:*

- *The ability to analyze and critique information through accurate reading, listening, and logical thinking, and the ability to acquire, organize, document, and present written and oral information clearly, precisely, and correctly*
- *The ability to acquire, process, understand, and use quantitative data*
- *An understanding of how major historical factors and events have influenced the development of civilization*
- *An understanding of major natural laws and theories that govern our universe and the ability to apply the scientific method to the acquisition of knowledge and problem-solving*
- *An understanding of major social forces that have shaped and continue to shape contemporary society*
- *An understanding of the human experience as revealed through creative expressions from the humanities*
- *An understanding of the components of a healthful lifestyle, including the benefits of physical fitness (Slated to be deleted from the list)*

To assess these programmatic outcomes, Richard Bland College maps the aggregate success in the measurable learning outcomes from specific courses into the outcomes above. We believe this allows us to use as many pieces of evidence as possible, in line with Michael Middaugh's stricture in *Planning and Assessment in Higher Education*: "A comprehensive assessment of cognitive gains among students at a college or university requires *multiple* measures and *multiple* pieces of evidence" (90). We map the student learning outcomes from the course-level assessments as follows (from our Academic Assessment Plan, attached in the thumb drive):

- *The ability to analyze and critique information through accurate reading, listening, and logical thinking, and the ability to acquire, organize, document, and present written and oral information clearly, precisely, and correctly* (English, speech, philosophy and literature courses—Goal 1)
- *The ability to acquire, process, understand, and use quantitative data* (mathematics, business and computer science courses—Goal 2)
- *An understanding of how major historical factors and events have influenced the development of civilization* (history courses—Goal 3)
- *An understanding of major natural laws and theories that govern our universe and the ability to apply the scientific method to the acquisition of knowledge and problem-solving* (science courses, including biology, chemistry, physics, and anatomy—Goal 4)
- *An understanding of major social forces that have shaped and continue to shape contemporary society* (sociology, geography, religion, philosophy and psychology courses—Goal 5)
- *An understanding of the human experience as revealed through creative expressions from the humanities* (courses in art and music—Goal 6)

After our most recent round of data collection in the Spring 2016 semester (without Goal 3, which comes up this fall), our current snapshot of our success in achieving our goals for these learning outcomes is as follows:



As our Assessment Plan mandates, faculty are currently reviewing the data (both this first snapshot of the dashboard of programmatic outcomes and the department-level data). Not only will faculty review the data in terms of how well students are learning at the program level; they will also be checking the *alignment* of the program learning outcomes themselves: As Mary J. Allen explains:

Alignment is a key assessment concept. A cohesive curriculum is aligned with program learning objectives—it is designed to systematically introduce and develop student mastery of program objectives. Courses are designed for this cohesive curriculum by aligning course objectives with program objectives. (*Assessing Academic Programs in Higher Education*, 154-56).

The process outlined in our plan is:

*Faculty will review these data yearly (generally, in the fall semesters) and consider programmatic and curricular changes for each programmatic goal driven by the data. Our preliminary default benchmark is 70% success in each programmatic area. The process for that review is as follows:*

- *As indicated on the reporting form template on the following pages, individual faculty members will review their own course data and document changes they will make to their courses as a result.*

- *Data from each area will be aggregated and distributed to academic departments, who will discuss the overall results and recommend department-level curricular actions.*
- *The Curriculum/Instructional Programs committee will review the annual snapshot of the dashboard of our performance on all of the programmatic outcomes and recommend actions to be taken by departments or the institution itself.*
- *The Academic Standards committee will review the annual snapshot of the dashboard of our performance on all programmatic outcomes and recommend changes to the assessment standards and/or methodology of the assessment plan.*

*In this way, the assessment plan ensures that both course-level and programmatic outcomes are regularly assessed and that the results of those assessments will themselves be used to drive changes in curriculum, delivery, or institutional support—and that the system itself will be recursive. (Assessment Plan, 4)*

All courses at Richard Bland College have identified measurable student learning outcomes, and we have gone through two of the three years of assessment mapped out in our plan—we are on schedule and on track. Samples of the most recent assessment results for each programmatic area appear the print appendix (with the exception of history, which is not scheduled for assessment until this Fall) and the complete assessment results are on the thumb drive.

In addition, in the programmatic areas of mathematics and English, the results of prior assessments were the fuel for curricular and programmatic changes which have themselves been assessed and are showing early promise. In English, faculty are working on a pilot project for teaching developmental English (the “ALP” model—accelerated learning program, based on a co-requisite strategy) to address some of the structural weaknesses of our English program brought to light by the first round of assessment data and the ensuing discussions. The evaluation of the effectiveness of the first pilot semesters has just been completed, and is also included in the appendix. In short, students are more successful in the one-semester ALP pilot than in the two-semester, which means that students’ progress towards graduation has been significantly improved at no additional cost to them. Future rounds of assessment will test whether or not the programmatic outcomes are also positively affected by our having addressed the structural issues in English (which seems likely, as indicated by our 10% greater success rate in ENGL 101).

In mathematics, the data and the discussions engendered by the analysis of that data have caused the college to begin a pilot program (which has just completed) to help students get past developmental

mathematics and into credit-bearing courses more quickly. The program is fueled by technology—ALEKS is the name of the tool—and it appears not only to help students through mathematics more quickly than standard courses, it also allows faculty to have an incredibly detailed analysis of each student’s areas of weakness so that they can be addressed individually. The summer program will definitely continue next year, and faculty will also be using the tool in the regular semester, comparing its results to the results of standard sections. If the results are as we suspect they will be, it will completely redefine how mathematics is taught here at Richard Bland College. A screenshot of what instructors using ALEKS can see about their students’ learning is included in the appendix. As with English, the plan is to reassess to ensure that the changes not only move students to degree more quickly, but also positively affect their performance in the programmatic outcome.

As we predicted in our Referral Report, we now have continuous improvement hard-wired into our processes, and are now beginning to demonstrate excellence in the area of the assessment of learning outcomes. We anticipate being able to report even more actions when we prepare our self-study document next year.



## RBC-19 PROGRESS REPORT

# ADMINISTRATIVE UPDATE

## INFORMATION & TECHNICAL SERVICES

Kenneth O. LaTessa, Ph.D., Chief Information, Strategy & Innovation Officer

Upon arrival on June 13, 2016, I undertook an in-depth analysis into technical processes, procedures, systems and personnel. From that analysis the following was readily determined:

1. The internal infrastructure and backbone across campus was competently planned, is very stable and well-maintained. Major improvements in security auditing and processes had been recently initiated and were having a positive effect.
2. Poorly defined business processes were supported by technologies that could not (and likely never would) achieve any level of efficiency. A lack of technical governance and strategy created a topography of systems that were disconnected, lacked functional purpose and were generating manual task workloads that are not sustainable nor scalable.
3. Disconnected systems were the cause of manually intensive, difficult to reproduce reporting processes; key data points were not readily available. A number of primary systems were not being maintained and had thus become antiquated or were experiencing failure requiring regular manual intervention.
4. Technical staff, though qualified and good intentioned, lacked leadership and focus. Additionally, no good engagement processes existed for the control and queuing of requested technical work (or campus-wide work for that matter). They had positive attitudes, a belief in the mission and a great depth of campus domain knowledge. Gaps in needed skill sets existed and there was no plan for ongoing professional development.
5. A number of important initiatives had been started, advanced to a point and then stalled.

With the initial research complete, a strategic 90-day plan was drafted and put into motion with the primary objective of creating a level of stability. The plan was divided into five (5) key areas: infrastructure, institutional research, process improvement, systems & software and technical resources. The plan is in process and will effectively run between July 1 and September 30, 2016. On October 3, the initial plan will be replaced with a complete operational plan, currently being drafted, for the remainder of the fiscal year.

The following is a summary glance of the key initiatives in that 90-plan and the current status:

- A. Access to the secure RBC wireless network added to the residence halls to streamline business processes and support the Office of Residence Life staff. **100% complete**
- B. Systems and software supporting the access controls in the residence halls upgraded to supported versions to provide more stability and a pathway for ongoing, preventative maintenance and to put all access functionality under one centralized system. **100% complete**
- C. Camera systems in the residence halls upgraded to improve the level of security, provide more stability and support ongoing maintenance and to centralize the management across campus under a single system. **60% complete**
- D. A proprietary predictive model created to replace the one initially developed by Portal. As a stop-gap solution, a report generated and provided to Learner Mentors on a scheduled basis to support interventions and their work as advisors. **100% complete**



- E. Implementation plan for the installation of the Copley Retention System as the long term solution to support Learner Mentor activities as well as campus wide engagement with students. Plan **100% complete**; implementation by Spring 2017; full roll-out in Fall 2017
- F. Analysis and mapping of the onboarding/off-boarding process for all faculty & staff to determine gaps in process and supporting technical systems. **100% complete**
- G. Implementation of housing system to support the business processes of residence life. Go-live date is 2/1/2017. **25% complete**
- H. Implementation of print management to reduce consumable and internal costs associated with the large usage of print/copier technology on campus. Go live date is Spring 2017. 50% complete
- I. Implementation of a centralized service request system to support the workload queue of Information & Technology Services, Facilities, Residence Life, Auxiliary Services and Communications. **85% complete**
- J. Implementation of strategic planning software to support ongoing monitoring and management of RBC-19 and all internal operational plans and projects. **90% complete**
- K. Preliminary creation of a centralized data warehouse that consolidates key informational data to support the admission funnel and student onboarding process through synchronization and business intelligence. **75% complete**
- L. Replacement of the online college application with a more robust, maintainable solution that allows for better management of the admissions funnel and to support additional business intelligence in the process. **Slated to start 9/15**
- M. Document management and intranet development initiative to support improved business process flow, student records retention and centralized information. This project has actually now been divided into 2 specific initiatives: student records and intranet/document management because of the large scope. Student records is in progress with a Spring 2017 implementation date; **15% complete**. Intranet will not start until Spring.
- N. Technical resource acquisition in project management and business process analysis (**hired**), technical support (**hired**), development (**search underway**) and infrastructure/systems support (**not started**).

Time has been spent focusing staff on initiatives and processes that matter, centralizing responsibility in appropriate roles, and setting expectations around accountability and what customer service should mean. Additionally, technical employees are being mentored to think strategically about their workloads and to understand how wasted time or efforts can impact the entire ecosystem. Processes for key functional areas to request technical resources and/or systems now exist; these allow for oversight so that higher-level decisions about the long term impact of systems can be considered. From my perspective, we are moving very quickly in the correct direction.



## **RBC-19** **PROGRESS REPORT**

# **ADMINISTRATIVE UPDATE**

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## **ADVANCEMENT**

Mary Beth Poma, Director of Advancement

The Advancement function at Richard Bland College is evolving quickly. We are focusing our efforts in four important areas: (1) Foundation Board Development, (2) Alumni Relations, (3) Prospect and Fund Development, and (4) Advancement Operations and Staffing. The following is a brief update with respect to recent developments in each area:

### **Foundation Board**

- Developed a Board Manual for the orientation of new Directors, including mission of the College and Foundation, general board information, financial reports, legal information, etc.
- Revised Director roles & responsibilities to better engage Directors and set expectations
- Reviewed and revised bylaws to improve Board governance, increase alumni membership, and provide for the appointment of non-Director experts, alumni, community leaders and other individuals to Board committees
- Increased number of alumni on the Foundation Board to over 40%
- Developed and approved an Endowment Funds Policy and Accounting Procedures Policy

### **Alumni Relations**

- Developed an Awards of Distinction Program to be integrated into the Scholarship Reception with the first ceremony this October. The purpose of this program is to identify and engage alumni and community leaders and to inspire current students to achieve their highest levels of success and become active alumni. [Delegate Kirk Cox will receive the first Distinguished Alumni Award.]
- Mailed “save-the-date” cards and invitation to the Classes of 1966, 1976, 1986, 1996, 2006, & 2016 to attend the College’s first Homecoming at the First Annual Pecan Festival

### **Prospect and Fund Development**

- Completed the final phase of a three-year project to identify RBC alumni and launch a robust donor management system (Raiser’s Edge) that now enables communication with approximately 20,000 alumni and friends of the College
- Sent initial introductory, non-solicitation letters this summer to 10,000 new alumni entered into the database

- Applied for two grants to raise funds for library renovation and expansion
- M&T Bank established an endowed scholarship
- Created new Annual Fund Giving Levels:

1960 Founders' Society	\$10,000 +
Statesman Society	\$5,000 +
President's Society	\$2,500 +
Grove Society	\$1,000 +
Green & Gold Society	\$500 +
Friends of Richard Bland College	\$499 and under

### **Advancement Operation/Staffing**

- Increased Advancement Staff to build capacity for goal attainment with two new professional staff members: Mary Beth Poma, Director of Advancement, and Margaret Kriso, Assistant Director of Advancement and Fundraising, joining Stephen Wilson, Director of Alumni Relations and Annual Fund



## RBC-19 PROGRESS REPORT

# ADMINISTRATIVE UPDATE

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## CAMPUS POLICE

Jeffery Brown, Campus Safety & Chief of Police

### Emergency Management:

- Appointment of new emergency management team (EMT) as required by Executive Order 41
  - President Sydow appointed a new emergency management team in compliance with the Governor's Executive Order (EO) 41, that includes key faculty and staff members.
- Completion of an exercise that tested the College's response to an emergency incident as required by the Clery Act.
  - EMT members were engaged in a facilitated analysis of an emergency situation (suicide event) in an informal, stress free environment. The discussion allowed members to examine and resolve problems based on existing operational plans and enabled members to identify where those plans need to be refined.
  - Tested the members ability to function in a NIMS environment.
- Revised and submitted Continuity Of Operations Plan (COOP) to the Virginia Department of Emergency Management as required by EO 41.
  - Plan was reviewed and updated.
- Implemented an enhanced Material Safety Data Sheet (MSDS) program.
  - In an effort to improve compliance with the Federal Right to Know Act, the College purchased a program that allows the posting of MSDS sheets on-line.

### Title IX:

- Appointment of new Title IX Coordinator
  - President Sydow appointed a new Title IX Coordinator August 1, 2016
- On-line Title IX training for students, faculty and staff made available and tracked through Canvass (Innovative Educators)



# ADMINISTRATIVE UPDATE

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## ATHLETICS

Chuck Moore, Director of Athletics and Recreation

- Spring '16 Athletic Director's Academic Excellence List – 48% of all Student Athletes achieved this award. In recognition of their accomplishment, they were given RBC Book bags.
- Student Athletes advancing their athletic careers at the following 4 year institutions: VCU, Concord University, Shephard University, Christopher Newport University, NC Wesleyan, Mary Washington, VA Wesleyan, Glenville State University.
- FY '17 (Fall '16)
  - Returning student athletes – 40% of overall rosters
  - International student athletes – 13
- Foundation Golf Tournament had more participants than any other tournament in previous years. Final revenues are still being calculated.
- In the process of implementing an Equestrian Team for Fall '17. This will add an additional 15-20 student athletes next year. Many of them will be paying to board their horse.

September 21-23, 2016

Page 1 of 3

**RICHARD BLAND COLLEGE  
2015-2016 OPERATING BUDGET UPDATE**

**EDUCATIONAL & GENERAL**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Approved 2015-16	Amended 2015-16	Final 6/30/2016
<b><u>REVENUE</u></b>							
General Funds	\$ 4,908,736	\$ 5,238,116	\$ 5,474,340	\$ 5,652,050	\$ 5,886,045	\$ 5,886,045	\$ 5,886,045
Nongeneral	3,733,224	3,876,508	3,743,089	4,238,344	4,766,738	4,766,738	4,766,738
Central Appropriations	86,971	198,551	201,473	136,053	220,837	221,736	221,736
Prior Year Reappropriations	177,533	96,131	149,754	-	-	-	-
ARRA	520,569	-	-	-	-	-	-
General Fund Reversion	-	-	-	-	-	-	-
General Fund Carryover	(96,131)	(26,971)	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 9,330,902</b>	<b>\$ 9,382,335</b>	<b>\$ 9,568,656</b>	<b>\$ 10,026,447</b>	<b>\$ 10,873,620</b>	<b>\$ 10,874,519</b>	<b>\$ 10,874,519</b>
<b><u>EXPENDITURES</u></b>							
Instruction	\$ 2,180,586	\$ 3,319,124	\$ 3,703,350	\$ 4,057,378	\$ 4,062,700	\$ 4,062,700	\$ 4,062,700
Public Service	400	-	-	-	-	-	-
Academic Support	312,967	309,205	420,118	579,414	1,129,620	1,130,519	1,130,519
Student Services	1,072,911	1,131,591	1,249,042	1,710,292	1,628,400	1,628,400	1,628,400
Institutional Support	2,748,172	2,702,558	2,555,107	2,579,626	2,640,300	2,640,300	2,640,300
Operation of Plant	1,957,696	1,802,893	1,597,112	1,189,692	1,412,600	1,412,600	1,412,600
ARRA	520,579	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,793,311</b>	<b>\$ 9,265,371</b>	<b>\$ 9,524,729</b>	<b>\$ 10,116,402</b>	<b>\$ 10,873,620</b>	<b>\$ 10,874,519</b>	<b>\$ 10,874,519</b>

**RICHARD BLAND COLLEGE**  
**2015-2016 OPERATING BUDGET UPDATE**  
**SCHOLARSHIPS AND LOAN ASSISTANCE**  
**FINANCIAL AID**

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Final</u> <u>6/30/2016</u>
General Funds	\$ 398,528	\$ 447,803	\$ 454,107	\$ 463,107	\$ 579,107	\$ 579,109	\$ 579,109
Nongeneral Funds	60,000	60,000	60,000	60,000	60,000	60,000	60,000
<b>TOTAL REVENUE</b>	<b>\$ 458,528</b>	<b>\$ 507,803</b>	<b>\$ 514,107</b>	<b>\$ 523,107</b>	<b>\$ 639,107</b>	<b>\$ 639,109</b>	<b>\$ 639,109</b>

\*Includes CSG, CSAP, and VMSDEP

**EXPENDITURES**

Scholarships	\$ 381,255	\$ 458,528	\$ 507,803	\$ 523,107	\$ 639,107	\$ 639,107	\$ 639,109
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**FINANCIAL ASSISTANCE**  
**FOR F&G PROGRAMS**

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Final</u> <u>6/30/2016</u>
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds*	10,708	12,877	93,180	47,706	17,725	17,725	17,725
<b>TOTAL REVENUE</b>	<b>\$ 10,708</b>	<b>\$ 12,877</b>	<b>\$ 93,180</b>	<b>\$ 47,706</b>	<b>\$ 17,725</b>	<b>\$ 17,725</b>	<b>\$ 17,725</b>

\* FY 16 amount reflects budgeted Federal College Work Study and NSF Grant.

**EXPENDITURES**

Sponsored Programs	\$ 10,708	\$ 12,877	\$ 93,180	\$ 47,706	\$ 17,725	\$ 17,725	\$ 17,725
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**PRIVATE FUNDS**

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Final</u> <u>6/30/2016</u>
Private Funds	\$ 16,033	\$ 16,021	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000
<b>EXPENDITURES</b>	<b>\$ 15,700</b>	<b>\$ 15,700</b>	<b>\$ 22,000</b>	<b>\$ 22,000</b>	<b>\$ 22,000</b>	<b>\$ 22,000</b>	<b>\$ 22,000</b>

**RICHARD BLAND COLLEGE  
2015-2016 OPERATING BUDGET UPDATE**

AUXILIARY ENTERPRISES

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Approved</u> <u>2015-16</u>	<u>Amended</u> <u>2015-16</u>	<u>Final</u> <u>6/30/2016</u>
<b>REVENUE</b>							
Residences	2,125,838	2,140,560	2,416,544	2,519,005	2,800,000	2,800,000	2,800,000
Special Funds	5,100	-	-	-	-	-	-
General Operating	172,976	188,360	285,189	221,242	300,000	300,000	300,000
Parking	133,603	123,925	169,383	102,170	-	-	-
Athletics & Recreation	23,813	30,030	290,105	567,014	715,000	715,000	715,000
Student Activity Fee	-	-	-	-	-	-	-
Health Services	141,975	135,375	-	-	-	-	-
Food/Vending Services	91,490	93,975	27,144	298,161	600,000	650,000	648,164
Bookstore	-	-	-	139,321	100,000	100,000	51,398
Renewal/Replacement	-	-	-	197,200	200,000	200,000	200,000
<b>TOTAL REVENUE</b>	<b>\$ 2,694,795</b>	<b>\$ 2,712,225</b>	<b>\$ 3,188,365</b>	<b>\$ 4,044,113</b>	<b>\$ 4,715,000</b>	<b>\$ 4,765,000</b>	<b>\$ 4,714,562</b>
<b>EXPENDITURES</b>							
Residences	\$ 461,371	\$ 877,838	\$ 734,492	\$ 811,659	\$ 830,000	\$ 830,000	\$ 828,252
Debt Service on Residence Halls	1,608,874	1,452,891	1,194,594	1,204,611	1,185,000	1,185,000	1,185,000
General Operating	110,957	356,460	131,092	194,275	238,000	238,000	277,221
Parking	2,223	388,210	10,534	38,647	30,000	30,000	2,724
Athletics & Recreation	20,103	25,264	423,066	594,932	715,000	715,000	679,393
Health Services	117,929	10,141	2,700	-	-	-	-
Food Services	94,592	91,266	40,591	328,971	443,000	650,000	592,808
Indirect Costs	215,000	355,000	410,000	599,300	560,000	560,000	560,000
Bookstore	-	-	-	564	5,000	5,000	-
Renewal/Replacement	-	-	8,957	213,326	200,000	200,000	230,169
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,631,049</b>	<b>\$ 3,557,070</b>	<b>\$ 2,956,026</b>	<b>\$ 3,986,285</b>	<b>\$ 4,206,000</b>	<b>\$ 4,413,000</b>	<b>\$ 4,355,567</b>



# ESE@RBC



## EXCEPTIONAL STUDENT EXPERIENCE PHASE I REPORT 2015-16

J. Tyler Hart, Dean of Enrollment Services

### Context & Overview

When the Board of Visitors approved RBC-19 in April of 2013, Richard Bland College of William & Mary (RBC) began researching data-driven solutions for student support services. In January, 2015, a model was identified that aligned with the newly stated vision of RBC: "Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education." In April, 2015, with the financial support of the college Foundation, RBC entered into a partnership with IBM-Portal to launch the Exceptional Student Experience at Richard Bland College (ESE@RBC) in support of our bold vision of 100% student success. The scope of the project was to build a predictive analytics tool that would alert the College when a student was at-risk. The outcome of the project was designed to increase student support for all students with a focus on at-risk populations to improve retention and graduation. To achieve the results we needed from the predictive model, we had to revisit our business processes and synchronize our limited resources around ensuring the right students were getting the right support. The result was a student centric, wrap-around support and advising model that uses data to achieve better student outcomes and improved engagement and retention.

The IBM-Portal relationship brought much more than data to improve student success. It also brought contacts with colleges in the United Kingdom where a similar student-centric model had already been deployed. In November 2015, RBC's President, Dr. Debbie Sydow, visited Brockenhurst College to learn how they used the Learner Mentor student model, along with predictive student data, to improve student outcomes. Connecting with Brockenhurst allowed us to reflect on what other gaps existed in our processes and what investments would be needed going forward. This process identified the need for an internal data warehouse so we can connect dispersed data from a variety of systems putting information about each student at our fingertips.

After identifying the need for a data warehouse, RBC conducted a cost-benefit analysis of outsourcing the creation of a data warehouse to IBM-Portal or doing so internally. Because of the increased functionality gained by having an internal resource deployed to build a data warehouse as well as the agility garnered by maintaining the predictive model internally, RBC conducted a search for a Chief Innovation, Strategy, & Information Officer,

and a Director of Institutional Research.

Beginning Fall 2016 semester, RBC has deployed its own predictive model of the propensity to drop for incoming freshmen. This has yielded a 70% accurate prediction. We are 25% complete on the initial construction of data warehouse, allowing us to put all the data from dispersed systems in the hands of the Learner Mentors in a timely manner. By Spring 2017, Learner Mentors will have one system to view, utilize, and record student data and interventions. Bringing these resources in-house has made it possible for us to effectively streamline business process and increase timeliness and accuracy of the data needed to improve student outcomes.

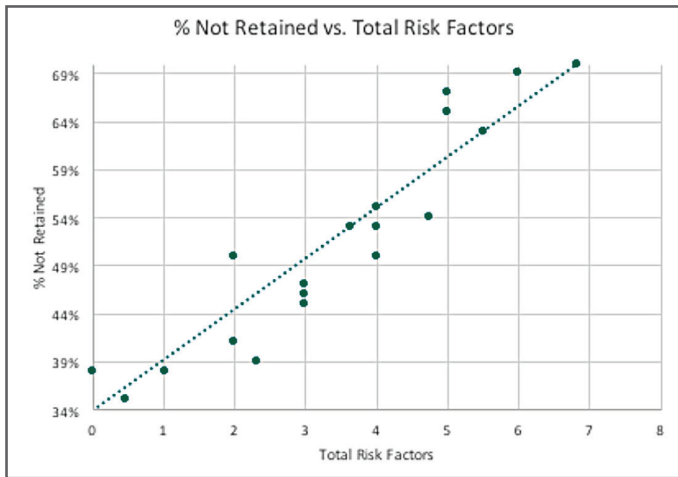
### Program Description – ESE@RBC

Incoming students at RBC take a placement test to determine their skill level in mathematics and English. Guidance Practitioners administer a brief survey to determine students' academic, transfer, and career goals. Students are then given pre-set schedules for their first semester, ensuring they are not taking classes that they do not need or that will not count toward their degree/transfer path. Next, students are paired with a Learner Mentor to serve as a single point of contact for that student from orientation to graduation (see attachment for Learner Mentor Biographies).

Once the Learner Mentors have a case load of students, they monitor multiple data sources to determine what types of interventions are necessary for that student. The Learner Mentor knows their propensity to drop (with 70% accuracy), the number of risk factors, the student's current academic performance, and the number and type of interventions the student has received to date. The graph below illustrates how the predictive model created a new variable using the total number of risk factors. There is a correlated relationship between the risk factor variable and the propensity to drop.

#### **Risk factors include:**

1. High School GPA < 3.0
2. Minority Student
3. Standard High School Diploma or GED
4. Male
5. Non-Standard Admissions Type
6. Residential Student
7. From Outside the Metro Richmond Area



Utilizing this data, we added the total number of risk factors to the Learner Mentor Dashboard giving the Learner Mentor access to data that helps them develop relationships and prescribe a one-size-fits-one intervention.

Based on this data, Learner Mentors develop a communications plan for each student based on the risk levels, focusing on relationships with students that have medium to high risk. Students with the lowest risk are contacted for traditional advising and support, while Learner Mentors are much more proactive for students with greater risk factors. In the pilot year, Learner Mentors intervened with students 1,102 times logging 7,428 call notes.

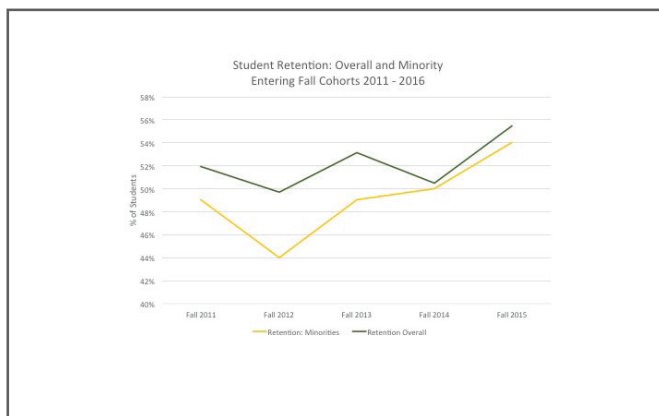
## Executive Summary

At the core of the ESE@RBC project is a focus of one-to-one education that streamlines academic pathways with individualized support to increase engagement and academic achievement among our students.



## 100% Student Success

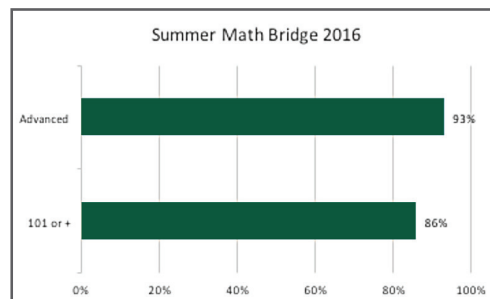
The pilot year of this project has taught us many valuable lessons. Most importantly we have refined our business processes with a focus on data capture. The data has enabled us to focus resources in target areas. And this has paid off: we have increased our Fall-to-Fall retention by 5%.



Students also performed better academically with 75% more students achieving a 3.8 GPA or better and 30% more with a 3.25 GPA or better.

## Next Steps

For the Fall 2017 semester, all students enrolled at RBC have been paired with a Learner Mentor. With the addition of four new, highly-trained Learner Mentors and a newly renovated Student Success Center (serving as a one-stop student center), we will continue to focus on data collection in connection with programmatic investment. We wrote and received a grant to help pay for a summer math bridge program (piloted Summer 2016) for at-risk students. 93% of students advance to a higher level mathematics course, 86% moved directly to College Algebra. This program will be expanded in Summer 2017.



We are now applying for a more substantial SCHEV grant to expand this program to school districts that have been identified as high-risk through our predictive model. By

using the data in the model to address several risk factors, we can assess what is working and what is not, based on the impact our efforts are having on retention over time.

We are also piloting a First-Year Experience course this fall and will use the data from this course to expand the curriculum to the entire campus community in the Fall 2017. The long-term vision for this student success program encompasses the freshmen and sophomore years, where academic leaders will walk students through the college experience, from choosing a major and career field to picking a transfer school and program-to-program articulation path. Although the project has transformed in scope and shape, the outcomes remain consistent with advancing 100% student success. The RBC campus community has embraced the ESE@RBC brand and we are committed to refining processes for effective and efficient data gathering and continuous improvement. We achieved this outcome through well-defined assessment practices and nimble response times to workflow barriers using data.

# ESE@RBC



Richard Bland College  
of WILLIAM & MARY

## BIOGRAPHIES

### Administrative Biographies



#### J. Tyler Hart

Education - M.B.A (Averett University)  
B.S. Business Administration (Longwood University)

- 8 years diversified experience in higher education including Strategic Planning, Strategic Initiatives, Financial Aid & Enrollment Management
- 5 years in public accounting & business experience
- Recruited largest freshmen class in RBC history
- Increased overall headcount by 40% in 2015



#### Kim Dupre

Education - Post Masters in Educational Leadership –  
Virginia Commonwealth University  
Master of Science in Counseling & Human Services – Canisius College  
B.A. Psychology - Minor Zoology – State University of New York at Oswego

- 16 years in various public school districts in the field of school counseling
- First School Counselor in the State of Virginia to achieve National Board Certification in School Counseling
- Teacher of the Year in Hanover County Public Schools
- Intervention Specialist for Henrico County Public School Systems
- Director of on-line programming for Henrico County Public Schools



#### Kenneth LaTessa, Ph.D.

Education – Ph.D. Organic Chemistry (University of Kansas)  
B.S. Chemistry (Sam Houston State University)

- 15 years of diversified experience in database & software architecture, business intelligence, and management
- Chief Information Officer at the National Research Center for College and University Admissions (NRCCUA)
- Director of Technology Services at Premier Studios
- Senior Development Manager at Westwood

- Chemistry Faculty at Sam Houston State University, Stephens College, University of Missouri and Johnson County Community College

### Carol Kelejian



Education – M.S. Adult Education (George Mason University)

- 20 year data professional in corporate and academic settings
- Manager of Information Systems and Research at Central Fidelity Bank
- Data Analyst at Gateway Community and Technical College
- GED Program Director

### Learner Mentor Biographies

#### Name: Timara Jones



Education: M.S.Ed- Counseling (Old Dominion University);  
B.A.- Psychology (University of Virginia)

Thoughts on being a LM: As a Dinwiddie native and former Richard Bland student, it is great to come back home and see the amount of growth that has occurred. Being a part of a new adventure at the college, such as the learner mentor program, is both exciting and rewarding. We get a firsthand account of the students' development and have the opportunity to make a difference. It is a blessing to be able to use the privileges that I have been given to serve the next generation. In general, it is good to be able to give back to society. It is even better to be able to give back to your own community. I am truly honored to be in such an impactful position.



#### Name: Landry Mullins

Education - Bachelor of Science in Administration of Justice from The University of Virginia's College at Wise in 2014, where I also minored in Sociology.

Thoughts on being a LM : I look forward to contributing to the intellectual development of students at Richard Bland College of William &

Mary.



**Name: Grant Heydenreich**

Education: B.A. in Psychology at Shippensburg University  
M.S. in Clinical Mental Health Counseling at Shippensburg University

Learner Mentor Role: As a Learner Mentor I have the opportunity to support a students' academic and personal aspirations. Whether it be through career counseling, academic advising, or counseling services my role as a Learner Mentor provides students with the capability of becoming a well-rounded student. As a Learner Mentor I take a personal interest in my students' lives and identify multiple ways to effectively support, challenge, and motivate students in the setting of higher education at Richard Bland College.



**Name: Caitlin L. Chavers**

Education: University of Massachusetts Amherst

Thoughts on being a LM ; Being a Learner Mentor for Richard Bland College has provided me with an incredible opportunity to work with students on a daily basis and provide them with the tools to navigate college life. I feel the relationship between Mentor and Mentee can truly make a difference in the success of each student.



**Name: Larry Belcher**

Education: Graduate of Richard Bland College  
Graduate of Virginia Commonwealth University

Thoughts on being a LM: Taking RBC to places where we have never been is more exciting than any task I have ever taken up.

Presenting RBC to individuals who might believe college is out of reach is truly a gratifying calling.

I see this as creating a higher education power house with every small success. I am proud to be part of it!



**Name: Winnie L. VanLandingham**

Education: B.S. Community Services - University of Massachusetts, Amherst MA.  
M.S Rehabilitation Counseling – Virginia Commonwealth University, Richmond VA

Thoughts on being a Learner Mentor: I have worked at Richard Bland College for the past 8 years, 5 of which have been in the Admissions/ Enrollment/Advising department of the college (CSA – Center for Student Affairs they used to call it). I continue to enjoy working with students and watching them grow personally and academically during their time here. Each student has a unique something about them and it is fun to be a helpful link in listening and guiding them to that next bigger step!



**Name: Cathryn Coffey**

Education: Virginia Tech with my Master's degree in Higher Education and Student Affairs.

Thoughts on being a Learner Mentor: I really enjoy my role as a Learner Mentor because it is a very unique position that combines my top three interests: career advising, academic advising and student success. This position really allows me to work with students from all angles and provide support for them to be successful.



**Name: Donald S. Payton**

Deputy ADA Coordinator/Learner Mentor  
Education: University of North Carolina at Charlotte, B.A.  
Virginia State University, M.Ed.

Thoughts on being a Learner Mentor: Having the ability to assist the student with their challenge of deciding on a major, scheduling classes, assisting with day-to-day concerns and issues, and being a resource that they can rely on is a true

Benefit for the students at RBC. I can only imagine if this model was available when I was an undergraduate student and how much different this would have made in my educational experience.



**Name: James Tobias**

Education: Bachelor Degree in German and History at the University of Michigan. I recently finished my Master's Degree in Educational Leadership: Higher Education Student Affairs at Eastern Michigan University where I spent my time helping students navigate the difficulties of college as a success coach.

Thoughts on being a Learner Mentor: I believe that the college experience is not just about earning a degree; it is more about taking control of your life, gaining valuable experiences, and building your network. I am passionate about helping students reach their full potential and learning where life can take them. Everyone's experience in college is different and I am happy to help students make their journey as wonderful and successful as possible.



**Learner Mentor: Dr. Evanda S. Watts-Martinez**

Education: William & Mary Ph.D., Higher Education, Policy, Planning, and Leadership  
Old Dominion University, Special Education –22 Graduate Hours earned  
Wesley Theological Seminary- Master of Theological Studies  
Hampton University- Master of Counseling- College Student Development

Virginia Union University- Religion & Philosophy

Thoughts on being a Learner Mentor: Being a Learner Mentor has been a rewarding experience of building rich and trusting relationships with students. The opportunity to use my knowledge and experiences to assist and guide learners in their progression toward degree and program completion is a benefit of mentoring in the RBC environment. It has been fascinating, and simply an honor, to observe the various developmental phases of students who are on the path to self-discovery and who are enthusiastic about their futures. I believe that I've fulfilled my purpose as a Learner Mentor at Richard Bland College when my students identify and realize their academic and personal goals.



**Name: Alicia R. Pennix**

Education: Bachelor of Social Work, Virginia Commonwealth University  
Master of Education in Adult and Higher Education, Mary Baldwin College (2017)

Thoughts on being a Learner Mentor: I love being a Learner Mentor because I am able to interact one-on-one with students and assist him or her throughout their academic journey at Richard Bland College of William & Mary. With this position, I am awarded the opportunity to observe each student on my caseload grow personally, professionally, and academically. One of my favorite aspects of being a Learner Mentor is the ability to incorporate both of my degrees into my daily tasks that aligns with Richard Bland College of William & Mary exceptional student experience.



**Name: Travis Luck**

Education: Bachelor of Arts in Psychology from Hampden-Sydney College, Master of Education in College Student Development and Counseling from Virginia Commonwealth University.

Thoughts on Being a LM: Being a Learner Mentor is rewarding to me because many people say that college is the best time of your life without thinking of how hard it can sometimes be. While it is an awesome and amazing journey, there are also many bumps along the way. Learner Mentors, as well as the rest of the RBC campus community, are there to make those bumps less of an obstruction. I believe that a big part of education is continuing to work on yourself as a person not only academically but in all other areas of life. Developing the "whole student" is a big part of us as Learner Mentors aim to do.



# Richard Bland College of WILLIAM & MARY

## COMMUNICATION & MARKETING REPORT

Joanne Williams – Director

Robin Deutsch – Assistant Director

September, 2016

### FACEBOOK ADS

Impressions:  
**2.3 MILLION+**

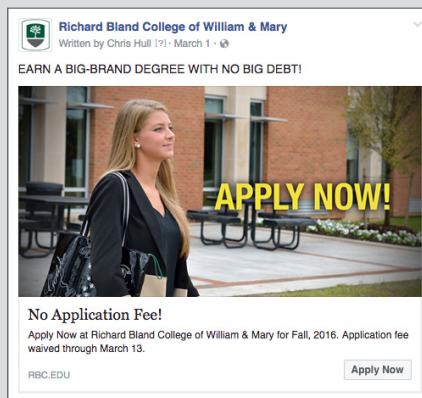
Reach:  
**620,600**

Total  
Budget:  
**\$8,825**

Standard  
Conversion  
Rate:  
**5%**

Actions  
(clicks to  
website,  
video  
views):  
**125,000**

Conversion Rate for  
Richard Bland College  
of William & Mary:  
**24.4%**



### TV CAMPAIGNS

(November, February, April)  
WWBT-12/WTVR-6  
Per Campaign

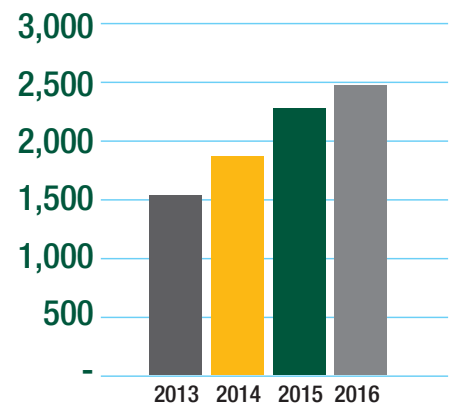
Impressions:  
**3 MILLION**

Reach:  
**1.8 MILLION  
HOUSEHOLDS**

Target:  
**PARENTS/PROMOTE  
BRAND**



### 13.42% Increase in Applications



Applied

# WEBSITE

(new website launched on March 15, 2016)

Sessions:  
**UP 37.74%**

New Visitors:  
**UP 5%**

Bounce Rate:  
**DOWN 5%**



# Earned Media \$1,571,510



# PRINT ADS

**LAYNE SINGLETARY**  
Richard Bland College of William & Mary, '18  
Academic Goal: VCU '20  
Career Goal: Nursing

**EARN A BIG-BRAND DEGREE WITH NO BIG DEBT**

**5 FANTASTIC REASONS TO APPLY NOW:**

- 1 PRESTIGIOUS DEGREE:** A branch of William & Mary one of the oldest and most prestigious colleges in the country.
- 2 NO BIG DEBT:** When you transfer to a premier university you won't carry the college debt that will hang over your future.
- 3 EXCEPTIONAL EDUCATION:** The professional Exceptional Student Experience (ESE) provides each student a Learner Mentor and a personalized, 24/7 academic support system to advance 100% student success.
- 4 SEAMLESS TRANSFER:** Transfer with a 3.2 average to William & Mary with the advantage of RBC's Guaranteed Transfer Agreements with the top public and private universities in Virginia.
- 5 LIFELONG MEMORIES:** Live on campus, join clubs and compete on one of the most challenging teams: Experience RBC's 162-year tradition with a new Equine Center, just south of downtown Richmond.

**Richard Bland College**  
of WILLIAM & MARY

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**AMANDA ARCHER**  
Richard Bland College of William & Mary, '16  
Georgetown University, '17  
Career Goal: School Superintendent

**EARN A BIG-BRAND DEGREE WITH NO BIG DEBT**

**5 FANTASTIC REASONS TO APPLY NOW:**

- 1 REPUTABLE DEGREE:** A branch of William & Mary one of the oldest and most prestigious colleges in the country.
- 2 NO BIG DEBT:** When you transfer to a premier university you won't carry the college debt that will hang over your future.
- 3 LIFELONG MEMORIES:** Live on campus, join clubs and compete on one of the most challenging teams: Experience RBC's 162-year tradition with a new Equine Center, just south of downtown Richmond.
- 4 FIRST RATE EDUCATION:** RBC's unique mentoring individualizes students through meaningful connections with professors and peers. Our professors are ranked among the best in the nation. The Exceptional Student Experience (ESE) program provides each student a Learner Mentor and a personalized, 24/7 academic support system. RBC is committed to 100% student success.
- 5 SEAMLESS TRANSFER:** Transfer with a 3.2 average to William & Mary with the advantage of RBC's Guaranteed Transfer Agreements with the top public and private universities in Virginia.

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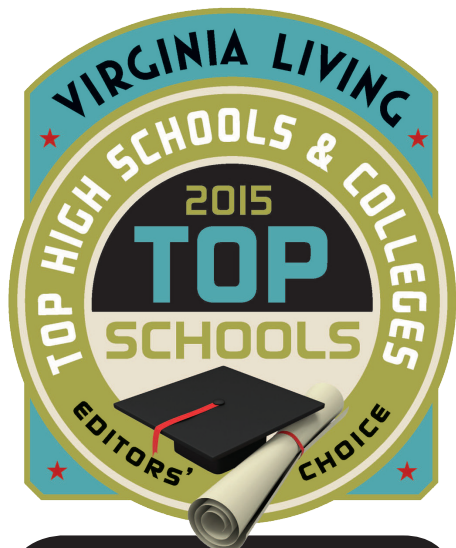
**BRING YOUR BEST FRIEND TO COLLEGE**

Join the new Equine & Equestrian Programs at Richard Bland College of William & Mary this Fall for a Life-Changing Experience.

Info: Dr. Barbara Morgan | [bmorgan@rbc.edu](mailto:bmorgan@rbc.edu)

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**STATESMAN SCHOLAR**

"I feel like I am getting a big university experience here in a comfortable environment. The classes are smaller and there's one-on-one interaction with professors who know my name."  
— Darianne Addington, '17 Nursing Major

**Richard Bland College**  
of WILLIAM & MARY

**SUCCESS NEWSLETTER**  
**NEWSWORTHY**  
**STATESMAN SCHOLARS**

**Richard Bland College**  
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July 11, 2016

**100% STUDENT SUCCESS**

**PECAN GROVE**

**MEET #TEAMRBC**

**AROUND CAMPUS: TABBY DABNEY**

**IMPORTANT DATES**

**SOCIAL MEDIA**

**f** % of Facebook Likes up **20%**

**ig** % of Instagram Followers up **50%**

**tw** % of Twitter Followers up **24%**

## Residential and Student Life

2015-2016

Review



**Richard Bland College**  
of WILLIAM & MARY



Corey L. Scott, Ed.D.

Associate Dean, Residential & Student Life



Kuk and Banning (2009) wrote that “student affairs organizations have become complex entities and serve as a critical link to student success and the quality of the overall educational experience in collegiate institutions” (p. 94). Black (2007) went on to indicate that social environments will be looked at as a mechanism for reinforcing academic achievement through a focus on co-curricular programming. The way forward to continue the good work of the RBC Strategic Plan (RBC19) is to match the student experience with the student expectation through a robust, compressive student life division to assist in student retention and development.

With this in mind Residential & Student Life set out to reinforce academic excellence with a focus on developing the holistic student.

## Office of Residence Life (ORL)

Residence Life saw a tremendous amount of new initiatives and processes. We worked to create Standard Operating Procedures, which govern staff response to 35 different campus incidences. We updated job descriptions and reassigned professional responsibilities to make better use of talents and to improve customer service. ORL staff was engaged in crises management and incident response. Additionally, all ORL staff members became CSA certified through the department of campus police. Resident Assistants and Residence Life Coordinators facilitated 10 programs/activities for student enjoyment and development. ORL saw over an 80% reduction in residential student violations from January 2016 to May 2016. This was partly attributed to a focus on preemptive programming, increased use of counseling techniques, and new training for professional and para-professional staff. In collaboration with campus police ORL implemented 24-hour front desk monitoring.



ORL Staff Development – Richmond, Virginia

## Student Conduct Board

We reconfigured the student conduct board to align with the standards of the student handbook. We collaborated with the office of residence life on preemptive programming to reduce infractions of college policies. We strengthened communication with campus police through weekly email updates.

## Student Activities & Leadership

We engaged in over 18 collaborative workshops with the academic units. We provided 7 community engagement activities in the campus community. The student assembly was reconstituted with the help and input of students. We showcased over 30 transfer events for our students.

Paint Night Event – Presented by Isiah Lucas (Resident Assistant)



**In an effort to improve on the successes of 2015-2016 and to increase student development, we engaged in the creation of a comprehensive strategic plan with three focus areas.**

**Focus 1: Client Service.** Engage in activities that enhance the client experience, while fostering long term relationships and using data & training to make strategic enhancements to that experience.

**Focus 2: Transformative Learning.** Offer a comprehensive data focused approach to programs/activities geared toward: life skills development, academic readiness/excellence, and college transfer. Engage families as important stakeholders to retention.

**Focus 3: Fiscal Stability.** Improve the fiscal & facility management within the division through grant writing, the development of projected spending budgets, a thorough review of the budget allocation process, bed space innovation, annual targeted improvements to student facilities, and an energy conservation program.

We are looking forward to a successful 2016-2017 that places student development at the center of what we do.

**RICHARD BLAND COLLEGE****FACULTY REPRESENTATIVE REPORT**

The fall semester began with two days of intense faculty development training. These sessions included advanced Canvas training and Dropout Detective training (a program which works in tandem with our Exceptional Student Experience at RBC and aids in keeping students on successful academic paths). Additionally, the faculty was introduced to the new WIPS2 system, another cutting-edge technological tool which allows faculty and students to project information from their mobile devices to the main classroom screen. These two development days also included the Faculty Assembly, department, and committee meetings. The faculty committees elected the following chairs:

- Academic Standards and Appeals - Dannie Hudson (Mathematics)
- Faculty Affairs - co-chairs - LeAnn Binger (Psychology), Tim Evans (English), Kevin Peters (Biology), and Elizabeth Rescher (English)
- Instructional Programs and Curriculum - Tiffany Birdsong (Psychology)

Without a doubt, the highlight of the faculty development days was the teambuilding session lead by Challenge Discovery. The session was so fruitful for both new and returning faculty alike that it very well could have been called the *community* building session based on faculty feedback about this highly-rewarding experience. The overwhelmingly positive faculty comments in the concluding exercise of the teambuilding session fostered a renewed sense of collaboration and a most collegial atmosphere with which to begin the semester.

**Faculty Governance Review**

In the summer of 2015, Dr. Sydow appointed a Shared Governance Task Force to examine the role of the faculty in that system. The recommendations of the Task Force were adopted to replace the unwieldy Faculty Senate model. Changes to the academic structure were also made which included replacing the 2 long-standing academic divisions with 4 smaller academic areas. The adopted recommendations of the Shared Governance Task Force provided a one-year, transitional plan, so the faculty might revisit the issue in greater detail in 2016-2017.

At the request of Dr. Sydow and in my role as faculty representative to the Board of Visitors, I have spearheaded a comprehensive review of the faculty governance system at RBC with the assistance and support of Carol Kelejian, Director of Institutional Research. Ms. Kelejian and I developed the following plan in order to facilitate the most

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transparent and inclusive process possible which would allow every faculty member an equal opportunity to provide their input:

- Professor Mitten will provide the department chairs with information on the following subjects and will request that they forward them to their department members for perusal before attending the focus group: faculty governance prior to 2013, faculty senate 2013-April 2015, Shared Governance Task Force recommendations summer 2015, and UVA Wise governance model.
- Ms. Kelejian will moderate a focus group for each of the 4 academic departments. Any faculty member who is unable to attend his/her own department meeting is welcome to attend any other department's focus group. Additionally, Ms. Kelejian will offer to meet separately with any faculty member who is unable to attend any of the focus groups.
- Ms. Kelejian will send her report on the data gathered from the focus groups to Prof. Mitten.
- The full faculty will have further opportunity to offer input on faculty governance at RBC in the September 13th meeting of the Faculty Assembly, which shall be lead in an interim fashion by Prof. Mitten.
- Prof. Mitten will work with Dean of Faculty Vern Lindquist to draft a proposal which reflects the data gathered from the focus groups and the input offered at the Faculty Assembly meeting of September 13th.
- Professor Mitten will bring forth said proposal to the Faculty Assembly and will request that a vote be taken on it in the October 13th meeting of the Faculty Assembly.
- Professor Mitten will forward the resultant document to the administration for approval and possible inclusion as an action item on the November agenda of the Board of Visitors.

### ***Faculty Handbook Review Timeline***

January 2013 - The RBC Faculty Senate was established.

August 2013 - Dr. Sydow requested that the Faculty Affairs Committee undertake a review of the faculty and adjunct handbooks. The FAC began a review of the *Faculty Handbook*.

October 2014 - Upon completion of its comprehensive review of the *Faculty Handbook*, the Faculty Affairs Committee recommended 4 changes regarding formal observations, redistribution of retiring faculty members' salaries, faculty salary increases, and faculty teaching loads.

November 2014 - The Faculty Senate voted in favor of the FAC's recommended changes; those proposed changes were forwarded to the administration for consideration.

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August 2015 - Dean Lindquist made available a revised copy of the proposed *Draft Faculty Handbook* for faculty comment, and the Faculty Affairs Committee, at his request, undertook a review of the document.

December 2015 - The Faculty Affairs Committee made its recommendations to the Faculty Assembly regarding changes to the proposed *Draft Faculty Handbook*. The Faculty Assembly voted to approve the FAC's recommendations, and those proposed changes were forwarded to the administration for its consideration.

January 2016 - Dean Lindquist distributed proposed language for the grievance/misconduct policy to be added to the *Draft Faculty Handbook*. The Dean asked faculty to look it over and to contact him with questions or concerns. The Faculty Affairs Committee resumed a review of the *Draft Faculty Handbook*.

February 2016 - Following the February meeting of the William & Mary Board of Visitors, Dr. Sydow and Dean Lindquist met with the FAC to clarify that there was no deadline by which the FAC needed to recommend changes to the *Faculty Handbook* and that the Committee was free to take as much time as it deemed necessary to review and recommend changes to the document. Additionally, a public comment period was held for the discussion of the *Draft Faculty Handbook* in the February meeting of the Faculty Assembly.

March 2016 - A public comment period was held for the discussion of the *Draft Faculty Handbook* in the March meeting of the Faculty Assembly.

April 2016 - The Faculty Affairs Committee has scheduled meetings on each Tuesday in April to continue to review the *Faculty Handbook*.

April 2016 - Mr. John Littel, RBC Committee Chair, advises the RBC representatives who are in attendance that the RBC *Faculty Handbook* will be voted on in the November 2016 meeting.

August 2016 - The Faculty Affairs Committee holds weekly meetings to resume its review of the *Faculty Handbook*.

## **Faculty Development**

Celia Brockway, Instructor of Music, is starting the RBC Music Club. The pep band and choir will perform at events on campus.

Michelle Delano, Professor of Art, announced that there will be an exhibit of RBC Art at the Petersburg Area Art League beginning with *Friday for the Arts* on September 9th. Her professional studio has been working with the Virginia Museum of Fine Arts to

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produce an interactive STEM video for statewide educational use, middle school through college, as part of their *Art In Action!* video series. Prof. Delano serves on the VMFA College Advisory Council and mentors two student representatives on the Council: Cecilia Gonzalez and Kenyah Ruffin. They are the youngest and only two-year school representatives on the statewide council, which includes professors from UR, UVA, RM, VSU, VUU, JTCC, JSR, etc. Prof. Delano and the student representatives have planned a College Night at the VMFA for October 6th, which includes interactive projects and a lecture/gallery talk on the Civil Rights photographer Gordon Parks. A shuttle bus is scheduled for that evening to the VMFA. The group will be meeting again September 19th to plan college outreach activities to strengthen college programming across disciplines at the VMFA. Three recent RBC art graduates will be showing their work at the upcoming *First Fridays* in Richmond at the Visual Arts Studio. Prof. Delano has also received a grant to attend the AAUP conference on shared governance in Washington, DC from Sept 30 - Oct. 2, 2016.

Barbara Morgan, Associate Professor of Psychology, provided the following update on activities of the Equine Program:

- Foster Program
- Last spring, students in the equine program and Dr. Morgan raised \$5000 to care for two foster horses from a local horse rescue. The horses arrived on campus in April, each with their unique disability and potential. Six volunteer students and Dr. Morgan cared for and trained the horses throughout the summer. These same volunteers are also caring for two leased horses for the riding program and the foster horses this semester. In addition, the students provide assistance in working with the Equine Therapy Certificate horses who are volunteer horses that are trailered to the facility for classes.
- EAGALA Public Trainings
- RBC hosted its first public training held by the Equine Assisted Growth and Learning Association (EAGALA) in April. Dr. Morgan is a member of the EAGALA Board of Directors. There were over 40 attendees from all over the country and as far away as Chile and Canada. In July, RBC hosted a second public training with 40 attendees. Five opted to stay in our dormitories and were quite complimentary of the service provided by Ms. Jamie Camp who oversees RBC's auxiliary services. Two colleges, Sapir College in Israel and Sewanee – The College of the South have requested information about our certificate program so that they can model new programs after the one at RBC. Below is a letter written to Dr. Sydow about the excellent performance of our students at these trainings.

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*Dear Dr. Sydow:*

*My name is Lee Anne Dickerson and I am a clinical psychologist in the Hampton Roads area. I recently attended the EAGALA Part 2 Workshop at Richard Bland's Equine Center. I wanted to let you know how impressive the facility is, but more importantly how impressive your students are. I have taught undergraduate and graduate courses, as well as supervised Master's and Doctoral level students and frankly, stopped a few years ago because it became discouraging. The students I met at this workshop were mature, insightful, and eager to learn. I was blown away at the level of insight they displayed during group discussions and role plays. I also met a young lady who volunteered to care for the animals and her dream is to become a veterinarian. The ownership that those students have taken in caring for the animals and the program is exciting and encouraging.*

*The Equine Certification Program is such an asset to Richard Bland and reflects forward-thinking leadership. This program exposes counseling students to experiences and insights that can't be taught in a traditional classroom. We have interns at the group private practice that I am a part of and I am making plans to bring them to the barn where I do my EAGALA work after seeing what Dr. Morgan has done with her students. I also love the fact that this program benefits students in other majors as well. Thank you again for the good work that Richard Bland is doing in creating future leaders.*

*Sincerely,*

*Lee Anne Dickerson, Psy.D.  
Licensed Clinical Psychologist*

*Eden Counseling Center  
6330 Newtown Road  
Suite 300  
Norfolk, VA 23502  
757-466-3336*

- *Dr. Morgan is also engaging in two research projects: An Investigation into the Efficacy of an Equine-assisted First Year Experience Module and A Comparison of Equine-assisted Stress Management to Yoga and Mindfulness Hiking. Both projects have been approved by RBC's Protection of Human Subjects Committee*

Jena Morrison, full-time faculty member teaching Sociology, has successfully launched the pilot semester of her Mindful Meditation program. Prof. Morrison is also in the process of becoming an Ambassador for Project Yoga Richmond. She has been

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volunteering as an assistant for one of the Project's yoga instructors this summer and is helping the instructor better facilitate a class for intellectually disabled adults. Additionally, she acted as a substitute meditation instructor. Below is the information on that aspect of the Project:

- Asprey Adult Day Services  
Population Served: Adults with developmental disabilities  
Numbers served annually: 775  
Program started: spring 2013  
Pyr Instructor: Sarah Humphries  
<http://projectyogarichmond.org/programs>

Jill Mitten

Associate Professor of English, Speech, and Theatre



**RICHARD BLAND COLLEGE**  
**STUDENT REPRESENTATIVE REPORT**

A new academic year has brought back many of the numbers we saw last year. Enrollment continues to grow and once again we have the largest freshman class in school history! This attests to Richard Bland College's continuous growth. It is one of Virginia's fastest growing colleges and fastest among two-year schools.

Students moved in over a span of three days starting on August 10<sup>th</sup>. A unique more efficient system was used this year to help new and returning students get situated in their new homes. Students had the weekend to interact and socialize with one another and on August 15<sup>th</sup> classes started and they got to meet their new professors. Later in the month students, faculty, and Alumni gathered to be a part of the Athletic kickoff in Statesman Hall which included competitions such as a Dunk Contest for all to watch. On August 31-September 2 students voted for assembly members on the returning Online Management System, Canvas. On September 3 the results were announced. Voting was initiated much sooner this year allowing the assembly more time to meet during the academic year.

Last year campus life expanded tremendously, offering more for activities for students to participate in. A final review of student activities and leadership events for the 2015-16 school year is enclosed as part of this report.

On August 31<sup>st</sup> the RBC Commons was home to many Clubs and Organizations as they "tabled" to students' interests. Among these groups included the National Guard, Music Club, Business/Economics Club and many others. Intermural sports such as Beach Volleyball, Soccer, and Flag Football are starting within the next couple weeks, while our collegiate sports programs continue to remain contenders. Basketball and Softball have already put in hard work to prepare for their seasons still months away, but Soccer and Golf are full swing and looking strong with larger rosters than ever before.

RBC has much in plan in regards to their infrastructure the next few years. During the summer a portion of the library was converted into Offices for Learner Mentors and other Student Support faculty so they can be more available to the students. This is just the first phase of three. There was also improvements that went on for the walkways and gathering areas around campus. Multiple phases of the project will continue with the final phase ending in the Fall of 2017. Also a whole new 4,500 square foot storage facility is in the process of being constructed and is intended to be finished in the late Fall of 2016. Last year plans to renovate the old Social Science and Humanities building into additional dorms was presented to the Board. Surveyors have been on site and renovations will be starting soon. The new dorm building will be ready for the Fall

Board of Visitors

Enclosure   G  

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semester of 2017. These are just the projects ready for the next year. RBC has many more to finalize and start for the years after.

RBC last year strived for "100 percent student success". The number improved dramatically in the classroom having more students make the Dean's list than ever before. This motivation continues, and with the advancements RBC has put into place this year alone, it looks to be off to an even brighter future! Students are more engaged, faculty are more informed, and the overall Statesmen experience has been outstanding for residential students, commuters, and all involved with the college. Everyone at Richard Bland College is excited to see what the rest of this year has in store.

David J. Snyder IV  
Student Representative to the Board of Visitors



# RBC OFFICE OF STUDENT ACTIVITIES AND LEADERSHIP ANNUAL REPORT

FY 2016

## Program Summary

### OFFICE MISSION

The Richard Bland College of William and Mary Office of Student Activities and Leadership collaborates with campus and community partners to enhance student learning and satisfaction. We seek to prepare students to take responsibility for their transfer, career, and lifestyle goals so that together we may provide a diversity of opportunities for emotional, social, spiritual, and cultural enrichment.

### CORE PROGRAMMING VALUES

1. Expanding Capacity through Collaboration
2. Enhancing Learning through Exploration
3. Fostering Growth through Responsibility
4. Promoting Community through Diversity

### PROGRAM HIGHLIGHTS

- Number of events recorded: 102
- Number of attendees recorded: 5,043
- Number of field trips: 10
- Number of community service and philanthropy activities: 7
- \$520 donated to local non-profits: Toys for Tots and the James House
- 305 pounds of food donated to the Colonial Heights Food Pantry

## Expanding Capacity through Collaboration

We are incredibly thankful to all on-campus and off-campus partners who collaborated with our office to facilitate valuable experiences and programming for our students.



Staff chaperones serving food at the fall “Finals Week Midnight Study Breakfast”

### FACULTY/STAFF COLLABORATION

- Jay Ipson, Holocaust Speaker, invited by Jamie Camp
- The Balance and Breath Bash, organized by Jena Morrison
- History field trip to Williamsburg, led by David McCarthy and Cathryn Coffey
- NekocCon conference field trip and film festival, led by Dan Zelinski
- Alumni Forum and Capital One Seminar, organized by Mike Lehman
- The Black and White Affair, organized by Alicia Pennix
- Dia de los Muertos sugar skulls display and celebration, organized by Rachel Finney
- Many trips to Richmond First Fridays, Petersburg Friday for the Arts, led by Michelle Delano
- Sports events and collaborative activities led by Danish Saadat
- Library “Mid-Month Munchies” events sponsored by Carly Winfield and Irene Handy
- Valentine’s Day dinner, Sports Café, and other café events, hosted by Cain Bassett
- The Color Run and Ford 5K and other running club field trips, led by Landry Mullins
- The Logistics Career field trip, organized by Larry Belcher and co-chaperoned by Stephen Wilson
- EAGALA Conference Field Trip, led by Barbara Morgan
- *Selma* Movie showing and conversation facilitated by Evanda Watts-Martinez
- Mike Lee, guest speaker invited by Tiffany Birdsong
- John Coski, speaker, and *Girl Rising* viewing and discussion events hosted by Adam Zucconi
- Wellness and student success events hosted by the Learner Mentor team

### OFF-CAMPUS COLLABORATION

- Mad City Money and one financial literacy workshop hosted by Fort Lee Credit Union
- Four Storytelling/diversity events, hosted by “I am my life” and Chaz Barracks
- Two Blood Drives, hosted by Virginia Blood Services
- Read Across America event, hosted by Walnut Hill Elementary School
- Annual Christmas Tree decoration, hosted by Petersburg Area Art League (PAAL)
- Free meeting space made possible by The Cameron Foundation
- Holiday Illumination, hosted by the Petersburg Department of Cultural Affairs, Arts and Tourism



Sugar skulls made by students presented at the annual Día de Los Muertos celebration.



David McCarthy leads a tour of students in historic Williamsburg.



Students participating in the “Zombie Run” hosted by the RBC Running Club.

## Enhancing Learning and Satisfaction

We work to ensure that all student activities are both *memorable* and *meaningful*. Often, even events that seem “just for fun” have the underlying goals of fostering friendships and creating a positive sense of community. Additionally, many events this year enhanced our students’ classroom education with rich experiences that prove to our students that learning is important, relevant, and best when shared.

### SPEAKERS AND SPECIAL GUESTS

- John Coski, author of *The Confederate Battle Flag* and historian at the American Civil War Museum
- Mike Lee, motivational and inspirational speaker
- Michelle Peace, Associate Chairperson of the Department of Forensic Science
- Jay Ipson, Co-founder and former executive director of the Virginia Holocaust Museum
- Chaz Barracks, founder of “I am my life” and local diversity leader

### EXPERIENTIAL LEARNING OPPORTUNITIES

- History field trip to Colonial Williamsburg
- Logistics Field Trip to the Port of Virginia, Virginia Wesleyan University, and CMA-CGM (America) LLC
- EAGALA Conference presentation
- Stream Ecosystem research trip to West Virginia

### CAMPUS-WIDE EVENTS

- Homecoming Bonfire
- Black and White Affair, semi-formal dance
- Halloween Costume Party
- Night Before Christmas Holiday Dance
- Balance & Breathe Bash
- Welcome Back Bash after the Black Out Basketball Game
- Bubble Soccer activity
- VSU Gospel Choral concert for Black History Month
- Big Bland Bash at the Equine Center, hosted by the Student Assembly



Students in the RBC Running Club participated in the annual Richmond Color Run in September.



Over 200 students attended the “Night Before Christmas” holiday party.



Students in Eric Miller’s Stream Ecology summer course enjoyed a week of hands-on research in West Virginia.



Over 80 students participated in the first ever “bubble soccer” event hosted in Statesman Gym in January.



## Fostering Growth through Responsibility

Leadership and responsibility are at the core of student development. Through these programs we seek to both empower students to take charge of their experience at college and their potential after they leave RBC.

### STUDENT ASSEMBLY

*The purpose of Student Assembly is to serve as a representative body and liaison to the RBC administration.*

1. Student Assembly elections were held online for the first time using Canvas
2. Student Assembly officers attended the annual Virginia 21 Late Night and Lobby Day event
3. Student Assembly officers attended the annual Active Citizens Conference at William & Mary
4. The Student Assembly hosted the inaugural "Big Bland Bash" spring celebration
5. Student Assembly officer Amber Ange attended the Virginia 21 Summer Leadership Institute

### STUDENT ORGANIZATIONS

*Students Organizations are the foundation of higher education programming because they empower students to organize themselves around shared interests and enables students to plan events and activities.*

New Student Organizations formed in 2015-16

1. Fashion Club
2. RBC Art Learning Community
3. RBC Gives Service Club
4. RBC Music Club
5. RBC Runners

Continuing Student Organizations

1. Anime Club
2. Business and Economics Club
3. Film Club
4. Ignite Campus Ministry
5. PTK Honors Society

Developing Student Organizations

1. Debate Club
2. LGBT+
3. RBC History Society
4. Young Democrats
5. Young Republicans

## MILITARY MONDAYS AND TRANSFER TUESDAYS

*Military Mondays and Transfer Tuesdays are events on campus where recruiters are invited to promote opportunities at their respective institutions. We contact all transfer partners and military branches to participate and promote these events to students and encourage them to explore all their options.*

Six Military Monday events

- Education and Career Opportunities in the United States Army (2)
- Education and Career Opportunities in the United States Marine Corps (2)
- Education and Career Opportunities in the United States Navy (2)

31 Transfer Tuesday events

- Christopher Newport University
- Hampton University
- Radford University
- Virginia Commonwealth University
- The College of William & Mary
- Regent University
- Virginia Wesleyan College
- Old Dominion University
- Old Dominion University Online
- Norfolk State University





Members of Alpha Phi Omega Service Fraternity and Student Assembly officers with William & Mary Board of Visitors member, Karen Kennedy Shultz, at the annual Active Citizens Conference at William & Mary.



Members of the LGBT+ student organization planned a field trip to PRIDE FEST in Richmond.



Over 60 students attend Paint Out Your Stress, an event coordinated by Isaiah Lucas, an RA in the residence halls.



Over 150 students attend the inaugural Big Bland Bash, hosted and planned by the Student Assembly.

## Promoting a Welcoming and Vibrant Community

Student activities promote a welcoming and vibrant community by celebrating diversity, building a community of understanding, and honoring the traditions and culture that our students find relevant.

### I AM MY LIFE STORYTELLING EVENTS

*An important component of the “Welcoming and Vibrant Community” goal, “I am my life” is an organization that partnered with Richard Bland on a total of five activities in the 2015-16 calendar year. Led by Chaz Barracks, “I am my life” is a local organization working to promote inclusive communities through storytelling.*

- Richmond PRIDEFEST field trip, Chaz Barracks shared his personal story with attendees
- Fall storytelling event on November 12, 2015
- Black History Month storytelling event on February 25, 2016
- RBC students painted a mural at Lift Coffee Shop (below) during First Fridays on April 1, 2016



### BLACK HISTORY MONTH EVENTS SERIES

- VSU Gospel Chorale performance
- *Selma* movie viewing and follow-up discussion
- “Celebrating Jazz” Mid-Month Munchies event in the Library
- “I am my life” storytelling event
- Spring blood drive in honor of Dr. Charles Drew, pioneering African American scientist
- Prince George High School SAAD and Cultural Awareness Club performance

### WOMENS HISTORY MONTH EVENTS SERIES

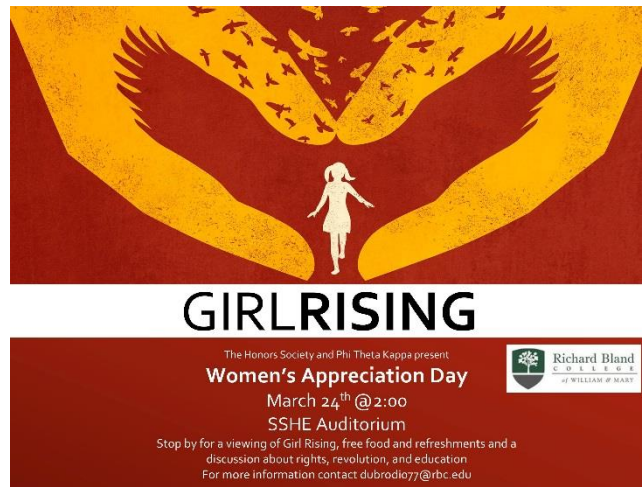
- “Girl Rising” documentary viewing and discussion
- “Thank the Women in your Life” Mid-Month Munchies event in the Library
- PBS Maker’s documentary series highlighting women in comedy, Hollywood, space, war, and more

### CIVIC ENGAGEMENT ACTIVITIES

- Fall and spring blood donation events hosted by Virginia Blood Services
- Food drive: 305 pounds of food donated to the Colonial Heights Food Pantry
- Four voter registration days hosted by the New Virginia Majority
- Honors students led a caroling service activity at Ivy House
- Ignite Campus Ministries led an event at Brighter Living Assisted Living Facility in Colonial Heights
- Students and staff attended the Petersburg Grand Illumination in downtown Petersburg
- Students and staff participated in the Read Across America event at Walnut Hill Elementary School
- Staff and Students raised awareness and donated \$311 to the James House for Denim Day
- Student Destini Brodi hosted a fundraiser bake sale to support the organization Girl Rising
- Honors student Kenedi Cruz participated in a gleaning event sponsored by the Society of St. Andrew



Students and staff at Read Across America pictured with Principal Belinda Urquhart, an RBC Alum.



Poster created by student Destini Brodi to promote “Women’s Appreciation Day” and *Girl Rising* viewing.



The VSU Gospel Chorale brought an interactive “history of gospel” presentation and the first major musical performance in the renovated SSHE Auditorium during Black History Month.



Student Kenedi Cruz gleaning the Society of St. Andrew at the ECO farm near campus.



RBC student, Carrington Brown, painting the “I am my life” mural at the Richmond First Fridays event.



RBC staff and students gathered during the annual Denim Day event.

## Office of Student Activities and Leadership SWOC

Over the course of the past year, we have identified the following strengths, weaknesses, opportunities and challenges related to promoting student activities and leadership at Richard Bland College.

### STRENGTHS

- Student leaders are motivated to lead activities, organize fundraisers, and other programming.
- Faculty and staff are enthusiastic partners as event chaperones, student organization sponsors, and more.
- Community organizations such as VSU and Walnut Hill have emerged as willing partners and collaborators.
- Cultural and historical awareness events have become a celebrated aspect of campus life at RBC.

### WEAKNESSES

- The high turnover of students can hinder leadership retention and student organization continuity.
- Finding more effective methods of engaging commuter students in all areas of campus life.
- There is a need for more voter registration opportunities and programs/groups related to political issues.

### OPPORTUNITIES

- Students have shown a great interest in civic engagement opportunities at local community partners.
- Student leaders could greatly benefit from more frequent leadership development and guest speakers.
- Social events on the weekends would improve campus life and student satisfaction.
- The rise of various social media platforms such as Snapchat could be a new communications tool.

### CHALLENGES

- The popularity and accessibility of all sorts of media are possibly keeping students home and inside.
- Student employment and responsibilities at home may be leaving less time for enrichment activities.
- Pervading culture of prejudice sometimes prevents students from valuing and celebrating diversity.
- Some students are not matriculating with basic socio-emotional, psychological, and cognitive skills.

### LOOKING AHEAD

In the next year, the Office of Student Engagement plans to implement a more robust program of civic engagement, leadership development, and academic enrichment in addition to existing social events and campus traditions. In addition, our office is planning several collaborations with Virginia State University in order to amplify our resources, events, and enrichment opportunities.

## Thank you!

Thank you to all our campus partners for your help making RBC a more exciting, inclusive, and uplifting institution for our students and staff. We truly have found that collaboration is the key to success and look forward to working more with each of you in the coming year.

Sincerely,



Michael Rogers  
Assistant Director of Student Activities and Leadership  
Richard Bland College of William & Mary  
11301 Johnson Road  
South Prince George, VA 23805  
804-862-6100 Ext. 6775



**Richard Bland College**  
of WILLIAM & MARY



EXECUTIVE COMMITTEE  
September 21, 2016  
4:30– 6:30 p.m.  
Board Conference Room - Blow Memorial Hall

Todd A. Stottlemyer, Chair  
H. Thomas Watkins III, Vice Chair  
Sue H. Gerdelman, Secretary

- I. Introductory Remarks – Mr. Stottlemyer
- II. Approval of Minutes – April 20, 2016
- III. Closed Session (if necessary)
- IV. Adjourn

EXECUTIVE COMMITTEE  
MINUTES – APRIL 20, 2016

**MINUTES**  
**Executive Committee**  
**April 20, 2016**  
**Rector's Office – Blow Memorial Hall**

Attendees: Todd A. Stottlemyer, Chair; H. Thomas Watkins III, Vice Chair; Kendrick F. Ashton, Jr.; Ann Green Baise; Thomas R. Frantz; Sue H. Gerdelman; Robert E. Scott. Others in attendance: Board members William H. Payne II and Lisa E. Roday, President W. Taylor Reveley III, Michael J. Fox and Deborah A. Love.

Chair Todd A. Stottlemyer called the meeting to order at 4:30 p.m.

On behalf of Swem Library, Dean of University Libraries Carrie Cooper and University Archivist Kim Sims presented the Rector with a framed copy of a letter dated January 7, 1773, from George Washington to Rev. Jonathan Boucher, tutor to John Parke Custis, Washington's step-son, regarding Washington's suggestions for where Custis should attend college. The letter includes comments about William and Mary. The original is held in the University Archives. A brief discussion ensued following the presentation.

Recognizing that a quorum was present, Mr. Stottlemyer asked for a motion to approve the minutes of the meeting of February 3, 2016. Motion was made by Ms. Gerdelman, seconded by Mr. Scott and approved by voice vote of the Committee.

Mr. Stottlemyer asked for a motion that the Executive Committee convene in Closed Session for the purpose of discussing personnel matters regarding specific personnel, the performance and evaluations of specific executive employees and the evaluation of the performance of departments or schools; briefings by legal counsel or staff members pertaining to specific legal matters; and discussing specific recommendations related to future fundraising strategies, as provided for in Section 2.2-3711.A.1., 7., and 8., of the Code of Virginia. Motion was made by Ms. Gerdelman, seconded by Mr. Scott and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 4:35 p.m.

The Executive Committee reconvened in open session at 6:30 p.m. Mr. Stottlemyer reviewed the topics discussed during closed session, then asked for a motion to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Mr. Watkins and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (**Certification Resolution** is appended.)

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

April 20, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Executive Committee has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Executive Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Executive Committee.

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
Todd A. Stottlemeyer  
Chair  
Executive Committee

COMMITTEE ON ACADEMIC AFFAIRS  
September 22, 2016  
8:00 – 9:00 a.m.  
Blow Hall Room 201 - Blow Memorial Hall

Lynn M. Dillon, Chair  
Karen Kennedy Schultz, Vice Chair

- I. Introductory Remarks – Ms. Dillon
- II. Approval of Minutes – April 21, 2016
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Catherine A. Forestell
- V. Closed Session (if necessary)
- VI. Action Materials - Provost Michael R. Halleran
  - A. Appointments to Fill Vacancies in the Instructional Faculty      **Resolution 5**
  - B. Designated Professorships      **Resolution 6**
  - C. Faculty Leaves of Absence      **Resolution 7**
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS  
MINUTES – APRIL 21, 2016

**MINUTES**  
**Committee on Academic Affairs**  
**April 21, 2016**  
**Board Room – Blow Memorial Hall**

Attendees: Robert E. Scott, Chair; Lynn M. Dillon, Vice Chair; Kendrick F. Ashton, Jr.; James A. Hixon; Lisa E. Roday; Karen Kennedy Schultz, and faculty representative Suzanne Raitt. Board members present: Rector Todd A. Stottlemeyer, Sue H. Gerdelman, H. Thomas Watkins III. Others present: President W. Taylor Reveley III, Provost Michael R. Halleran; Virginia M. Ambler, Edward C. Driscoll, Jr.; Michael J. Fox, W. Fanchon Glover, Susan S. Grover, Matthew T. Lambert, Jeremy P. Martin, Brian W. Whitson, members of the Faculty Liaison Committee and other College staff.

Chair Robert Scott called the Committee to order at 8:45 a.m. Recognizing that a quorum was present, Mr. Scott moved to approve the minutes of the meeting of February 4, 2016. Motion was seconded by Ms. Dillon and approved by voice vote of the Committee.

In his introductory remarks, Provost Halleran reported on undergraduate recruitment efforts and the admission season.

The Provost advised that the ad hoc working group from the Faculty Assembly and Personnel Policy Committee of the Assembly was successful in developing updated procedures for handling reports and complaints of sexual harassment and other forms of discrimination and harassment that is OCR-compliant, and these updated procedures have now been approved by the Personnel Policy Committee and the Faculty Assembly. The procedure will be used for both faculty and staff. Following brief discussion, Mr. Scott moved adoption of **Resolution 8**, Resolution to Modify the Faculty Handbook with Regard to Provisions Relating to Discrimination Complaints/Investigations. Motion was seconded by Ms. Dillon and approved by voice vote of the Committee.

Faculty Liaison Committee Chair Professor Elizabeth Barnes provided an update on Faculty Assembly activities. A brief discussion ensued.

Mr. Scott moved that the Committee on Academic Affairs convene in Executive Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, promotions, tenure, leaves and retirements of instructional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Ms. Dillon and approved by voice vote. The Committee went into executive session at 9:10 a.m.

The Committee reconvened in open session at 9:35 a.m. Mr. Scott reviewed the topics discussed during closed session, and then moved to adopt the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Roday and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Committee on Academic Affairs

MINUTES

Page 2

Mr. Scott asked for a motion to adopt as a block **Resolution 1**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 2**, Term Distinguished Professorships; **Resolution 3**, Designated Professorships; **Resolution 4**, Faculty Leaves of Absence; **Resolution 5**, Faculty Promotions; **Resolution 6**, Award of Academic Tenure; and **Resolution 7**, Retirement of Jerome P.-Y. Maa, School of Marine Science. Motion was made by Mr. Ashton, seconded by Ms. Dillon and approved by voice vote.

There being no further business, the Committee adjourned at 9:36 a.m.



April 21, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Academic Affairs has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Academic Affairs.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:



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Robert E. Scott  
Chair  
Committee on Academic Affairs

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointment of the following individuals to fill these positions effective with the 2016-17 academic year:

ELYAS BAKHTIARI, Assistant Professor of Sociology

B.A., Trinity College, 2004  
Ph.D., Boston University, 2016

Boston University  
Instructor, 2014-2015  
Teaching Fellow, 2011-2012

MICHELLE S. BERTOLINI, Clinical Assistant Professor of Business

B.B.A., Oglethorpe University, 1988  
J.D., Stetson University College of Law, 1997  
L.L.M., Thomas Jefferson School of Law, 2008

University of South Carolina Upstate  
Assistant Professor, 2015-2016

Nova Southeastern University  
Assistant Professor, 2012-2015

University of Hartford  
Assistant Professor, 2009-2012

Florida Atlantic University  
Assistant Professor, 2002-2009

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JAY BUTLER, Assistant Professor of Law

B.A., Harvard University, 2006  
B.A., University of Oxford, 2008  
J.D., Yale Law School, 2011

Columbia Law School  
Academic Fellow, 2014-2016

Yale Law School  
Visiting Lecturer in Law, 2014

The George Washington University Law School  
Visiting Associate Professor, 2012-2014

Government of Japan  
Legal Advisor, 2013

International Court of Justice  
Law Clerk, 2011-2012

PASITA CHAIJAROEN, Assistant Professor of Economics

B.A., Chulalongkorn University, 2008  
M.A. (2013) and Ph.D. (2016), University of Washington

University of Washington  
Instructor, 2014-2015  
Teaching Assistant, 2011-2014

Chulalongkorn University  
Instructor, 2010-2011

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

MYRIAM L. COTTEN, Associate Professor of Applied Science

B.S., Université Pierre et Marie Curie, 1991  
M.S., Ecole Supérieure de Chimie Organique et Minérale, 1993  
Ph.D., Florida State University, 1999

Hamilton College  
Director, Biochemistry and Molecular Biology Program, 2010-2016  
Associate Professor, 2008-2016

Rensselaer Polytechnic Institute  
Visiting Scientist, 2011-2012

National Institutes of Health  
Visiting Scientist, 2012

University of Washington  
Postdoctoral Scholar, 1999-2002

DAVID A. DOMINIQUE, Assistant Professor of Music

B.A., New York University, 2001  
M.M., California State University, Northridge, 2010  
M.F.A. (2013) and Ph.D. (2016), Brandeis University

Brandeis University  
Primary Instructor and Teaching Fellow, 2011-2016

Brandeis Institute of Music and Art  
Assistant Director, Brandeis Electroacoustic Music Studio, 2012-2013  
Technical Coordinator for High School Summer Arts Program, 2011-2013

Middlesex Community College  
Adjunct Lecturer, 2011-2013  
Music Technology Lab Coordinator, 2011-2013

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JOZEF DUDEK, Assistant Professor of Physics

M.Phys. (2001) and D.Phil. (2004), University of Oxford

Old Dominion University  
Associate Professor, 2012-2016  
Assistant Professor, 2006-2012

Thomas Jefferson National Accelerator Facility  
Staff Scientist, 2006-2016  
Postdoctoral Research Fellow, 2004-2006

AUDREY J. HORNING, Professor of Anthropology

B.A., College of William & Mary, 1989  
M.A. (1990) and Ph.D. (1995), University of Pennsylvania

Queen's University Belfast  
Head of School, School of Geography, Archaeology and  
Palaeoecology, 2014-2016  
Professor, 2011-2016  
Leverhulme Trust Visiting Research Fellow, 2000-2001  
Research Fellow, 1998-1999

University of Leicester, England  
Director, Centre for Historical Archaeology, 2009-2011  
Reader in Archaeology, 2009-2011  
Senior Lecturer, 2007-2009  
Lecturer, 2005-2007

College of William & Mary  
Assistant Professor, 2002-2005

University of Ulster  
Visiting Research Fellow, Academy for Irish Cultural Heritages, 2004

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

AUDREY J. HORNING (Cont'd)

Colonial Williamsburg Foundation  
Research Fellow, 1998-2002  
Project Archaeologist, 1991-1993

Shenandoah University  
Assistant Professor, 1997-2000

ZHENMING LIU, Assistant Professor of Computer Science

B.Eng., The Hong Kong University of Science and Technology, 2005  
M.S. (2006) and Ph.D. (2012), Harvard University

Two Sigma Investments  
Machine Learning Researcher, 2014-2016

Princeton University  
Postdoctoral Research Associate, 2012-2014

CLAIRE PAMMENT, Assistant Professor of Theatre, Speech and Dance

B.A., Cambridge University, 2001  
M.Phil., National College of Arts, Lahore, 2010  
M.A. (2002) and Ph.D. (2013), University of London

Yale University  
Postdoctoral Associate, 2015-2016

Kinnaird College for Women  
Assistant Professor, 2014-2015

Beaconhouse National University, Lahore  
Assistant Professor, 2013-2014  
Higher Education Commission Foreign Faculty, 2010-2013  
Assistant Professor, 2003-2004

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

CLAIRE PAMMENT (Cont'd)

National College of Arts, Rawalpindi  
Head, Theatre Department, 2007-2010  
Higher Education Commission Visiting Scholar Programme, 2007

JELENA H. PATEL, Assistant Professor of Biology

B.A., The University of Chicago, 2003  
Ph.D., The University of Texas at Austin, 2009

Centre d'Ecologie Fonctionnelle et Evolutive, France  
Postdoctoral Researcher, 2015-2016

University of Leuven, Belgium  
Postdoctoral Research Fellow, 2012-2015

St. Edwards University  
Adjunct Faculty, 2012

The University of Texas at Austin  
Specialist Instructor, 2012

University of Illinois at Urbana-Champaign  
Postdoctoral Research Associate, 2009-2011

BIN REN, Assistant Professor of Computer Science

B.S. (2006) and M.S. (2008), Beihang University, China  
Ph.D., The Ohio State University, 2014

Pacific Northwest National Laboratory  
Postdoctoral Research Associate, 2014-2016

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

EMILY B. RIVEST, Assistant Professor of Marine Science

B.S., Cornell University, 2008

Ph.D., University of California, Santa Barbara, 2014

University of California, Davis

Guest Lecturer, 2015-2016

Postdoctoral Scholar, 2014-2016

University of California, Santa Barbara

Teaching Assistant, 2013-2014

Field Operations Analyst, 2012-2014

WILLIAM SOTO, Assistant Professor of Biology

B.S., California State University, Fresno, 1998

Ph.D., New Mexico State University, 2009

Michigan State University

National Science Foundation BEACON Distinguished Postdoctoral Fellow,  
2014-2016

University of Minnesota-Twin Cities

Howard Hughes Medical Institute Postdoctoral Fellow, 2012-2014

Reedley College

Adjunct Faculty, 2012

West Hills College Lemoore

Adjunct Faculty, 2011

University of Arizona

Postdoctoral Research Fellow, 2010

New Mexico State University

Research Fellow, 2002-2009



COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JUSTIN R. STEVENS, Assistant Professor of Physics

B.S., Elmhurst College, 2007  
Ph.D., Indiana University, 2012

Thomas Jefferson National Accelerator Facility  
Staff Scientist, 2015-2016

Massachusetts Institute of Technology  
Postdoctoral Associate, Lab for Nuclear Science, 2012-2015

Indiana University  
Research Assistant, Nuclear Physics Group, 2007-2012

JOSEPH WILCK, Clinical Associate Professor of Business

B.S. (2004) and M.S. (2005), Virginia Polytechnic Institute and State  
University  
Ph.D., The Pennsylvania State University, 2009

United States Air Force Academy  
Operations Research Faculty Member and Operations Research  
Major, 2015-2016  
Assessment Coordinator, 2015-2016

Northwestern University  
Adjunct Lecturer, 2015-2016

East Carolina University  
Associate Professor, 2015  
Assistant Professor, 2012-2015

The University of Tennessee, Knoxville  
Adjunct Assistant Professor, 2012-2014  
Assistant Professor, 2008-2012

COLLEGE OF WILLIAM AND MARY  
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2016-2017 academic year:

ARTHUR L. KNIGHT, Clark G. and Elizabeth H. Diamond Term Associate Professor of English and American Studies

JOHN T. LOMBARDINI, III, Vera Barkley Term Associate Professor of Government

BARBETTE S. SPAETH, Robert F. and Sara M. Boyd Term Associate Professor of Classical Studies

SILVIA R. TANDECIARZ, Alfred Ritter Term Associate Professor of Modern Languages and Literatures

COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or with partial pay during the 2016-2017 academic year for the reasons given.

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

JOHN B. GILMOUR, Professor of Government, to accept a Fulbright Fellowship with the Czech Republic

GREY GUNDAKER, Duane A. and Virginia S. Dittman Professor of American Studies and Professor of Anthropology, to accept a visiting appointment at Teacher's College, Columbia University

ELIZABETH M. LOSH, Associate Professor of English and American Studies, to participate in the University of Leiden Exchange Program

XIN WU, Assistant Professor of Art & Art History, to accept a Kluge Fellowship at The John W. Kluge Center of the Library of Congress

COMMITTEE ON AUDIT AND COMPLIANCE

September 22, 2016

8:00 – 9:30 a.m.

Board Room - Blow Memorial Hall

John Charles Thomas, Chair  
Christopher M. Little, Vice Chair

- I. Introductory Remarks – Judge Thomas
- II. Approval of Minutes – April 21, 2016
- III. Report from Chief Compliance Officer – Kiersten L. Boyce
- IV. Report from Director of Internal Audit – Kent B. Erdahl
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON AUDIT AND COMPLIANCE  
MINUTES – APRIL 21, 2016

**MINUTES**  
**Committee on Audit and Compliance**  
**April 21, 2016**  
**Board Conference Room—Blow Memorial Hall**

Attendees: John Charles Thomas, Chair; Christopher M. Little, Vice Chair; Ann Green Baise, John E. Littel, William H. Payne II, and DeRonda M. Short. Other Board members present: Karen Kennedy Schultz and faculty representative Suzanne Raitt. Others present: Kiersten L. Boyce, Kent B. Erdahl, Provost Michael R. Halleran, Penelope G. Howard, Samuel E. Jones, Jennifer Latour, Deborah A. Love, Pamela H. Mason, Sarah E. Melchior, Cynthia H. Norwood, John M. Poma, Amy S. Sebring, Richard Bland President Debbie L. Sydow, Brian W. Whitson, Sandra J. Wilms and other William and Mary and Richard Bland staff.

Chair John Charles Thomas called the meeting to order at 7:45 a.m.

Recognizing that a quorum was present, Judge Thomas asked for a motion to approve the minutes of the meeting of February 4, 2016. Motion was made by Mr. Little, seconded by Mr. Littel and approved by a voice vote.

Judge Thomas asked Provost Michael Halleran for a report on a recent amendment to the Faculty Handbook. The Provost explained that the Faculty Handbook has been revised to address procedures for handling complains of sexual harassment, discrimination, and harassment. The amended procedures align with the Office of Civil Rights of the U.S. Department of Education and will apply to both faculty and staff. A preponderance of the evidence standard will be applied and investigations will be performed by trained investigators. The Provost advised that the Faculty Assembly unanimously approved this Handbook amendment and it is on the agenda for action by the Committee on Academic Affairs. The Committee thanked the Provost for his leadership regarding this matter.

Judge Thomas asked Kiersten Boyce, Chief Compliance Officer, for her report. Ms. Boyce introduced Eric Hopkins, a new investigator joining the staff. She explained that Mr. Hopkins brings significant experience and comes from the Office of the Inspector General. The Committee welcomed Mr. Hopkins. Ms. Boyce provided an overview of recent high profile assault and harassment cases at other institutions that have been in the news. She also provided an update on legislative activity noting a program for SCHEV to create a regional center for sex- and gender-based violence. Ms. Boyce reported that the Office had recently issued the annual notice to Campus Security Authorities, a Clery Act compliance activity. Next, Ms. Boyce discussed the upcoming presentation from the Chief Human Resources Officer regarding the employee survey and the survey data relevant to assessing the compliance and ethics program; further analysis of the survey will be undertaken. Finally, Ms. Boyce presented statistics regarding FY2016 Title IX and VAWA reports and investigations to date. A brief discussion ensued.

Committee on Audit and Compliance  
MINUTES  
Page 2

Judge Thomas asked the Director of Internal Audit, Kent Erdahl, for his report. Mr. Erdahl first commented on recently issued audit reports, including the Fixed Asset audit. Internal Audit recommended moving responsibility for Fixed Asset accounting from Procurement to Financial Reporting. Financial Reporting skill sets better align with Fixed Asset accounting. Next Mr. Erdahl commented on Enterprise Risk Management (ERM), noting that the ERM Committee is performing an evaluation of risk identification and risk reporting processes. A consolidation of existing risks is underway and the ERM Committee is developing a process to better communicate the risk profile. Consistent with prior practice, the Committee agreed that BOV risk reporting should originate through the Audit and Compliance Committee. Judge Thomas and Ms. Baise requested an update on ERM Committee activity at a future meeting.

Next, Mr. Erdahl communicated that the Inspector General's Office has initiated an efficiency review at the College of William and Mary. Efficiency reviews have been performed at other public universities, and are in response to a Commonwealth-wide risk assessment. Mr. Erdahl communicated that an internal audit department Quality Assurance Review is scheduled in May. Quality Assurance Reviews are performed on a five year cycle and the last review was performed in 2011. As required by professional standards, Mr. Erdahl communicated that the internal audit department is organizationally independent. Finally, Mr. Erdahl provided an update on internal audit report follow-up testing. He commented that athletic sports camps remediation efforts are well underway and will provide appropriate sports camp/college independence. A brief discussion ensued.

Judge Thomas moved that the Committee on Audit and Compliance of the Board of Visitors of the College of William and Mary first convene in Closed Session for the purpose of discussing specific personnel matters; to discuss internal investigations involving identifiable students and/or employees, and for consultation with legal counsel regarding specific legal matters, and then in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A. 1., 2., and 7., of the Code of Virginia. Motion was seconded by Mr. Little and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 8:22 a.m.

The Committee reconvened in open session at 9:20 a.m. Judge Thomas reviewed the topics discussed in closed session and moved the adoption of the **Resolution** certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Little and approved by roll call vote conducted by Senior Vice President for Finance and Administration Samuel E. Jones (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 9:20 a.m.

April 21, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Audit and Compliance has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;


NOW, THEREFORE, BE IT RESOLVED, That the Committee on Audit and Compliance, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Audit.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
John Charles Thomas  
Chair  
Committee on Audit and Compliance



COMMITTEE ON ATHLETICS  
September 22, 2016  
9:30 – 10:30 a.m.  
Board Room – Blow Memorial Hall

DeRonda M. Short, Chair  
H. Thomas Watkins III, Vice Chair

- I. Introductory Remarks – Ms. Short
- II. Approval of Minutes – April 21, 2016
- III. Committee on Competitive Excellence Performance Update
- IV. Fall Sports Update
- V. Closed Session (if necessary)
- VI. Other Business
- VII. Adjourn

COMMITTEE ON ATHLETICS  
MINUTES – APRIL 21, 2016

**MINUTES**  
**Committee on Athletics**  
**April 21, 2016**  
**Board Room – Blow Memorial Hall**

Attendees: H. Thomas Watkins III, Chair; DeRonda M. Short, Vice Chair; Kendrick F. Ashton, Jr.; Thomas R. Frantz; Sue H. Gerdelman. Board members present: Rector Todd A. Stottlemeyer, Ann Green Baise, Lynn M. Dillon, Christopher M. Little, William H. Payne II, Karen Kennedy Schultz, Robert E. Scott, John Charles Thomas; and faculty representative Suzanne Raitt. Others present: President W. Taylor Reveley III, Michael R. Halleran, Virginia M. Ambler, Henry R. Broaddus, Edward C. Driscoll, Jr., Kent B. Erdahl, Michael J. Fox, Samuel E. Jones, Matthew T. Lambert, Jennifer Latour, Deborah Love, Jeremy Martin, Brian W. Whitson, Sandra J. Wilms and other College staff.

Chair H. Thomas Watkins III called the meeting to order at 10:38 a.m.

Recognizing that a quorum was present, Mr. Watkins asked for a motion to approve the minutes of the February 4, 2016 meeting. Motion was made by Ms. Gerdelman, seconded by Mr. Ashton and approved by voice vote of the Committee.

Director of Athletics Terry Driscoll presented an update on the Competitive Excellence initiative, which is part of the capital campaign, and the Sport Summits, which serve as the operational phase of fund raising for each sport. A general discussion ensued.

Mr. Driscoll reported on the W&M Foundation event in New York and the Women in Athletics events scheduled in Atlanta and Northern Virginia. He noted the Celebration of Women's Athletics event took place in conjunction with Hall of Fame weekend earlier in April and was very successful. Ms. Short asked about plans for the opening of the renovated Zable Stadium. The Volunteer Leadership Summit will take place on September 17, the date of the first home football game. A brief discussion ensued.

Mr. Watkins moved that the Committee on Athletics convene in Closed Session for the purpose of discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.8., of the Code of Virginia. Motion was seconded by Mr. Ashton and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 10:52 a.m.

The Committee reconvened in open session at 11:07 a.m. Mr. Watkins reviewed the topic discussed in closed session and moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Ashton and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Driscoll briefly reviewed upcoming events, including the Athletic Awards Reception, the Tribe Club Oyster Roast, the Plumeri Indoor Facility Dedication Game, the Tribe Club Pro-Am and the Football Alumni Reunion.

Following brief closing remarks, and there being no further business, the Committee adjourned at 11:09 a.m.

April 21, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Athletics has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Athletics, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Athletics.

VOTE

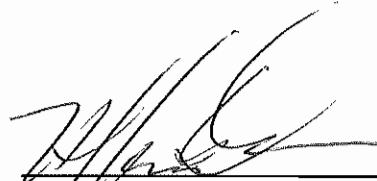
AYES:

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NAYS:

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ABSENT DURING CLOSED SESSION:



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H. Thomas Watkins III  
Chair  
Committee on Athletics

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

September 22, 2016

10:30 – 11:30 a.m.

Board Room - Blow Memorial Hall

William H. Payne II, Chair  
John Charles Thomas, Vice Chair

- I. Introductory Remarks – William H. Payne II
- II. Approval of Minutes – April 21, 2016
- III. Report from College Building Official – David W. Rudloff. Enclosure H.
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
  - A. Capital Outlay Project Progress Report. Enclosure I.
  - B. Resolution to Approve Property Acquisition: 6 Riverview Avenue. **Resolution 8**.
  - C. Resolution to Approve Land Use Permit from the Virginia Department of Transportation for Underground Saltwater Utilities at Spencer Road. **Resolution 9**.
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
  - A. Capital Outlay Project Progress Report. Enclosure J.
  - B. Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures from 9(D) Bond Proceeds: Renovate/Expand Zable Stadium. **Resolution 10**.
  - C. Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures from 9(D) Bond Proceeds: Replace Busch Field Turf. **Resolution 11**.
  - D. Resolution of the Board of Visitors of the College of William and Mary 9(D) Pooled Bond Sale: Renovate/Expand Zable Stadium and Replace Busch Field Turf. **Resolution 12**.
  - E. Resolution to Approve 2016 Master Plan of James Monroe's Highland. **Resolution 13**.

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS  
September 22, 2016

- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ADMINISTRATION,  
BUILDINGS AND GROUNDS  
MINUTES – APRIL 21, 2016

**MINUTES**  
**Committee on Administration, Buildings & Grounds**  
**April 21, 2016**  
**Board Room – Blow Memorial Hall**

Attendees: Ann Green Baise, Chair; John Charles Thomas, Vice Chair; James A. Hixon, William H. Payne, II; Karen Kennedy Shultz; Elizabeth Barnes, faculty representative. Board members present: Kendrick F. Ashton, Jr., Lynn M. Dillon, Robert E. Scott, DeRonda M. Short, Todd A. Stottlemeyer, H. Thomas Watkins III. Others present: President W. Taylor Reveley III; Michael Provost Michael A. Halleran, Virginia M. Ambler, Henry R. Broaddus, Edward C. Driscoll, Jr., Michael J. Fox, Samuel E. Jones, Jennifer Latour, John Poma, Dean John T. Wells, Brian T. Whitson, Sandra J. Wilms, and other College and VIMS faculty and staff.

Chair Ann Green Baise called the meeting to order at 11:15 a.m. Recognizing that a quorum was present, Ms. Baise requested a motion to approve the minutes of the February 4, 2016, meeting. Motion was made by Mr. Thomas, seconded by Mr. Hixon, and approved by voice vote of the Committee.

Ms. Baise introduced the Building Code Official, David W. Rudloff, who had provided the Committee with a written report of work in progress, detailed in Enclosure A. The Committee had no questions.

Chief Human Resources Officer John Poma provided an update on the Commonwealth's Optional Retirement Plan (ORP). As a tier 3 institution under Management Agreement with the Commonwealth, the College could run its own ORP directly, though such a move would require the approval of VRS. Mr. Poma reviewed the number of participants (3100+), as well the total amount invested (\$337M). Mr. Poma discussed advantages of opting-out, and the use of Cap Trust to provide expertise and guidance. Mr. Poma reviewed the next steps which include application to VRS, development of a formal plan document and operational guidelines. Open enrollment could occur as soon as October 1, 2016, with going-live occurring in first quarter of 2017.

John Poma then reviewed for the Committee **Resolution 9**, Resolution to Approve Optional Retirement Plan for William & Mary Faculty.

Mr. Poma next presented the results of the employee survey. There was very high participation, indicating a highly engaged workforce, who want to make the College succeed as a workplace. The survey had both positive and negative takeaways, which Mr. Poma reviewed.

Human Resources partnered with the President's Task Force on Race and Race Relations to review campus climate for African American employees. Generally speaking, African American employees scored the College lower than non-African Americans. The same could be said for exempt versus non-exempt employees.

Mr. Poma reviewed follow-on action steps which include launch new performance management and learning management systems in fall of 2016. The Committee asked several questions.



Committee on Administration, Buildings and Grounds

MINUTES

Page 2

Senior Vice President for Finance and Administration Samuel E. Jones provided highlights from the 2016 General Assembly, noting that while the Governor recommended funding the Integrated Science Center 4 (ISC 4), renovation and expansion of the university's Fine Arts facilities remains the top priority. Subsequently, William & Mary received funding not only for ISC 4 but also for the Fine and Performing Arts, phases 1 & 2. These projects along with the West Campus Utility Plant, total nearly \$200M of the \$1.3 B bond bill for Higher Education. Mr. Jones introduced Mr. Scott Sandridge, the College's DPB Analyst and primary advocate for the College with the Governor. The Committee asked several questions.

Mr. Jones briefly reviewed **Resolution 10**, Resolution to Approve Capital Project: Busch Grass Field Replacement; **Resolution 11**, Resolution to Approve Revised Budget: Construct Integrated Wellness Center; **Resolution 12**, Resolution to Approve Naming: The McLeod Tyler Wellness Center; **Resolution 13**, Resolution to Approve Naming: Martha Wren Briggs Amphitheatre at Lake Matoaka; **Resolution 14**, Resolution to Approve Demolition of 406 Jamestown Road; **Resolution 15**, Resolution to Approve Demolition of 1984 Addition at One Tribe Place; and **Resolution 16**, Resolution to Approve Sale of Surplus Property: Parcel C-3 at Hofstadter Road.

The Committee recessed at 12:15 p.m. and moved to Blow Hall Room 201 for lunch and discussion of the club sport program with student leaders and officers of the club sports. The Committee reconvened in the Board Room at 1:35 p.m.

Ms. Baise shared with the Committee her recent trip to VIMS' Eastern Shore Lab at Wachapreague.

Dean John T. Wells provided highlights from VIMS' written report on capital outlay projects, as detailed in Enclosure C. He updated the status of design and construction on the Bay Eagle replacement vessel, which VIMS expects to award for construction in September of 2016.

Dean Wells reported on the outcome of the activities of the 2016 General Assembly. VIMS worked hard to maintain what was included in the Governor's budget for VIMS, and was successful. The Committee had no questions.

Dean Wells briefly reviewed **Resolution 17**, Resolution to Approve Non-General Fund Capital Project: Dredge Boat Basin & Channel. Five additional resolutions relating to VIMS were distributed and reviewed – **Resolution 35**, Resolution to Approve Easement for Consolidated Research Facility: Verizon South Inc.; **Resolution 36**, Resolution to Approve Easement for Consolidated Research Facility: Virginia Electric and Power Company; **Resolution 37**, Resolution to Approve Easement for Facilities Management Building: Cox Communications; **Resolution 38**, Resolution to Approve Easement for Facilities Management Building: Verizon South Inc.; and **Resolution 39**, Resolution to Approve Easement for Facilities Management Building: Virginia Electric and Power Company.

Ms. Baise asked for a motion to approve **Resolutions 8 through 15, Resolution 17, and HANDOUT Resolutions 35 through 39** as a block, for recommendation to the full Board for

Committee on Administration, Buildings and Grounds

MINUTES

Page 3

adoption. Motion was made by Mr. Thomas, seconded by Mr. Payne, and approved by voice vote of the Committee. (**Resolutions 35 through 39** are appended.)

The Committee chose to discuss and act separately on **Resolution 16** to approve the Sale of Surplus Property. The Committee wanted to ensure that the property will be used for research and development. Ms. Baise proposed a revision to the final paragraph to add more specific language: "... and so long as any development is in support of SURA and Jefferson Lab." Ms. Baise requested a motion to approve **Resolution 16 as revised**. Motion was made by Ms. Schultz, seconded by Ms. Short, and approved by voice vote of the Committee. (**Resolution 16R** is appended.)

The reports completed, and there being no further business, the Committee adjourned at 1:55p.m.

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE RENAMING OF  
JAMESTOWN COMPLEX DORMITORIES**

**Whereas**, the College of William & Mary seeks to appropriately honor and remember those who have made a substantial contribution to the institution throughout its history; and

**Whereas**, William & Mary has undertaken efforts to better understand its involvement in slavery and segregation as well as its ongoing relationship with the African-American community through the Lemon Project, established in 2009; and

**Whereas**, the Task Force on Race and Race Relations, composed of students, faculty, staff, alumni and a member of the Board of Visitors, was formed by President Reveley in 2015 to, as part of its charge, examine how the racial climate is experienced by individual members of our community, and, to that end, met regularly over the past year and held six open forums on campus; and

**Whereas**, the Task Force has completed its report, with one of the most significant recommendations being to name university buildings in memory of African Americans important to William & Mary's past; and

**Whereas**, the President recommends renaming the two Jamestown Complex residence halls, which hold prominent placement on William & Mary's campus, to honor significant African American figures in William & Mary's history;

**THEREFORE, BE IT RESOLVED**, the Board of Visitors supports the recommendation of the President to rename the Jamestown Complex residence halls.

**BE IT FURTHER RESOLVED**, That one of the residence halls become Lemon Hall, named after an enslaved man owned by William & Mary in the late 18<sup>th</sup> century and the person for whom The Lemon Project is named. While very little is known about Lemon himself, his name represents an effort that has become a model for other universities looking to study, acknowledge and learn from their past history. In many ways, Lemon stands in the place of the known and unknown African Americans who helped to build, maintain and move the university forward.

**BE IT FURTHER RESOLVED**, That the other residence hall become Hardy Hall, named after the late Dr. Carroll F.S. Hardy, the longtime Student Affairs administrator

who was affectionately known on campus as “Dean Hardy,” and who for over 15 years worked tirelessly to increase the diversity of our student body through six summer enrichment programs for students in grades 8 to 12, by establishing the National Black Student Leadership Development Conference for college students, through the creation and nurturing of 15 multicultural student organizations, and by founding the Hulon Willis Association, a William & Mary organization devoted to African-American alumni. Dean Hardy was elected an honorary alumna of the College in 2012.

**BE IT FINALLY RESOLVED,** That the Board directs the President and the administration to move forward with this renaming with all deliberate speed.

**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
CONSOLIDATED SCIENTIFIC RESEARCH FACILITY  
UNDERGROUND COMMUNICATION FACILITIES:  
VERIZON SOUTH INC.**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Verizon South Inc.; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

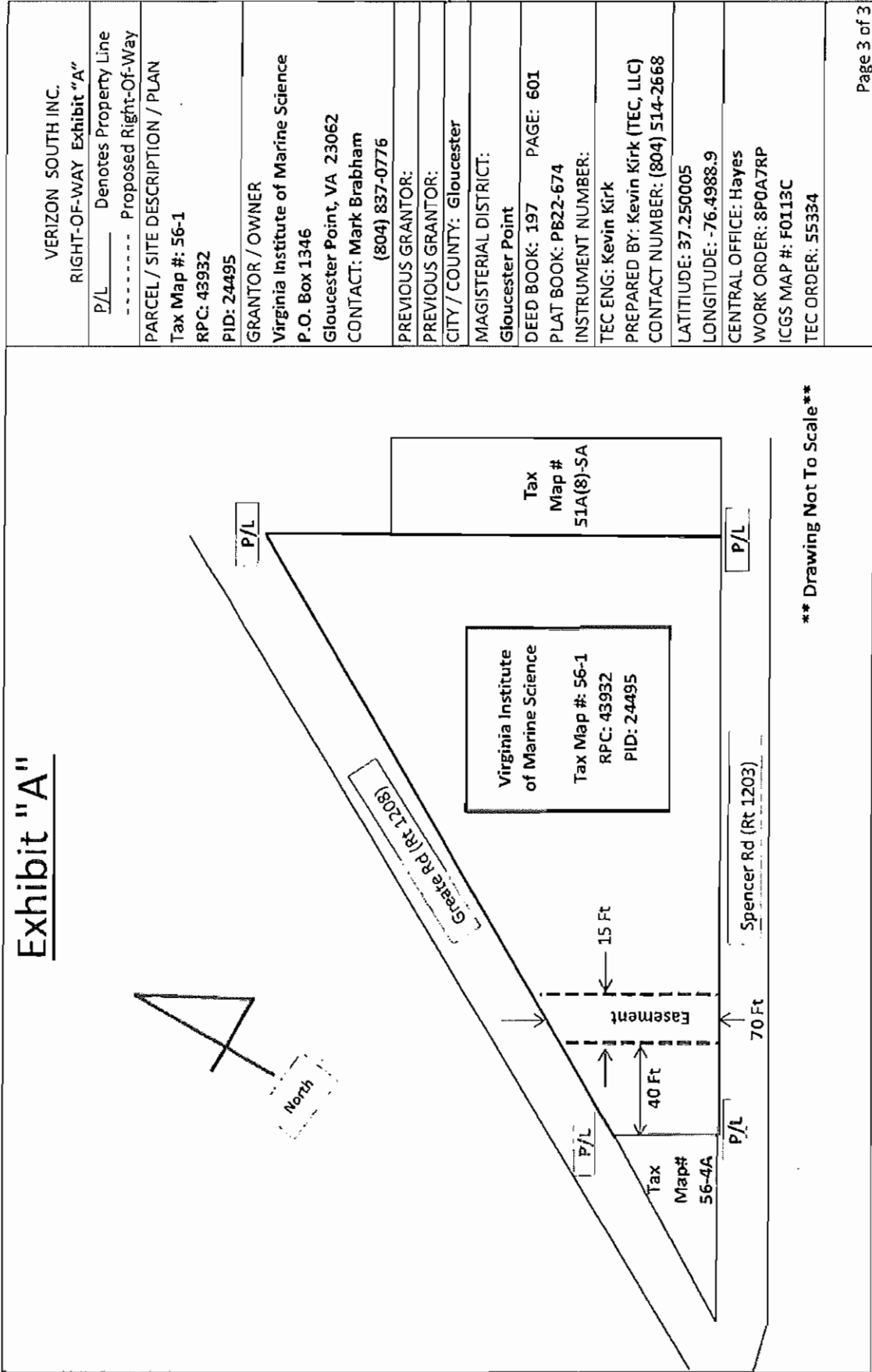
**WHEREAS**, Verizon South Inc. requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the Consolidated Scientific Research Facility to be constructed on Spencer Road (under capital project 268-17993); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
CONSOLIDATED SCIENTIFIC RESEARCH FACILITY  
UNDERGROUND ELECTRIC FACILITIES:  
VIRGINIA ELECTRIC AND POWER COMPANY**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Virginia Electric and Power Company; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

**WHEREAS**, Virginia Electric and Power Company requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the Consolidated Scientific Research Facility to be constructed on Spencer Road (under capital project 268-17993); and

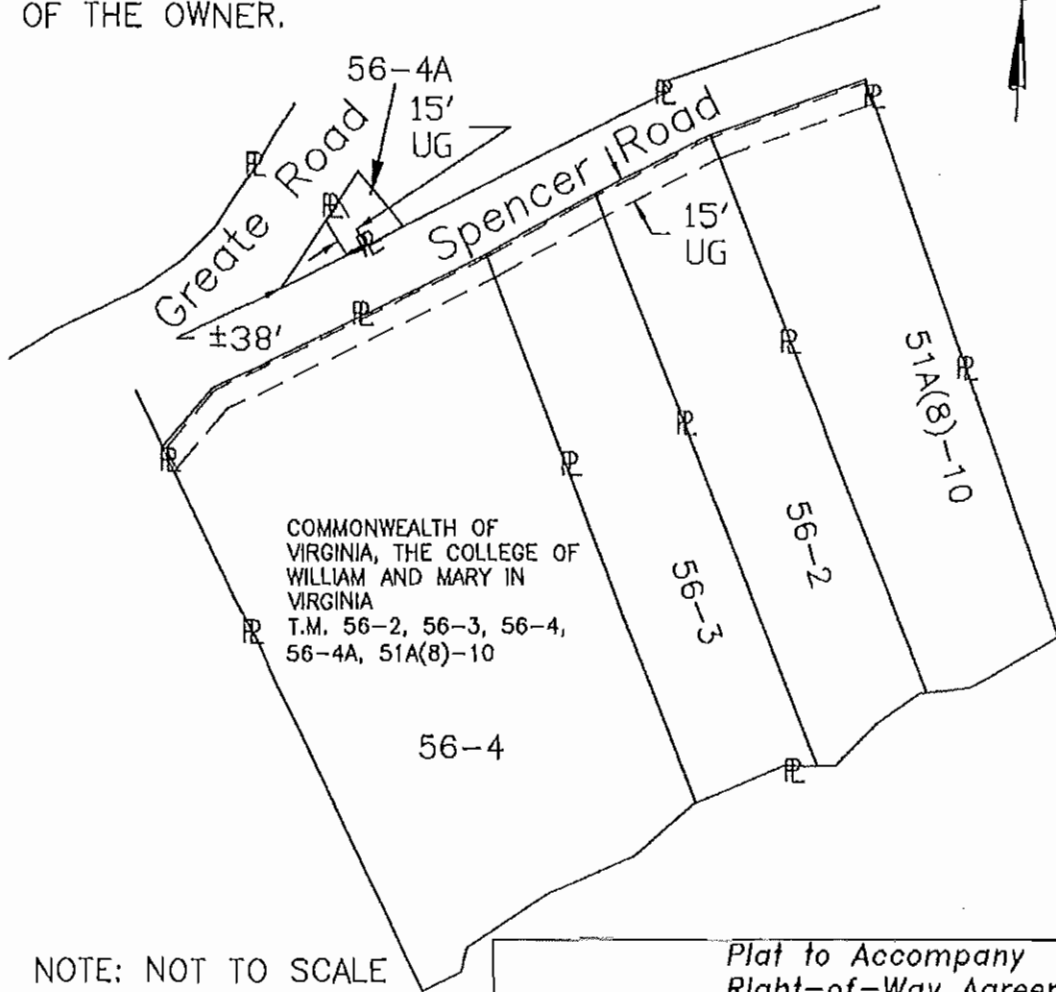
**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.

NOTE: LOCATION OF FACILITIES AS INSTALLED  
 DETERMINE THE CENTERLINE OF THE RIGHT  
 OF WAY HEREIN GRANTED ON THE PROPERTY  
 OF THE OWNER.



NOTE: NOT TO SCALE

Legend

- Location of Boundary Lines of Right-of-Way 15' in Width.
- Indicates Property Lines Is Right-of-Way Boundary

<i>Plat to Accompany Right-of-Way Agreement</i>		
VIRGINIA ELECTRIC AND POWER COMPANY doing business as <b>Dominion Virginia Power UG</b>		
District GLOUCESTER		
District HAYES	County GLOUCESTER POINT	State VA
Office GLOUCESTER	Plat Number 04-16-0016	
Estimate Number 7631619	Grid Number N0035	
Date APRIL 12, 2016	By DANIEL R. JENKINS	



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
FACILITIES MANAGEMENT BUILDING  
UNDERGROUND COMMUNICATION FACILITIES:  
COX COMMUNICATIONS INC.**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Cox Communications Inc.; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

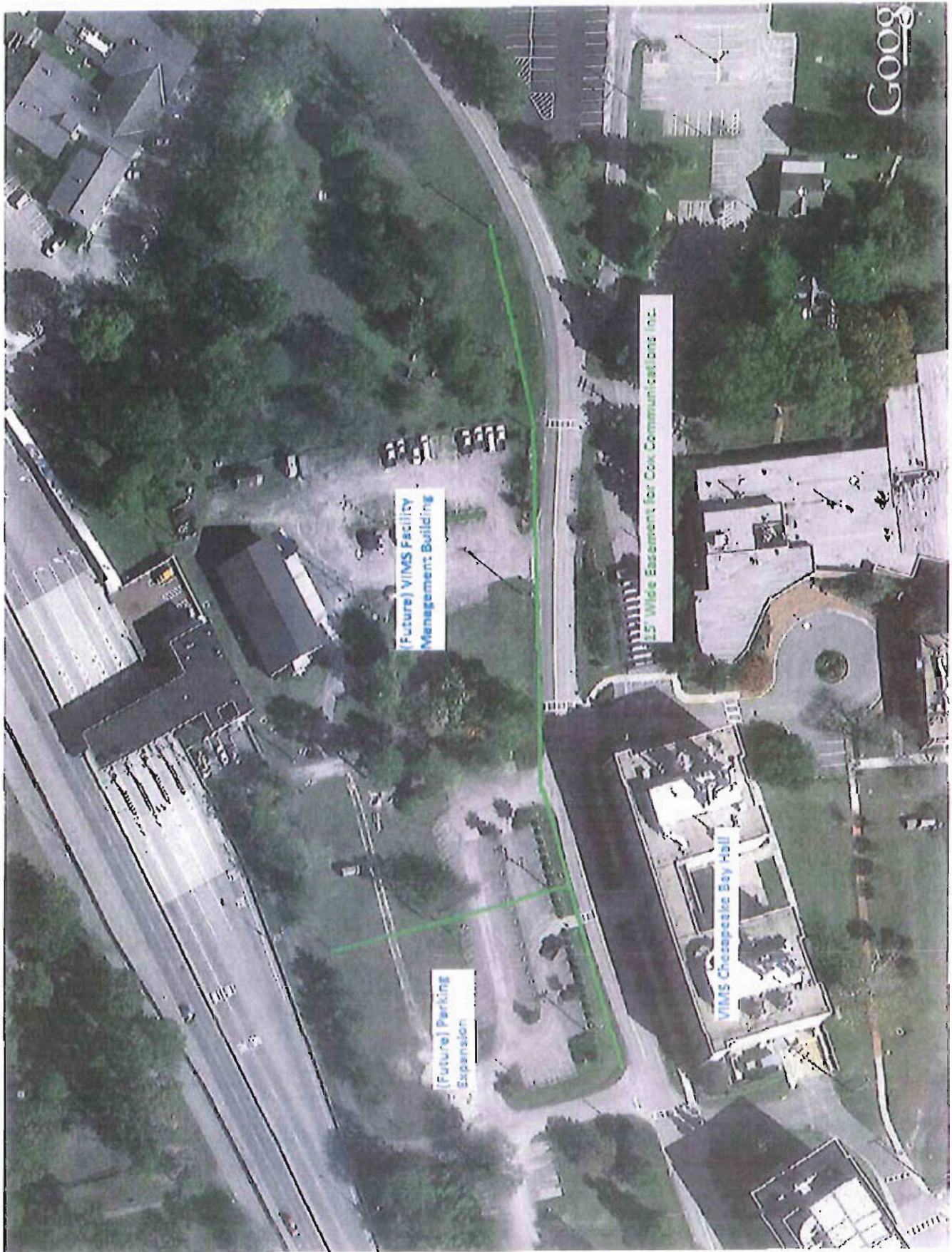
**WHEREAS**, Cox Communications Inc. requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the VIMS Facilities Management Building to be constructed on Greate Road (under capital project 268-18088); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
FACILITIES MANAGEMENT BUILDING  
UNDERGROUND COMMUNICATION FACILITIES:  
VERIZON SOUTH INC.**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Verizon South Inc.; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

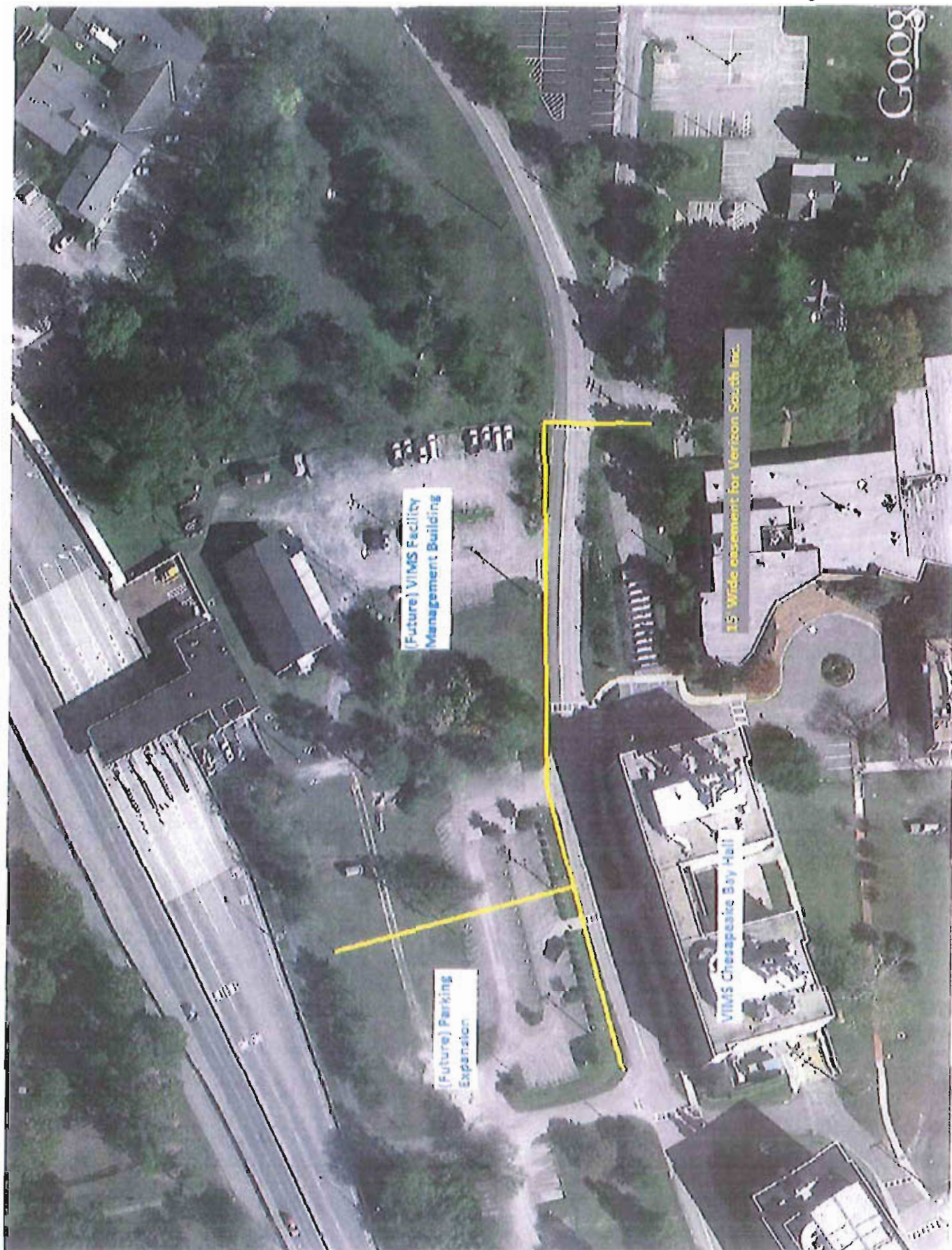
**WHEREAS**, Verizon South Inc. requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the VIMS Facilities Management Building to be constructed on Greate Road (under capital project 268-18088); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
FACILITIES MANAGEMENT BUILDING  
UNDERGROUND ELECTRIC FACILITIES:  
VIRGINIA ELECTRIC AND POWER COMPANY**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Virginia Electric and Power Company; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

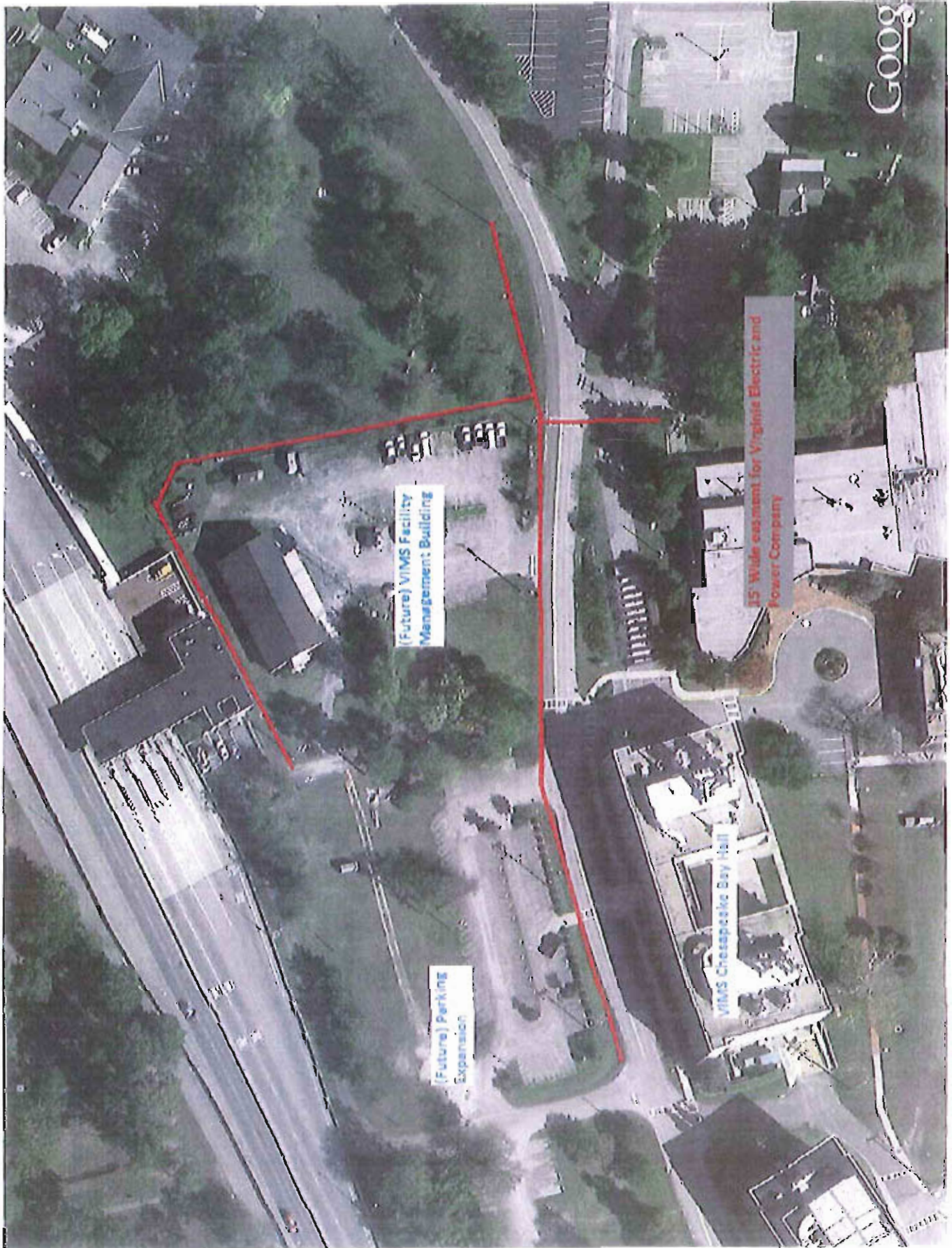
**WHEREAS**, Virginia Electric and Power Company requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the VIMS Facilities Management Building to be constructed on Greate Road (under capital project 268-18088); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE  
SALE OF SURPLUS PROPERTY:  
PARCEL C-3 @ HOFSTADTER ROAD**

**WHEREAS**, under the 2006 Management Agreement (the “Agreement”) with the Commonwealth, the College’s Board of Visitors has the authority to dispose of property acquired by gift, devise or non-general fund purchase, in accordance with Subchapter 3, (§23.38.91 et seq.) of the Restructured Higher Education Administrative and Operations Act, Chapter 4.10 (§23-38.88 et seq.) of Title 23 of the Code of Virginia, effective July 1, 2006 (the “Act”), as amended and renewed in 2009 and 2013; and

**WHEREAS**, the Commonwealth of Virginia acquired undeveloped property from the U.S. Federal Government in 1963, adjacent to what would become Jefferson Lab in the City of Newport News; and

**WHEREAS**, improvements were made to the property, which became the “VARC”, the Virginia Associated Research Campus, 628 Hofstadter Road, and which currently houses the U.S. Department of Energy under a zero dollar sublet from “SURA”, the Southeastern Universities Research Associates; and

**WHEREAS**, a developer, WM Jordan, has recently completed construction on the first phase of retail build-out on acreage once owned by the College’s private foundation at the corner of Oyster Point Road and Jefferson Avenue; and

**WHEREAS**, the developer is preparing to initiate the first phase of a technology park, which is sited on a portion of the 8 acre VARC parcel, as well as other land belonging to the City of Newport News, and is critical to economic development support in the area; and

**WHEREAS**, WM Jordan, has made an offer to purchase 3.21 undeveloped acres of the VARC parcel, designated as Parcel “C-3”, that is in accordance with an appraisal of the property; and

**WHEREAS**, the Commonwealth, through the Department of General Services, in anticipation of the developer’s offer, disclaimed “any possession or control” regarding ownership interest in the VARC parcel per a Memorandum of Understanding executed in May of 2015 that names the College as “the possessing and controlling institution;” and

**WHEREAS**, the Commonwealth, the College and SURA support the sale of this property insofar as it stimulates both regional economic development, and positions Jefferson

Lab as a potential site for the next Electron-Ion collider project from the U.S. Department of Energy.

**THEREFORE BE IT RESOLVED**, That on the recommendation of the President and the Senior Vice President for Finance and Administration, the Board of Visitors declares Parcel C-3, 3.21 acres, to be surplus property of the College of William and Mary, and

**BE IT FURTHER RESOLVED**, That the Board of Visitors authorizes the Senior Vice President for Finance and Administration and other college officials to proceed with the sale of the property, in accordance with the policies and procedures of the Commonwealth of Virginia, the College's restructured authority under the Act, and so long as any development is in support of SURA/Jefferson Laboratory.



September 21-23, 2016

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# WILLIAM & MARY

CHARTERED 1693

## Interdepartmental Communication

### Department of Facilities Management

**To: Mr. Will Payne, Chair, Committee on Administration, Buildings and Grounds**

**From: David W. Rudloff, College Building Official**

**Date: September 6, 2016**

**Re: College Building Official Report/September 2016**

All business has been routine and is proceeding smoothly; there are no significant issues to report.

Since the previous Board meeting April 2016, we have completed Code review of construction documents and issued a building permit for the following projects:

- Integrated Science Center PH 3 – High Performance Computing
- W&M Hall ADA Platform Renovation
- Miller Hall (Mason School of Business) Entrepreneurship Center (Build out of Room 3032)
- Integrated Wellness Center – **Demolition of Lodges and Associated Utilities**
- VIMS – Construct Consolidate Scientific Research Facility/**Demolish Pollok House**
- VIMS – Construct Consolidate Scientific Research Facility/**Demolish Page House**
- VIMS – Construct Consolidate Scientific Research Facility/**Demolish Wetlands Modular Facility**

Final construction completion documents were issued for the following projects:

- Ewell Hall Fire Alarm Replacement (Mechanical Catwalk)
- Pi Phi House 5 Sorority Court
- Zable Stadium Synthetic Turf Replacement
- New Dorm Fraternities E-Lights and Door Hold Opens

Temporary Certificates of Use and Occupancy were issued for:

- Integrated Science Center – Greenhouse
- Tyler Hall Renovations
- Integrated Science Center - PH 3 (Laboratory, Classrooms and Offices)
- Zable Stadium Improvements
- Integrated Science Center – PH 3 (Inclusive of Auditorium)

Board of Visitors

Enclosure   H  

September 21-23, 2016

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Final Certificates of Use and Occupancy were issued for:

- Plumeri Park Indoor Batting Cages
- Chandler Hall Renovations Building Renovation

Please let me know if there are any questions I might answer. If not, thank you for the opportunity to report.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
CAPITAL OUTLAY PROJECT PROGRESS REPORT**

**268 - 18088 Facilities Management Building**

Appropriation Amount: \$1,100,000  
Design Team: RRMM  
Fund Sources: Higher Education Operating

Biennium: 2014-2016  
Obligated to Date: \$1,100,000  
Contractor: TBD

Description: This appropriation funds the detailed planning of a new 15,000 square-foot building to provide space for the Facilities Management Department, Safety and Environmental Programs, and Shipping, Receiving and Mailroom including administrative offices, trade shops, vehicle repair, grounds, housekeeping and storage.

Progress: The project documents have been reviewed by the Code Review Team (CRT). RRMM is currently revising the documents for submission for building permit. Archeology is underway. VIMS advertised for general contractor's interest and qualifications and a review of those firms' submissions are complete. Once the Department of Planning and Budget authorizes VIMS to proceed, a shortlist from the prequalified group will be released and the shortlist will be provided an invitation to bid. Construction is anticipated to start in November 2016.

**268 - 17950 Research Vessel**

Appropriation Amount: \$10,050,000  
Design Team: JMS Naval Architects  
Fund Sources: VCBA Bonds

Biennium: 2012-2014  
Obligated to Date: \$886,509  
Contractor: TBD

Description: This appropriation funds the planning and construction of a new custom designed research vessel to replace the R/V Bay Eagle.

Progress: VIMS has advertised, shortlisted, and interviewed interested shipyards and is currently negotiating with the winning shipyard to align with the provided appropriation. Award of a construction contract is expected in September 2016.

**268 - 17993 Consolidated Scientific Research Facility**

Appropriation Amount: \$13,553,021  
Design Team: Moseley Architects  
Fund Sources: VCBA Bonds

Biennium: 2012-2014  
Obligated to Date: \$1,623,961  
Contractor: Barton Malow Company

Description: This appropriation funds the planning and construction of a new 32,000 square-foot building to provide research, study, office, and technology space for the following units: Information Technology, Marine Advisory Services, Virginia Sea Grant, Center for Coastal Resources Management, and the Publications/Communications Center in a single facility.

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Progress: CRT review is complete and the building permit has been approved. The construction Guaranteed Maximum Price negotiations are complete and Barton Malow is under contract. Archeology is ongoing. Demolition of the existing structures has begun to clear inaccessible areas for the archeologists. Construction will start following demolition and is expected to be complete in September 2017.

**268 - 16634 Property Acquisition: VA-NERRS**

Appropriation Amount: \$350,000  
Fund Source: Federal Funds

Biennium: 2000-2002  
Obligated to Date: \$193,000

Description: This appropriation funds the purchase of properties by the Virginia Estuarine & Coastal Research Reserve System using federal grants.

Progress: No current properties available. The appropriation remains open for future acquisitions.

**268 - 16299 Property Acquisition: Master Plan Properties**

Appropriation Amount: \$1,100,000  
Fund Sources: VCBA Bonds  
Higher Education Operating

Biennium: 2000-2002  
Obligated to Date: \$1,099,781

Description: This appropriation funds the purchase of properties contiguous to the Gloucester Point campus.

Progress: No current properties available. The appropriation remains open for future acquisitions.

**268 - 16149 Property Acquisition: Wachapreague**

Appropriation Amount: \$778,026  
Fund Sources: Private Funds  
Higher Education Operating

Biennium: 1998-2000  
Obligated to Date: \$733,028

Description: This appropriation funds the purchase of properties contiguous to the Eastern Shore Laboratory campus at Wachapreague, Virginia.

Progress: Two parcels of land located at #6 Riverview Avenue has become available and the owner has accepted an offer made by VIMS. A purchase agreement has been drafted for the owner to review and VIMS is proceeding to have the property surveyed.

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Page   3   of   3  **268-12331 Maintenance Reserve**Funding Sources: VCBA (0817)  
E&G (0100)

2016	Carry Over:	\$ 315,654
2017	Appropriation:	\$ 538,273
2018	Appropriation:	\$ 578,436
	<b>Total:</b>	<b>\$1,432,363</b>

Spent-to-date	(\$106,129)
	\$1,326,234

Remaining Project Commitments	(\$164,160)
Maintenance Reserve Fund Balance	\$1,162,074

**2016 Projects**

## Projects Completed:

- Replace Turbocor Compressor at Chesapeake Bay Hall
- Replace Boilers in Chesapeake Bay Hall-Phase I
- Dredge Boat Basin
- Repair Various Roofs

**2017 Projects**

## Projects in Design:

- Replace Atrium Roof at Chesapeake Bay Hall
- Repair Sewer Pump Station #1 and #2
- Replace Boilers in Three Buildings (Andrews Hall-Phase II, Fisheries Science Laboratory, and Seawater Research Laboratory)

## Projects under Construction:

- Replace Rooftop HVAC/Roof at Fisheries Science Building
- Replace Various HVAC Units-Chesapeake Bay Hall Controls Compressor

## Projects Completed:

- Replace Various HVAC Units-Wilson House
- Replace Various HVAC Units-Kauffman Aquaculture Center

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE PROPERTY ACQUISITION:  
6 Riverview Avenue**

**WHEREAS**, from time to time, the Virginia Institute of Marine Science has the opportunity to purchase property that is adjacent to the campus, of strategic interest to the Virginia Institute of Marine Science, at a bargain price to the institution, or for some other equally compelling reason; and

**WHEREAS**, the 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 renewed in 2009 and 2013, allows the Board of Visitors to use its non-general funds to purchase property without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

**WHEREAS**, the Agreement authorized the Virginia Institute of Marine Science to establish its own policies and procedures for the purchase of property, using the Commonwealth’s due diligence policies as a model template; and

**WHEREAS**, the Virginia Institute of Marine Science has been negotiating with the owners of 6 Riverview Avenue and have come to agreement on purchase price; and

**WHEREAS**, the property is adjacent to Virginia Institute of Marine Science holdings and of strategic interest to the Virginia Institute of Marine Science to allow for future expansion of the Eastern Shore Campus by providing septic drain field capacity outside of the 100 year Special Flood Hazard area; and

**WHEREAS**, the Virginia Institute of Marine Science is performing its due diligence activity on the property and has determined the land is in good condition and also is in the process of obtaining a secure title; and

**WHEREAS**, the Virginia Institute of Marine Science has determined to use indirect cost recoveries, a non-general fund source to purchase the land; and

**WHEREAS**, the Dean/Director of the Virginia Institute of Marine Science recommends approval of the property acquisition, with an anticipated closing date in the Fall 2016;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to purchase 6 Riverview Avenue at the agreed-upon price, and in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

**BE IT FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and the University General Counsel are authorized to execute any and all documents pertaining to the acquisition.

**VIRGINIA INSTITUTE OF MARINE SCIENCE**

**RESOLUTION TO APPROVE  
LAND USE PERMIT FROM THE VIRGINIA DEPARTMENT OF TRANSPORTATION  
FOR UNDERGROUND SALTWATER UTILITIES  
AT SPENCER ROAD (ROUTE 1203)**

**WHEREAS**, the Virginia Institute of Marine Science requests the Board of Visitors to approve the following land use permit from the Virginia Department of Transportation (VDOT) to relocate two existing saltwater pipes out of the Consolidated Scientific Research Facility building site and under Spencer Road (Route 1203); and

**WHEREAS**, William & Mary 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*; and

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

**WHEREAS**, the Agreement authorizes the Board of Visitors to approve easements locally; and

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

**WHEREAS**, it becomes necessary from time to time for the Virginia Institute of Marine Science to obtain land use permits from the Virginia Department of Transportation to install, construct, maintain and operate certain utilities projects along, across over and upon highway systems of the Commonwealth of Virginia; and

**WHEREAS**, expense, damage or injury may be sustained by the Commonwealth of Virginia growing out of granting to the Virginia Institute of Marine Science by the Department of Transportation of said permits for the work aforesaid;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William and Mary in Virginia; that

**Section 1:** In accordance with the provisions of Section 24VAC30-151-720 of the Land Use Permit Regulations of the Virginia Department of Transportation, the Virginia Institute of Marine Science does hereby grant assurances to the Virginia Department of Transportation (VDOT) that it shall in all respects comply with all of the conditions of the permit or permits that have been, or will be granted to the Virginia Institute of Marine Science and that said jurisdiction does hereby certify that it will carry liability insurance for personal injury and property damage that may arise from the work performed under permit and/or from the operation of the permitted

activity as follows: up to one-million dollars (\$1,000,000) each occurrence to protect the Commonwealth Transportation Board members and the Virginia Department of Transportation's agents or employees; seventy-five thousand dollars (\$75,000) each occurrence to protect the Commonwealth Transportation Board, the Virginia Department of Transportation or the Commonwealth of Virginia in the event of suit.

**Section 2:** The Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs or designees, be, and hereby are authorized to execute on behalf of the Virginia Institute of Marine Science all land use permits and related documents of the Virginia Department of Transportation.

**Section 3:** This resolution shall be a continuing resolution and shall not be revoked unless and until sixty (60) days written notice of any proposed revocation be submitted to the Virginia Department of Transportation.

**Section 4:** The Virginia Institute of Marine Science shall, if requested by the Virginia Department of Transportation, provide a letter that commits to using the surety provided by its contractor or to have the contractor execute a dual obligation rider that adds the Virginia Department of Transportation as an additional obligee to the surety bond provided to the Institute, with either of these options guaranteeing the work performed within the state maintained right-of-way under the terms of the land use permit for that purpose.

**BE IT FURTHER RESOLVED,** That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to provide evidence of the insurance required by Section 1 herein in the College's name and keep the insurance in force for the life of the seawater utility in the state maintained right-of-way.

Adopted: September 23, 2016

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia





**COLLEGE OF WILLIAM AND MARY  
CAPITAL OUTLAY PROJECT PROGRESS REPORT**

**204 - 17650 Construct: Integrated Science Center Ph 3**

Design Team: EYP

Biennium: 2008-2010

Budget: \$74,180,000

Contractor: Whiting Turner

Funding Source: state

Obligated to date: \$72,153,278

Description: The project will construct a 113,000 gsf facility, designed for scientific research in existing applications (applied science, biology, chemistry, and psychology), future inter-disciplinary programs, and computer modeling.

Progress: Construction of ISC 3 is complete. Occupancy was achieved on 8/2 with the auditorium completed on 9/6. Move in occurred from 8/1 – 8/12. Classes began on schedule on 8/24. Work to update the façade of ISC 2 (Rogers Hall) will continue thru December. Millington Hall was turned over to the CM on 9/12 for hazardous material remediation and subsequent demolition which will require six months. Anticipated final completion is 3/15/17.

**204 – 17994 Renovate: Tyler Hall**

Design Team: Mitchell-Matthews

Biennium: 2012-2014

Budget: \$16,277,852

Contractor: W.M. Jordan

Funding Source: state

Obligated to date: \$16,227,833

Description: The project reconfigures and improves the 1925 era Tyler Hall, last upgraded in 1980. Building systems, instructional space, and technology will be modernized. The attic level will be built-out as faculty office space.

Progress: Final report. Occupancy was achieved on 7/29, move-in was completed on 8/12 and classes started on schedule on 8/24. The contractor is addressing warranty issues as required. Budget does not reflect private funds raised directly by the departments.

**204 – 18002 Improve: Accessibility Infrastructure**

Design Team: Clark-Nexsen

Biennium: 2012-2014

Budget: \$2,889,456

Contractor: TBD

Funding Source: state

Obligated to date: \$486,612

Description: The project supports review, design, and construction of improvements to remedy accessibility issues at facilities not currently targeted for renovation within the next decade, and at various other campus locations.

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Progress: Revised working drawings comments have been received and incorporated into permit drawings for nine projects including installation of an Adair Hall elevator and restrooms, improvement of campus pathways, and construction of access ramps at two of the Jamestown Road Houses. Permit drawings are in code review. Construction is anticipated to take twelve months following issuance of a building permit and receipt of bids.

#### **204 – 18003 Improve: Lake Matoaka Dam Spillway**

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3,169,182

Contractor: TBD

Funding Source: state

Obligated to date: \$271,095

Description: State Dam Safety Regulations currently require that the spillways of all high hazard dams must pass 90% of the probable maximum flood (PMF). This results in 7 foot overtopping of existing earthen dam.

Progress: The Department of Environmental Quality (DEQ) Division of Dam Safety has approved the use of Roller Compacted Concrete (RCC) on the downstream face of the dam to meet the new spillway requirement. This method will require approximately \$2.4M in additional state funds. The legislature subsequently directed DEQ to complete an evaluation of Probable Maximum Precipitation (PMP), which was provided to officials on 12/9/15. Guidance has been issued in the form of an updated PMP. Draper Aden is running calculations using the new PMP to determine project impact. Upon completion of the analysis, the College will request permission to proceed to preliminary design using the new design criteria and will prepare a revised project budget. Construction is contingent upon authorization of additional funding.

#### **204 – 18004 Improve: Campus Stormwater Infrastructure**

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3,391,198

Contractor: TBD

Funding Source: state

Obligated to date: \$489,520

Description: Create a new Stormwater Management Plan to achieve compliance with state regulations and federal Chesapeake Bay Total Maximum Daily Limit (TMDL) pollutant guidelines. Planning includes inventory of existing stormwater structures, and the identification, prioritization, sequencing, design and construction of projects required to achieve regulatory compliance. The College must achieve a 5% contaminant reduction during 2013 – 2018, 40% during 2019 – 2024 and 100% during 2025 – 2030.

Progress: The new Stormwater Management Plan has been reviewed by the regional office and provisionally approved. At issue is the ability to use credits for nitrogen, phosphorus and sediment credits accumulated before 2009. The credits are being reviewed by the DEQ Central Office. The design of supporting projects began in December and is anticipated to take ten months from inception through permitting. Construction will require approximately twelve (12) months and will be phased, as

required, to focus on projects that can be constructed during the academic year without significant impact to campus operations and those that are better executed during the summer sessions.

**204 - 18046 Construct: Hixon Experiential Learning Center**

Design Team: VMDO

Biennium: 2014-2016

Budget: \$7,308,000

Contractor: Gilbane Construction

Funding Source: private; CWM debt

Obligated to date: \$6,757,524

Description: The project is a 14,400 gsf “Experiential Learning Center” which will accommodate law practicum / legal clinics and associated courtroom training along with ancillary support space in a north wing addition.

Progress: Construction began on 12/19. Structural framing is complete, floor slabs have been placed and cold steel wall framing is underway. Upon completion of framing, mechanical, electrical and plumbing rough-in will begin. The Law School has identified additional funding (\$250,000) to finish the courtroom space currently scheduled as shell space. Construction is anticipated to be complete by January, 2017.

**204 – 90005 Construct: Zable Stadium Improvements**

Design Team: BCWH/McMillan, Pazdan & Smith

Biennium: 2014-2016

Budget: \$27,000,000

Contractor: Barton Malow

Funding Source: private/CWM debt

Obligated to Date: \$26,259,603

Description: The project supports renovation and improvements which will include significant expansion of the west stands, improved seating, new accessibility and restroom facilities, a public address system, and code required upgrades.

Progress: Final report. Construction is complete, an open house was hosted on 9/4 and the first game was played on 9/17. Stadium dedication is scheduled for the October 29th game versus Maine.

**204 – 18100-01 Renovate: One Tribe Place Addition**

Design Team: Clark Nexsen

Biennium: 2014–2016

Budget: \$4,427,471

Contractor: Kjellstrom & Lee

Funding Source: CWM debt

Obligated to Date: \$1,358,931

Description: The assembly and residential space in the 1984 addition (90 beds) will be demolished after extensive investigation and cost analysis determined that renovation was not cost effective. Two garage levels will be retained to provide Residence Life support space.

Progress: Floors 3 – 6 (Westminster Room Level and three residential floors) will be demolished and the former Brown and Blue Garages (floors 1 and 2) will be retained for Residence Life support space. The deconstruction design is in progress. The demolition

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package will be ready for code review by November. Upon permitting, demolition is anticipated to take five months.

**204 – 18100 - 6 Renovate: Landrum Hall**

Design Team: Clark Nexsen

Biennium: 2016–2018

Budget: \$17,137,000

Contractor: TBD

Funding Source: CWM debt

Obligated to Date: \$0

Description: The residential space in the 1958 era, 221 bed facility will be renovated in order to bring the facility into compliance with current building code, replace 57 year old building systems and replace interior finishes with modern materials and design.

Progress: Clark Nexsen was selected as the A/E on 8/17. A coordination meeting to enable preparation of a fee proposal was held on 8/31. Upon contract execution, four rooms in the basement, second floor and attic of Landrum Hall will be scheduled for selective demolition in order to gain an accurate appraisal of the 1958 construction – particularly the structural frame and building systems. Selective demolition at the outset of design should prevent encountering significant “unforeseen conditions” and the associated additional cost and time delay after the start of construction. Construction duration is twelve months to support occupancy in the fall of 2018.

**204 - 204 – 18192 Construct: Integrative Wellness Center**

Design Team: EYP

Biennium: 2016-2018

Budget: \$17.0M

Contractor: Whiting-Turner

Funding Source: CWM debt/Aux/private funds

Obligated to Date: \$1,351,942

Description: Construct a 28,600 gsf wellness center to house, integrate and enhance the functions of the existing Student Health Center, the Counseling Center (currently in Blow Hall), Health Promotions and select recreational activities (yoga, massage, expressive movement, etc.). The center will promote holistic wellness as a method of proactive health management.

Progress: Preliminary design documents were completed 9/6. A design overview will be presented to the Operations and Maintenance staff on 9/21 in order to gain operating staff input. The DRB approved architecture will be presented to the Art and Architectural Review Board on 10/7. All comments will be incorporated into construction drawings which are scheduled for submission on 12/19 to enable permitting by 3/21/17. Design will be followed by twelve to fifteen months for construction. Occupancy is anticipated by spring, 2018 semester.

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Page   5   of   9  **204 – 18202 Design: West Utility Plant**

Design Team: RMF Engineering

Biennium: 2016-2018

Budget: \$1,328,000

Contractor: TBD

Funding Source: state

Obligated to Date: \$925,045

Description: The new facility will be approximately 11,500 gsf, and will initially house three 1200 ton chillers and three 9,900 MBH (million British Thermal Units / hour) and will be sized to accommodate one additional chiller and two boilers in order to replace and centralize existing stand-alone units on west campus as they reach life expectancy.

Progress: Preliminary design was approved by the DRB on 4/20/16. Preliminary drawings are complete and are awaiting scheduling by Code Review and budget validation by BCOM. Construction is estimated to take 12-15 months. A Capital Budget Request has been submitted to the Department of Planning and Budget (DPB) for the Governor's approval of the non-general fund portion of project funds (\$14.4M).

**204 – 18292 Construction: Fine and Performing Arts Complex, Ph 1 and 2**

Design Team: Moseley/HGA

Biennium: 2016-2018

Budget: TBD (\$111M estimated)

Contractor: TBD

Funding Source: state

Obligated to Date: \$0

Description: Design and construct two phases of a three phase "Arts Quarter" program, which is in the 2016 General Assembly's current bond bill of \$2.1B.

Phase 1 will consist of 74,951 gsf of new teaching and performance space for Music. Key program elements include four classrooms/seminar rooms, 15 teaching studios, 33 practice rooms, 60-person choral and 45-person instrument practice rooms, a 125 seat recital hall and a 450 seat recital hall.

Phase 2 will be the adaptive reuse of Phi Beta Kappa Hall for Theater, Speech and Dance, which will produce a 109,157 gsf facility (77,260 sf new + 31,897 gsf renovation). Key components will be a 60 seat dance recital studio, 100 seat student laboratory, a 250 seat studio (black box) theater and a 500 seat renovated main theater.

Progress: Fee negotiations are complete with Moseley HGA. Coordination is underway to design a temporary teaching/performance space for use while construction of permanent space is underway. Construction of temporary space will be accomplished during the summer and fall of 2017 in order to ensure readiness prior to the start of construction in 2018. In addition to temporary performance space, a 4500 gsf pre-engineered building will be designed and constructed at the Dillard Complex to support set construction while PBK is unavailable. Construction of the Music facility and PBK renovation will occur concurrently, and is anticipated to take 18 and 24 months respectively. Completion is expected by summer 2020.

**204 – XXXXX Design: Integrated Science Center, Ph 4**

Design Team: TBD

Biennium: 2016-2018

Budget: TBD (\$73,266,000 estimated)

Contractor: TBD

Funding Source: state

Obligated to Date: \$0

Description: Design Phase 4 of the Integrated Science Complex (ISC), which will house Mathematics, Computer Science, and Kinesiology. The project will construct 124,000 gsf of new space and renovate 10,000 gsf of existing space in order to connect to the adjacent the ISC.

Status: The 2016 General Assembly authorized project planning using institutional funds which may be reimbursed by the Commonwealth. While planning may begin once funds are identified, construction may not commence until January 2019.

**0000 – 001 – 16 Construct: Busch Field Turf (Campus Recreation)**

Design Team: Matthew G. Burton Architect LLC

Biennium: 2016-2018

Budget: TBD (\$1,010,000 estimated)

Contractor: Carolina Green

Funding Source: auxiliary

Obligated to Date: \$839,792

Description: Install a "Field Turf" artificial surface with drainage to support the recreation sports program.

Progress: Construction started on 8/1. The field has been stripped, stormwater controls installed, drainage installed, subgrade compacted, based layer installed and turf installation started. Completion is scheduled for 10/5.

**"For the Bold" Capital Campaign Projects:**

**204 – 0000 – XXX-16 Plan: Muscarelle Museum Feasibility**

Design Team: TBD

Biennium: 2016-2018

Budget: TBD

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$0

Description: Develop a renovation and expansion of the existing museum to create a state of the art facility, within a not-to-exceed \$40.0M project budget.

Progress: An initial meeting was convened by the Senior Vice President to officially form the building committee, review the design and construction process and initiate the process to select the architectural/engineering team that will conduct a preplanning study. An RFP was issued, and the short listed firms will completed their interviews by 9/28.

**204 – 0012 – 001 - 15 Study: Alumni House Addition**

Design Team: Glave & Holmes

Biennium: 2016-2018

Budget: \$74,765

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$71,352

Description: Expansion of the Alumni Center will include a welcome center, event spaces, and seated dining for 400 guests.

Progress: The Preplanning study was completed in September, 2015. The proposed site selection and design intent were presented to the Design Review Board at their September meeting and approved.

**204 – 0042 – 001 - 15 Study: Athletics Practice Facility**

Design Team: Quinn Evans/Sink Combs Dethlefs

Biennium: 2016-2018

Budget: \$106,900

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$85,906

Description: The proposed Practice Facility will accommodate basketball (men’s and women’s), volleyball (women’s), and gymnastics (men’s and women’s) with practice and event space. The program also includes sports medicine, academic support, NCAA compliance and ticketing.

Progress: The Preplanning Study was completed during summer 2015. In September 2015, the Design Review Board approved the site for a 45,000 gsf facility, which will attach to the northeast corner of William and Mary Hall immediately across Brooks Street from Recreation Sports.

**204 – 0000 – 005 - 15 Study: Aquatics Center Feasibility**

Design Team: Matthew Burton/Sink Combs Dethlefs

Biennium: 2016-2018

Budget: \$59,526

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$48,508

Description: The Preplanning study included options for a “stretch” 25 meter or a full 50 meter pool which can host swimming and diving. The facility will include locker rooms capable of supporting both intercollegiate and community swimming programs, as well as event seating.

Progress: The Preplanning study was completed by September, 2015. In November 2015, the Design Review Board approved the site for a 36,000 gsf facility, which will attach to the southwest corner of William and Mary Hall.



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Page   8   of   9  **204-12713 Maintenance Reserve - Funding Source: VCBA (0817)**

2014 -16 Carry Over:	\$1,365,829	
2017 Appropriation:	\$2,230,775	
2018 Appropriation:		\$2,452,322 (tentative)
<b>Total:</b>	<b>\$3,596,604</b>	

Spent to Date	(\$1,070,143)
	<b>\$2,526,461</b>

Remaining Project Commitments	(\$ 61,664)
Maintenance Reserve Fund Balance	<b>\$2,464,797</b>

**2016 Projects**

## Projects planned:

- 204 – 15007 Pop Lab AHU / FCU Replacement
- 204 – 15010 Classroom Renovation
- 204 – 15013 Tyler/Blair Sidewalk Repairs
- 204 – 15015 Jones Hall Water Line Repair
- 204 – 16005 Health Center BMP
- 204 – 16008 Campus Street Light Conversion to LED

## Projects in design:

- 204 – 15002 Yates Lot Storm Runoff Repair
- 204 – 15012 McGlothlin-Street Hall Fire Alarm Repl
- 204 – 16002 Dillard Library Storage HVAC

## Projects completed:

- 204 – 15001 College Apts Roof Repair
- 204 – 16002 Library Storage HVAC
- 204 – 16003 McGlothlin-Street HE Lab Compressor

**2017 Projects**

## Projects Planned:

- 204 – XXXX College Apts Fire Alarm Replacement
- 204 – XXXX Ewell Fire Sprinkler Riser Repair
- 204 – XXXX Fire Alarm Cable Riser
- 204 – XXXX Fiber Optic Maintenance
- 204 – XXXX Parking Garage BMP Maintenance
- 204 – XXXX Elevator Repair (Small Hall)
- 204 – XXXX Underground Utility Repair
- 204 – XXXX Campus Street Light Conversion to LED

Board of Visitors

Enclosure   J  

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- 204 – XXXX Ewell Hall Roof Gutter Repair
- 204 – XXXX Swem Pavilion B Window Lintel Repair
- 204 – XXXX Blow Hall Fan Coil Unit Replacement
- 204 – XXXX Retro Commissioning
- 204 – XXXX Classroom Renovations

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
DECLARING THE INTENTION TO REIMBURSE  
THE COST OF CERTAIN EXPENDITURES  
FROM 9(D) BOND PROCEEDS:  
RENOVATE/EXPAND ZABLE STADIUM**

**WHEREAS**, the College of William and Mary (the “Institution”) has undertaken the construction of its project, Renovate/Expand Zable Stadium (204-18112-001) (the “Project”); and

**WHEREAS**, the Institution has made or will make expenditures (the “Expenditures”) in connection with the Project; and

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

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

1. **The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**
2. **The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 3,553,000.**
3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: September 23, 2016

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
DECLARING THE INTENTION TO REIMBURSE  
THE COST OF CERTAIN EXPENDITURES  
FROM 9(D) BOND PROCEEDS:  
REPLACE BUSCH FIELD TURF**

**WHEREAS**, The College of William and Mary (the "Institution") has undertaken the construction of its project, Replace Busch Field Turf (204-17809-007) (the "Project"); and

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

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

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

1. **The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**
2. **The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 781,387.**
3. **This Resolution shall take effect immediately upon its adoption.**

Adopted: September 23, 2016

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
9(d) POOLED BOND SALE:  
RENOVATE/EXPAND ZABLE STADIUM  
AND  
REPLACE BUSCH FIELD TURF**

**WHEREAS**, pursuant to and in furtherance of Chapter 3.2, Title 23 of the Code of Virginia of 1950, as amended (the “Act”), the Virginia College Building Authority (the “Authority”) developed a program (the “Program”) to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia (“Participating Institutions” and each a “Participating Institution”) to finance or refinance projects of capital improvement (“Capital Projects” and each a “Capital Project”) included in a bill passed by a majority of each house of the General Assembly of Virginia (the “General Assembly”);

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

**WHEREAS**, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 3, Title 23 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

**WHEREAS**, the Board of Visitors (the “Board”) of *THE COLLEGE OF WILLIAM AND MARY* (the “Institution”) from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the “Note”) to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the “Loan Agreement”), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the

General Assembly: the Renovate/Expand Zable Stadium (204-18112) and Replace Busch Field Turf (204-17809) (collectively, the "Project"); and

WHEREAS, the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement, the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:**

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

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

**Section 3.** The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in

connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed \$4,334,387 as the same may be so increased; (c) the aggregate interest rate payable under the Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index, as of the date that the interest rates are determined, taking into account any original issue discount or premium; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

**Section 4.** The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23-30.29:3 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

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

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

changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

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

Adopted: September 23, 2016

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Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia



**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE 2016 MASTER PLAN  
OF JAMES MONROE'S HIGHLAND**

The President's Commission for James Monroe (the Monroe Commission) and the Monroe Legacy Working Group (appointed by Rector Stottlemeyer) have developed a 2016 Master Plan (the "Plan") to ensure the future of James Monroe's Highland.

With the rediscovery of the archaeological remains of the original 1799 Monroe main house, and the identification of the standing house as the 1818 Presidential Guest House, the understanding of the historic site has fundamentally changed. With this knowledge, the master plan intends to guide development of the property along three primary uses: 1) historic site visitation (tourism); 2) private use of the facilities (for rental revenue); and 3) engagement with William & Mary and other potential communities in James Monroe's legacy through ways that are still being defined.

The master plan, completed by Waterstreet Studio of Charlottesville, creates a re-alignment of visitor experience of the historic core of the property through two perpendicular axes, providing a more intentional visitor arrival sequence, offering visitor amenities, and expanding the potential for visitor exploration and discovery of Monroe's legacy and the history of the site.

A core feature of the master plan is the focus on archaeological excavation on the site of the 1799 main house, to be covered with a pavilion. The plan also envisions the relocation of the Massey house, which will be placed near the 2011 events barn.

The master plan surrounds the historic core with ways for visitors to engage with the landscape, including a set of walking trails within the property, and connector trails to neighboring historic sites Monticello and Morven. It is intended that these trails engage visitors with both history and ecology through signage as well as access to the property.

Conservation agriculture is suggested for areas around the historic core, and natural grasses are used near a sensitively expanded parking area.

The events portion of the property is supported by new outdoor events spaces, including a grassy amphitheater.

The master plan is a framework for the development of Highland in its next phase. It has left many points undefined, such as the size, scope, and architectural details of a visitor pavilion. It is intended that these develop along with the availability of funds for the project.

The Plan is incorporated herein by reference and can be found on the James Monroe Highland and the William & Mary websites.

**THEREFORE, BE IT RESOLVED,** That upon recommendation of the President, the Board of Visitors hereby endorses and adopts the “2016 Highland Master Plan;” and

**BE IT FURTHER RESOLVED,** That the Board directs the College administration to oversee implementation and ensure compliance with the Plan; and

**BE IT FINALLY RESOLVED,** That the Plan can only be changed by vote of the Board of Visitors.

COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

September 22, 2016

2:00 – 3:00 p.m.

Board Room – Blow Memorial Hall

Thomas R. Frantz, Chair  
H. Thomas Watkins III, Vice Chair

- I. Introductory Remarks – Mr. Frantz
- II. Review of Regional Forum on Economic Development
- III. Closed Session (if necessary)
- IV. Adjourn

COMMITTEE ON STUDENT AFFAIRS

September 22, 2015

4:05 – 4:50 p.m.

Board Room - Blow Memorial Hall

Lisa E. Roday, Chair

William H. Payne, II, Vice Chair

- I. Introductory Remarks - Ms. Roday
  
- II. Report from Vice President for Student Affairs – Virginia M. Ambler
  - A. Beginning of Year Updates
  - B. The First Year Experience
  
- III. Report from Student Liaisons – J.C. LaRiviere and Rachel Smith
  
- IV. Adjourn

COMMITTEE ON UNIVERSITY ADVANCEMENT

September 23, 2016

8:30 – 9:30 a.m.

Board Room - Blow Memorial Hall

Sue H. Gerdelman, Chair  
Christopher M. Little, Vice Chair

- I. Opening Remarks – Ms. Gerdelman
- II. Approval of Minutes
  1. April 21, 2016
- III. University Advancement Report – Vice President Matthew T. Lambert
  1. Alumni Career Networking – Michael Steelman, Director of Alumni Career Management and Professional Networks
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

COMMITTEE ON UNIVERSITY ADVANCEMENT  
MINUTES – APRIL 21, 2016

**MINUTES**  
**Committee on University Advancement**  
**April 21, 2016**  
**Board Room - Blow Memorial Hall**

Attendees: Sue H. Gerdelman, Chair; Lynn M. Dillon, Vice Chair, Christopher M. Little, Vice Chair. Board members present: Rector Todd A. Stottlemeyer, Kendrick F. Ashton, Jr., Ann Green Baise, Thomas R. Frantz, James A. Hixon, William H. Payne II, Lisa E. Roday, Karen K. Schultz, Robert E. Scott, DeRonda M. Short, John Charles Thomas, H. Thomas Watkins III, and Student Representative Yohance D. Whitaker. Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Mark L. Begly, Kiersten L. Boyce, Henry R. Broaddus, Kate Conley, Davison M. Douglas, Edward C. Driscoll, Michael J. Fox, Daniel H. Frezza, W. Fanchon Glover, Nancy B. Gofus, Heather E. Golden, Cynthia S. Jarboe, Samuel E. Jones, Matthew T. Lambert, Jennifer B. Latour, Deborah A. Love, Jeremy P. Martin, Sarah E. Melchior, Marilyn N. Midyette, Jennifer Shimp-Bowerman, Jennifer J. Smith, Michael Steelman, John T. Wells, Brian W. Whitson and Sandra J. Wilms.

Chair Sue H. Gerdelman called the meeting to order at 9:30 a.m. and welcomed Cynthia Jarboe, President of the William & Mary Alumni Association Board of Directors; and Nancy Gofus, Chair of The College of William & Mary Foundation

Recognizing that a quorum was present, Ms. Gerdelman asked for a motion to approve the minutes of the meeting of November 19, 2015, and the minutes of the meeting of the Campaign Steering Committee on February 6, 2016. Motion was made by Mr. Scott, seconded by Mr. Little and approved by voice vote.

Ms. Gerdelman welcomed Vice President Matthew Lambert and thanked her “favorite Vice President” for all that he and his team have done in support of the campaign.

Dr. Lambert announced 3 CASE Awards that University Advancement recently received:

- Special Merit Award for Best Article of the Year: “Free Speech Under Fire”
- Special Merit Award for Best Overall Annual Giving Program
- Award of Excellence for Best Practices in Fundraising for “One Tribe One Day”

He then described the 3 main goals of the Campaign:

- Strengthen alumni engagement
- Achieve 40 percent alumni participation
- Raise \$1 billion dollars

The following events were announced to the Board:

- The University’s newest signature event, William & Mary Weekend in Washington, June 2016. This multi-day extravaganza will be filled with cultural, academic, social and professional events. This inaugural event in Washington, D.C. will bring the best of William & Mary to our nation’s capital and provide exclusive access to iconic settings. The 2017 William & Mary weekend will be held in New York, NY – May 18-21, 2017.

- The President and Dr. Lambert have been very busy traveling throughout the United States and London this semester to attend the Regional Engagement Events.
- 2<sup>nd</sup> Annual Volunteer Leadership Summit – September 17, 2016
- Women & Philanthropy Events:
  - Advancement staff workshop – March 15, 2016
  - Women’s Leadership Summit at the Mason School of Business – March 19, 2016
  - Celebration of Women’s Athletics – April 9, 2016
  - First meeting of the William & Philanthropy Leadership Circle – April 23, 2016
  - There are hopes for a mega summit in 2018.
- In 2017, the College will celebrate the 50<sup>th</sup> anniversary of our first three African-American residential students.
- In 2018, the College will commemorate 100 years of coeducation.

Chairman Gerdelman introduced Cynthia Jarboe, who then introduced Michael Steelman, Director of Alumni Career Management and Professional Networks. Mr. Steelman explained that he continues to focus his efforts on collaborating with colleagues throughout the university and leaders in our alumni community to establish innovative programs that bring together the Tribe and strengthen our One Network for the professional success of the nearly 100,000 members of the Tribe around the world.

Ms. Jarboe discussed the alumni interest survey. Feedback from all alumni will allow us to benchmark success with peer institutions, measure effectiveness over time, enhance alumni engagement and turn feedback into action. The survey is on 23 questions and should take about 10 minutes to complete. She encouraged all Board members who are alumni to participate in this survey. The findings will be published in the Fall 2016 Alumni magazine.

Dr. Lambert announced upcoming Events:

- 50<sup>th</sup> Reunion (Class of 1966) – April 29 - May 1
- Olde Guard Weekend – May 1-2
- Boyle Society Program & Luncheon – May 3
- Commencement Weekend
  - Student Academic Prize Ceremony – May 12
  - Honorary Alumni Award Ceremony – May 13
  - Legacy Family Reception – May 13
  - Alumni Induction Ceremony – May 14
- William & Mary Weekend in Washington, DC – June 2-5
- Volunteer Leadership Summit – September 17
- Homecoming 2016 – October 13-16

Ms. Jarboe announced that Michael Fox has been selected to receive the 2016 Honorary Alumni award.



President Reveley thanked the Alumni Association and University Advancement for working so well together.

Dr. Lambert gave an update on the campaign goals.

- Achieve 40% percent alumni participation
  - Currently we rank #17 in the *2016 U.S. News and World Report* by Alumni Giving Rate.
  - The alumni participation goal for this year is 30%.
  - Annual giving University Wide \$8.4M
  - Annual Giving – unrestricted \$3.6M
- Crowdfunding – an effort of Professor Joel Schwartz. This project is a way of giving back and the new platform is through GiveCampus. It allows peer-peer fundraising, anyone can directly offer matching gifts and challenges and it is built on social sharing.
- One Tribe One Day – 3rd year with amazing accomplishments. This year’s highlights included: petting zoo and events all over the world. Dr. Lambert thanked Scott Percic, Associate Director of Analytics, for his mastermind of preliminary results of live time. This year’s undertaking of OTOD was a huge accomplishment for our small university.
- Class Ambassador Program – 745 volunteers paired with 6,710 classmates. Dan Frezza has done an amazing job of recruiting these volunteers. The goal for June 30<sup>th</sup> is 1,000 Class Ambassadors.
- 50<sup>th</sup> Reunion – Fundraising goal: \$27M Progress to date: \$27.4M
  - Signature projects
    - 1693 Scholarship: \$1,779,956 Goal \$1M
    - Alumni House Expansion \$641,219 Goal \$500,000
  - Participation Goal: 66%
- New Gifts
  - Prediction for FY’16: \$140M
  - To-date raised for campaign goal: \$563M
  - Campaign goal for FY’16: \$575M
- Scholarship is the top focus of the campaign progress – one in three undergraduates has demonstrated financial need, but we are able to meet only 67% of that need. Progress in 2016 includes: over 1,500 donors for scholarships; \$5.4M in cash and commitments for scholarships; 19 scholarships established toward goal of 40 by June 30, 2016.

Dr. Lambert announced that the regional team and frontline officers are building excitement and educating the regional audience about the campaign and its priorities. Campaign kickoffs will provide deadlines to help accomplish our goals. These events are a celebration of culminating campaign efforts in a particular region. Events after the main kickoff will focus on reinforcing the campaign priorities.

The quarterly email campaign newsletter was just released this week. The audience includes donor and volunteers (Leadership boards, affinity group leaders, Class Ambassadors, and all donors since the start of the campaign). This email was sent to 41,600 people.

Committee on Advancement

MINUTES

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Chairman Gerdelman thanked everyone for their participation in One Tribe One Day.

Ms. Gerdelman moved that the Committee on University Advancement convene in closed session pursuant to Section 2.2-3711.A.8., of the Code of Virginia, in order to discuss specific recommendations related to future fundraising strategies as well as current development activities. Motion was seconded by Mr. Scott and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 10:30 a.m.

The Committee reconvened in open session at 10:35 a.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Scott and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

There being no further business, the Committee adjourned at 10:36 a.m.

April 21, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on University Advancement has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on University Advancement reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on University Advancement.

VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Sue H. Gerdelman  
Chair

Committee on University Advancement

COMMITTEE ON FINANCIAL AFFAIRS

September 23, 2016

9:30 – 10:30 a.m.

Board Room - Blow Memorial Hall

H. Thomas Watkins III, Chair

James A. Hixon, Vice Chair

- I. Introductory Remarks -
- II. Approval of Minutes - April 22, 2016
- III. Investment Portfolio Evaluation Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
  - A. Investment Portfolio Evaluation for Periods Ending June 30, 2016.  
Enclosure  K . *(see separate booklet)*
- IV. Report from Senior Vice President for Finance and Administration Samuel E. Jones
  - A. Impact of State Revenue Shortfall.
  - B. 2016-18 Six-Year Plan Update. **Resolution  14** .
  - C. 2016 Debt Management Report. Enclosure  L .
  - D. 2016-2017 Operating Budget Summary. Enclosure  M .
  - E. Statement of Endowment Funds - June 30, 2016.  
Enclosure  N .
- V. Report from Virginia Institute of Marine Science Dean John T. Wells
  - A. Impact of State Revenue Shortfall.
  - B. 2016-2017 Operating Budget Summary. Enclosure  O .
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS  
MINUTES – APRIL 22, 2016

**MINUTES**  
**Committee on Financial Affairs**  
**April 22, 2016**  
**Board Room – Blow Memorial Hall**

Attendees: Committee members Kendrick F. Ashton, Jr., Chair; John E. Littel, Vice Chair; Lynn M. Dillon; Thomas R. Frantz; James A. Hixon; Christopher M. Little; Robert E. Scott; and H. Thomas Watkins III, and faculty representative Eric Chason. Board members present: Rector Todd A. Stottlemeyer; Ann Green Baise; Keith S. Fimian; Sue H. Gerdelman; Lisa E. Roday; Karen Kennedy Schultz; DeRonda M. Short; John Charles Thomas; and staff liaison Simone Vance. Others in attendance: President W. Taylor Reveley; Richard Bland College President Debbie L. Sydow; Provost Michael R. Halleran; Virginia M. Ambler; Henry R. Broaddus; Davison M. Douglas; Kent B. Erdahl; Michael J. Fox; Samuel E. Jones; Matthew T. Lambert; Jeremy P. Martin; University Counsel Deborah Love, Virginia Institute of Marine Science Dean/Director John T. Wells; and other College and VIMS staff.

Chair Kendrick Ashton convened the meeting at 9:39 a.m. Recognizing that a quorum was present, Mr. Ashton requested a motion to approve the minutes of the February 5, 2016 meeting. Motion was made by Mr. Little, seconded by Mr. Watkins, and approved by voice vote of the Committee.

Senior Vice President for Finance and Administration, Samuel E. Jones, welcomed guest Scott Sandridge, Higher Education Budget and Policy Analyst with the Commonwealth of Virginia's Department of Planning and Budget.

Mr. Jones opened his presentation with a summary of the 2016 General Assembly operating and capital budget actions, which included funding for faculty/staff salary increases; operating costs related to enrollment growth, new facilities, and engineering and design; the President's Precinct; financial aid; and State research initiatives; as well as support for West Campus Utilities; Fine & Performing Arts (Phases 1&2), and the Integrated Science Center IV.

In support of the FY 2017 budget proposal, Mr. Jones reviewed the funding priorities outlined in the Six-Year and Strategic Plans as approved by the Board of Visitors. The William & Mary Promise continues to provide tuition predictability and affordability by offering a 4-year tuition guarantee for in-state undergraduates. Several special initiatives for FY2017 include an allocation of \$600,000 to support the work of the Task Force on Race and Race Relations; funding to support sports clubs and extra-curricular activities, providing assistance to students with need; and funding to offset the impact of undergraduate enrollment increases across the disciplines, including the Mason School of Business. Estimated incremental revenue and expenses for FY 2017 totals \$13.2 million.

The Board of Visitors approved Resolution 11, Continuation: William & Mary Promise in November 2015, which set the FY 2017 tuition for new in-state undergraduates at \$15,674, guaranteed for four years. Tuition for in-state undergraduates admitted FY 2014, FY 2015 and FY 2016 remains at \$10,428, \$12,428, and \$13,978, respectively. Total cost (tuition, fees, room and board) for in-state undergraduates ranges from \$27,370 to \$32,616, depending on class. Out-of- state undergraduate tuition will increase by \$1,036 (2.9%) to \$36,158, with a total cost of \$53,656. Tuition and fee increases for graduate and professional students range from \$166 to \$1466.

Committee on Financial Affairs

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Mr. Ashton requested a motion to adopt the following resolutions as a block: **Resolution 18**, FY 2016-17 Operating Budget for Educational and General Programs; **Resolution 19**, FY 2016-17 Tuition and Fee Structure for Full- and Part-Time Students; **Resolution 20**, FY 2016-17 Auxiliary Enterprise Operating Budgets; **Resolution 21**, FY 2016-17 Sponsored Programs Operating Budget; **Resolution 22**, FY 2016-17 State Appropriated Student Financial Assistance; and **Resolution 23**, FY 2016-17 Applied Music Fee; and **Resolution 24**, FY 2016-17 Board of Visitors Private Funds Budget. Motion was made by Mr. Scott, seconded by Ms. Dillon, and approved by voice vote of the Committee.

Mr. Jones noted that a recent evaluation conducted by the Board of Visitors, in cooperation with the Vice President for Student Affairs, has identified a strong interest among students in Sports Clubs, which help to develop student leadership and team building skills. As cost can be a barrier to participation for some students, the Board endorses financial support for Sports Clubs and other extra-curricular activities included in the FY 2017 budget. The Chair requested a motion to adopt **Resolution 40**, Support for Sports Clubs, which approves an additional allocation of \$57,000 in auxiliary funds to supplement Sports Clubs and reduce the student share of funding from 79.3% to 65%. Motion was made by Ms. Roday, seconded by Ms. Baise, and approved by voice vote of the Committee.

Virginia Institute of Marine Science Dean/Director John Wells reviewed the proposed FY 2017 budget for VIMS, highlighting the funding priorities for the Institute. The Chair requested a motion to approve **Resolution 25**, FY 2016-17 Operating Budget. Motion was made by Mr. Scott, seconded by Mr. Littel and approved by voice vote of the Committee.

The College's investment consultant, Joseph Montgomery of Wells Fargo Advisors, was asked to report on the performance of the College's endowment portfolio. The total value of the Board of Visitors' assets, as of March 31, 2016, was \$76.0 million. Although the first quarter of 2016 has been a very volatile period, diversification within the BOV endowment has helped to mitigate risk and end the quarter with positive growth from a total return perspective. The Investment Subcommittee continues to address manager performance and monitor asset classes.

There being no further business, the Committee on Financial Affairs adjourned at 10:57 a.m.

**COLLEGE OF WILLIAM AND MARY**

**2016-18 SIX-YEAR PLAN UPDATE**

WHEREAS, the College of William & Mary has a long tradition of providing an excellent liberal arts education to the citizens of the Commonwealth and the nation.

WHEREAS, the Governor’s Commission on Higher Education has indicated “the Commonwealth’s commitment . . . to having a distinctive ‘public ivy’ at William & Mary;”

WHEREAS, consistent with the requirement of the Higher Education Opportunity Act (the Act), William & Mary developed its 2016-18 Six-Year Plan rooted in this commitment, the goals set out in its Strategic Plan, and the objectives of the Act. This Six-year Plan was approved by the Board of Visitors of the College of William and Mary in September, 2015.

WHEREAS, the Board of Visitors remains committed to the William & Mary Promise as a business model to enhance the quality of its education while improving predictability and affordability for in-state undergraduate students.

WHEREAS, the Commonwealth’s planning process requires an update to the six year-plan on an annual basis, incorporating funding actions by the Commonwealth as reflected in the FY 2017 budget approved by each institution’s Board of Visitors.

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

WHEREAS, the university continues to evaluate opportunities to improve the effectiveness and efficiency of its academic/administrative programs and activities.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary, approves the College’s Six-year Plan Update to reflect FY 2017 expenditures and tuition and fee charges consistent with the College’s FY 2017 operating budgets as approved by the Board in April, 2016.

BE IT FURTHER RESOLVED, That the Board of Visitors recognizes the incremental state support for operations provided by the Commonwealth for FY 2018 and as a result, the update reduces the planned in-state undergraduate tuition increase for incoming students from 7.5% to 4.4%. The Board will take formal action on in-state undergraduate tuition for FY 2018 at its November 2016 meeting.



BE IT FURTHER RESOLVED, That FY 2018 expenditures as proposed in the College's original Six-Year Plan are adjusted to reflect the impact of FY 2017 budget actions. Planned FY 2018 expenditures include \$11 million in College support supplemented by state funding.

BE IT FURTHER RESOLVED, That in response to the Commonwealth's direction that the Virginia Institute of Marine Science prepare a separate Six-Year Plan, the Board of Visitors of the College of William and Mary approves the Institute's Six-Year Plan Update to reflect FY 2017 expenditures consistent with the Institute's FY 2017 operating budget as approved by the Board, and FY 2018 expenditures as proposed in the Institute's original Six-Year Plan adjusted to reflect the impact of any state funding actions.

The Board recognizes that on August 26, 2016, the Governor of Virginia, at a joint meeting of the House Appropriations, House Finance, and Senate Finance committees of the General Assembly, identified a general fund revenue shortfall of approximately \$1.5 billion reflecting an FY 2016 shortfall in revenues and transfers of \$278 million and reduced revenue projections in both years of the 2016-18 biennium. The immediate impact on the university is to eliminate support for the state's share of the FY 2017 proposed 3%, merit-based salary increase for faculty and staff. To date, institutions of higher education have not been asked to develop budget reduction plans. When and if such a request will come is unknown.

*College of William & Mary***FY 2017-18 INCREMENTAL FUNDING**

	<u>Total</u>
1. William & Mary Promise	\$2,047,800
2. Faculty Salaries	\$4,719,800
3. Staff Salaries	\$2,400,700
4. Enrollment Growth	\$275,000
5. Undergraduate Curriculum	\$700,000
6. Retention of Under- Represented Population	\$25,000
7. Engineering and Design Initiative	\$200,000
8. eLearning Platform	\$25,000
9. Academic Program Initiatives	\$376,000
10. Base Operations*	\$1,648,300
11. Fringe Benefits	\$600,000
Southeast VA Cybersecurity	
12. Consortium**	\$500,000
	<hr/>
Total	\$13,517,600
Nongeneral Fund	\$11,023,400
General Fund	\$2,494,200

\*Base Operations includes funding for library materials, technology, operation and maintenance

\*\*Proposed partnership with ODU that would only move forward with state funding

VIRGINIA INSTITUTE OF MARINE SCIENCE  
SIX-YEAR PLAN UPDATE  
INCREMENTAL EXPENSE BY PRIORITY

Priority	Strategy	FY 2017-18
1	Support Graduate Financial Aid	\$245,000
2	Increase Faculty Salaries	\$408,022
3	Increase Staff Salaries	\$329,352
4	Enhance Chesapeake Bay Water Quality Modeling and Monitoring	\$506,163
5	Increase Base Operating Support	\$903,398
6	Management of Marine Diseases	\$353,336
7	Monitor Bay Grasses	\$266,809
8	Implement a Post-Graduate Commonwealth Coastal & Marine Fellowship Program	\$309,377
9	Develop and support new management and policy approaches at state and local government levels	\$381,787
10	Systematic Survey of Virginia Seafloor for Energy and Mineral Resource Interests	\$507,572

**COLLEGE OF WILLIAM & MARY**  
**2016 DEBT MANAGEMENT REPORT**

The College of William & Mary Debt Management Policy was established to address all forms of long-term debt including fixed and variable rate options for capital construction projects and capital leases. Key objectives of the policy include the following:

- To provide guidance to the College in undertaking long-term debt obligations benefiting the College;
- To provide a structured framework for the issuance of long-term debt;
- To provide an on-going process for the College to evaluate the level of its annual debt service and consolidated debt burden; and
- To document the exercise of due diligence in the execution and/or management of the College debt portfolio and use of its financial resources.

The Debt Management Policy is applicable to the College of William & Mary, the Virginia Institute of Marine Science, and Richard Bland College.

**Background**

To date, the College of William & Mary has issued none of its own debt but rather had debt issued on its behalf by the Commonwealth of Virginia. While the College remains responsible for principal and interest associated with this debt, this approach allows the College to minimize issuance costs and take advantage of the Commonwealth's strong credit position.

Long-term debt is used primarily to support the construction or renovation of major auxiliary facilities including residence halls, university centers and dining facilities, parking improvements, and recreational and athletic facilities. College supported debt service for academic facilities has been used to provide supplemental funding for projects receiving significant support from the Commonwealth or for projects where significant private support is available. The typical debt vehicle is a 20 year, fixed rate 9(c) or 9(d) bond issued by the Commonwealth of Virginia. Over the course of the bond period, the Treasurer of Virginia may refinance projects to take advantage of cost saving opportunities.

**Standard and Poor's Bond Rating**

The College was required to be rated by one of the major credit rating firms as part of its application for Tier 3 status under the higher education restructuring act. The Act required that institutions have at least an "AA-" credit rating for consideration as a Tier 3 institution. In October, 2015, Standard and Poor's reaffirmed its "AA" issuer credit rating for the College citing its strong student quality and demand, consistent break-even financial performance, and solid fund raising and endowment.

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**Current Debt Position**—As of June 30, 2016, outstanding long-term debt totaled \$230.1 million consisting of \$73.2 million in 9(c) bonds and \$156.9 million in 9(d) bonds. Section 9(c) bonds are general obligation bonds issued by the Commonwealth on behalf of the College pursuant to Section 9 of Article X of the Constitution of Virginia. As such, while the College is responsible for repayment, these bonds are backed by the full faith and credit of the Commonwealth. Section 9(d) bonds are issued through the Virginia College Building Authority’s Pooled Bond Program and backed by the general revenue pledge of the College. As debt is issued, the College’s fee structure is adjusted to generate the funds necessary to support any new debt issuance or, in certain cases, private funds to support the necessary debt service are identified consistent with the requirements of the Debt Management Policy.

Richard Bland College (RBC) has entered into a thirty year capital lease with Richard Bland College Foundation (RBCF) for the provision of a student housing complex with two dormitories on the RBC campus. RBC has accounted for the acquisition of the complex and its furniture and equipment as a capital lease, and therefore has recorded the facility and furnishings as depreciable capital assets and has also recorded a corresponding lease liability in long-term debt on the Statement of Net Assets. The outstanding balance of this capital lease as of June 30, 2016 is \$21,848,348. RBC also recognized other long-term debt through the agreement with the RBCF for non-capitalized expenses. The outstanding balance of this other debt as of June 30, 2016 is \$769,603.

Installment Purchases - consist of long-term obligations resulting from various contracts used to finance energy performance contracts and the acquisition of equipment. The length of purchase agreements range from two to fifteen years, and the interest rate charges are from 1.3 to 4.7 percent. The outstanding balance of installment purchases as of June 30, 2016 is \$4,696,490.

**FY 2016 Debt Issues** – \$10 million in 9d debt for the Integrative Wellness Center and estimated \$2.2 M in 9c for Dormitory renovations.

**Variable Rate Debt**—The College currently has no outstanding variable rate debt.

**Annual Debt Service Cost as Percentage of Total Operating Expense**—The Debt Management Policy stipulates that maximum annual debt service cost as a percentage of total operating expense shall not exceed 10% and that debt issued in any given year shall be limited to an amount that allows the debt service to total operating expense ratio to remain at or below the 10% maximum. Information regarding this ratio follows:

	<u>Debt Service</u>	<u>Operating Expense</u>	<u>Ratio</u>
FY 2012	\$22,124,765	\$ 356,429,081	6.2%
FY 2013	\$24,008,617	\$ 373,058,466	6.4%
FY 2014	\$22,678,576	\$ 397,161,235	5.7%
FY 2015	\$23,099,465	\$ 415,981,223	5.6%
FY 2016 (e)	\$26,053,952	\$ 424,300,847	6.1%
FY 2017 (e)	\$24,238,095	\$ 432,786,864	5.6%
FY 2018 (e)	\$24,022,943	\$ 441,442,602	5.4%

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- (e) The FY 2017 and 2018 ratios reflect an estimate for debt service and two percent annual growth in operating expense above FY 2015 levels. The FY 2016 operating expenses are based on an estimate as actual numbers for FY 2016 are not yet available. The FY 2016 debt service amounts are preliminary and unaudited.

The debt service ratio has remained reasonably stable over the past few years and as projected for FY 2017 and 2018 even while new debt is being issued. This is attributable to new debt being issued at an overall lower interest rate, systematic refunding of existing debt by the Commonwealth for lower interest rates and a steady increase in operating expenditures.

**Debt Service authorized by the Board of Visitors and the Commonwealth but not yet issued**—Debt supported capital projects previously authorized by the Board of Visitors and the Commonwealth for which the College has not yet requested that debt be issued includes the following:

<u>Project</u>	<u>Authorized Debt Service</u>
Athletic Facility Improvements	\$ 6,529,176
Auxiliary Facility Improvements	\$14,447,000
Improve Marshall-Wythe Law School	\$ 5,200,000
Dormitory Renovations	\$ 6,200,000

As of June 30, 2016, the Virginia Institute of Marine Science has no outstanding long-term debt nor have any new debt supported projects been authorized by the Board of Visitors or the Commonwealth of Virginia.

September 21-23, 2016

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**COLLEGE OF WILLIAM & MARY**  
**2016-2017 OPERATING BUDGET SUMMARY**

	2013-14 Actual	2014-2015 Actual	Original 2015-2016 Budget	2015-2016 Actual	Variance	Approved 2016-2017 Budget
CASH CARRYFORWARD	\$ 461,488	\$ 1,457,852	\$ -0-	\$ 1,183,697	\$ 1,183,697	\$ -0-
<b>REVENUE</b>						
General Funds						
Educational/General	\$ 40,641,662	\$ 39,724,906	\$ 41,380,235	\$ 41,620,263	\$ 240,028	\$ 43,569,022
Student Aid	4,019,711	4,005,811	4,209,422	4,127,011	(82,411)	4,464,042
Sponsored Programs	75,000	75,000	100,000	75,000	(25,000)	100,000
Nongeneral Funds						
Educational/General	124,640,830	132,148,391	139,989,171	138,684,861	(1,304,310)	148,320,959
Student Aid	21,505,774	23,854,227	25,701,063	27,153,194	1,452,131	28,146,443
Auxiliary Enterprise	94,708,854	100,854,500	104,736,525	105,643,193	906,668	107,647,655
Sponsored Programs	30,095,304	30,030,182	31,850,000	29,473,616	(2,376,384)	31,850,000
Private Funds	11,547,138	12,300,962	15,087,397	15,131,292	43,895	14,247,984
<b>Total Revenue</b>	<b>\$ 327,234,273</b>	<b>\$ 342,993,979</b>	<b>\$ 363,053,813</b>	<b>\$ 361,908,430</b>	<b>\$ (1,145,383)</b>	<b>\$ 378,346,105</b>
<b>EXPENDITURES</b>						
Instruction	\$ 93,758,706	\$ 98,235,633	\$ 104,408,123	\$ 102,849,035	\$ (1,559,088)	\$ 109,660,820
Research	1,498,348	1,432,020	1,648,616	1,740,212	91,596	1,846,915
Public Service	55,524	56,556	63,206	16,280	(46,926)	31,326
Academic Support	26,261,665	28,354,558	29,717,207	29,033,769	(683,438)	31,579,774
Student Services	8,023,809	8,182,367	8,741,037	8,651,646	(89,391)	9,383,372
Institutional Support	26,206,743	30,244,325	30,048,573	30,117,672	69,099	29,327,825
Plant Operations	17,318,010	16,743,301	18,394,603	17,405,243	(989,360)	19,950,967
Student Aid	28,293,639	31,650,481	34,102,422	35,880,902	1,778,480	37,179,037
Auxiliary Enterprise	93,121,777	95,962,756	100,262,588	102,652,730	2,390,142	104,305,920
Sponsored Programs	30,170,304	30,105,182	31,950,000	29,548,616	(2,401,384)	31,950,000
<b>Total Expenditures</b>	<b>\$ 324,708,525</b>	<b>\$ 340,967,179</b>	<b>\$ 359,336,375</b>	<b>\$ 357,896,105</b>	<b>\$ (1,440,270)</b>	<b>\$ 375,215,956</b>

**College of William & Mary  
Education and General  
2016-2017 Operating Budget Summary**

	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>Original 2015-16 Budget</b>	<b>2015-16 Actual</b>	<b>Variance</b>	<b>Approved 2016-17 Budget</b>
<b>CASH CARRYFORWARD</b>	\$461,488	\$1,457,852	\$0	\$1,183,697	\$1,183,697	\$0
<b>REVENUE:</b>						
General Funds	\$40,641,662	\$39,724,906	\$41,380,235	\$41,620,263	\$240,028	\$43,569,022
Nongeneral Funds	124,640,830	132,148,391	139,989,171	138,684,861	(1,304,310)	148,320,959
<b>Total Revenue</b>	<b>\$165,282,492</b>	<b>\$171,873,297</b>	<b>\$181,369,406</b>	<b>\$180,305,124</b>	<b>(\$1,064,282)</b>	<b>\$191,889,981</b>
<b>AVAILABLE FUNDS</b>	<b>\$165,743,980</b>	<b>\$173,331,149</b>	<b>\$181,369,406</b>	<b>\$181,488,821</b>	<b>\$119,415</b>	<b>\$191,889,981</b>
<b>EXPENDITURES:</b>						
Instruction	\$93,052,905	\$97,355,757	\$103,252,226	\$101,054,820	(\$2,197,406)	\$108,152,429
Research	938,257	803,613	1,053,540	1,027,484	(26,056)	1,069,468
Public Service	7,846	7,888	8,021	10,198	2,177	8,021
Academic Support	25,531,822	26,985,292	28,473,791	27,937,439	(536,352)	30,431,439
Student Services	7,853,693	8,031,604	8,582,026	8,398,364	(183,662)	9,068,728
Institutional Support	19,596,203	21,991,544	21,646,126	23,908,092	2,261,966	23,262,668
Plant Operations	17,368,806	16,736,815	18,353,676	17,288,402	(1,065,274)	19,889,514
<b>Total Expenditures</b>	<b>\$164,349,532</b>	<b>\$171,912,513</b>	<b>\$181,369,406</b>	<b>\$179,624,799</b>	<b>(\$1,744,607)</b>	<b>\$191,882,267</b>

**College of William and Mary  
Student Financial Assistance\*  
2016-2017 Operating Budget Summary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>Original 2015-16 Budget</b>	<b>2015-16 Actual</b>	<b>Variance</b>	<b>Approved 2016-17 Budget</b>
<b>REVENUE:</b>						
General Funds	\$4,019,711	\$4,005,811	\$4,209,422	\$4,127,011	(\$82,411)	\$4,464,042
Nongeneral Funds	21,505,774	23,854,227	25,701,063	27,153,194	1,452,131	28,146,443
Auxiliary Enterprises	0	900,000	900,000	899,500	(500)	900,000
<b>Total Revenue</b>	<b>\$25,525,485</b>	<b>\$28,760,038</b>	<b>\$30,810,485</b>	<b>\$32,179,705</b>	<b>\$1,369,220</b>	<b>\$33,510,485</b>
<b>EXPENDITURES:</b>						
General Funds	\$25,525,485	\$28,760,038	\$30,810,485	\$32,179,705	\$1,369,220	\$33,510,485

\* Excludes student financial assistance support included in Board of Visitors private fund budget.



**College of William & Mary  
Education and General  
2016-2017 Operating Budget Summary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>Original 2015-16 Budget</b>	<b>2015-2016 Actual</b>	<b>Variance</b>	<b>Approved 2016-2017 Budget</b>
<b>CASH CARRYFORWARD</b>	\$461,488	\$1,457,852	\$0	\$1,183,697	\$1,183,697	\$0
<b>REVENUE</b>						
General Funds	\$40,641,662	\$39,724,906	\$41,380,235	\$41,620,263	\$240,028	\$43,569,022
Nongeneral Funds	124,640,830	\$132,148,391	139,989,171	138,684,861	(1,304,310)	148,320,959
<b>TOTAL REVENUE</b>	<b>\$165,282,492</b>	<b>\$171,873,297</b>	<b>\$181,369,406</b>	<b>\$180,305,124</b>	<b>(\$1,064,282)</b>	<b>\$191,889,981</b>
<b>AVAILABLE FUNDS</b>	<b>\$165,743,980</b>	<b>\$173,331,149</b>	<b>\$181,369,406</b>	<b>\$181,488,821</b>	<b>\$119,415</b>	<b>\$191,889,981</b>
<b>EXPENDITURES</b>						
<b>Instruction</b>						
Personal Services	\$86,264,296	\$90,342,652	\$95,221,324	\$93,808,266	(\$1,413,058)	\$99,561,527
Contractual Services	3,500,052	3,119,977	3,774,831	3,329,396	(445,435)	3,894,831
Supplies and Materials	844,781	978,668	1,043,075	991,584	(51,491)	1,053,075
Transfer Payments	1,687,346	1,471,689	1,184,728	1,549,522	364,794	1,214,728
Continuous Charges	460,761	510,180	477,757	611,287	133,530	877,757
Property & Improvements	15,631	28,120	100,000	16,330	(83,670)	100,000
Equipment	280,038	904,471	1,450,511	748,435	(702,076)	1,450,511
<b>TOTAL</b>	<b>\$93,052,905</b>	<b>\$97,355,757</b>	<b>\$103,252,226</b>	<b>\$101,054,820</b>	<b>(\$2,197,406)</b>	<b>\$108,152,429</b>

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	<u>2013-2014</u> <u>Actual</u>	<u>2014-2015</u> <u>Actual</u>	<u>Original</u> <u>2015-2016</u> <u>Budget</u>	<u>2015-2016</u> <u>Actual</u>	<u>Variance</u>	<u>Approved</u> <u>2016-2017</u> <u>Budget</u>
<b><u>Research</u></b>						
Personal Services	\$646,173	\$751,158	\$781,905	\$966,445	\$184,540	\$797,833
Contractual Services	69,732	26,407	70,850	32,076	(38,774)	70,850
Supplies and Materials	19,187	2,291	520	3,387	2,867	520
Transfer Payments	193,888	14,154	194,965	8,060	(186,905)	194,965
Continuous Charges	944	192	300	2,932	2,632	300
Property & Improvements	0	0	0	0	0	0
Equipment	8,333	9,411	5,000	14,584	9,584	5,000
<b>TOTAL</b>	<b>\$938,257</b>	<b>\$803,613</b>	<b>\$1,053,540</b>	<b>\$1,027,484</b>	<b>(\$26,056)</b>	<b>\$1,069,468</b>
<b><u>Public Service</u></b>						
Personal Services	\$0	\$0	\$760	\$0	(\$760)	\$760
Contractual Services	4,316	5,372	5,784	9,321	3,537	5,784
Supplies and Materials	0	16	477	0	(477)	477
Continuous Charges	3000	2500	1,000	337	(663)	1,000
Equipment	530	0	0	540	540	0
<b>TOTAL</b>	<b>\$7,846</b>	<b>\$7,888</b>	<b>\$8,021</b>	<b>\$10,198</b>	<b>\$2,177</b>	<b>\$8,021</b>

September 21-23, 2016

	<u>2013-2014</u> <u>Actual</u>	<u>2014-2015</u> <u>Actual</u>	<u>Original</u> <u>2015-2016</u> <u>Budget</u>	<u>2015-2016</u> <u>Actual</u>	<u>Variance</u>	<u>Approved</u> <u>2016-2017</u> <u>Budget</u>
<u>Academic Support</u>						
<u>LIBRARIES:</u>						
Personal Services	\$5,603,617	\$5,906,938	\$6,316,543	\$5,950,961	(\$365,582)	\$6,499,335
Contractual Services	652,461	689,998	926,061	766,155	(159,906)	1,026,061
Supplies and Materials	56,794	62,802	38,658	49,536	10,878	38,658
Continuous Charges	3,194	12,273	5,000	8,694	3,694	85,000
Property & Improvements	0	23,970	0	2,209	2,209	0
Equipment	3,866,024	4,072,673	3,845,809	4,088,043	242,234	3,935,809
<b>TOTAL</b>	<b>\$10,182,090</b>	<b>\$10,768,654</b>	<b>\$11,132,071</b>	<b>\$10,865,598</b>	<b>(\$266,473)</b>	<b>\$11,584,863</b>
<u>OTHER ACAD. SUPPORT:</u>						
Personal Services	\$12,517,997	\$12,968,622	\$14,202,388	\$14,182,840	(\$19,548)	\$14,592,244
Contractual Services	1,699,470	1,828,350	2,127,795	1,377,112	(750,683)	2,287,795
Supplies and Materials	119,105	123,114	92,701	142,257	49,556	92,701
Transfer Payments	166,910	98,568	123,506	16,903	(106,603)	123,506
Continuous Charges	140,453	257,832	140,167	606,827	466,660	1,095,167
Property & Improvements	820	1,072	0	19,089	19,089	0
Equipment	704,977	939,080	655,163	726,813	71,650	655,163
<b>TOTAL</b>	<b>\$15,349,732</b>	<b>\$16,216,638</b>	<b>\$17,341,720</b>	<b>\$17,071,842</b>	<b>(\$269,878)</b>	<b>\$18,846,576</b>
<b>TOTAL ACADEMIC SUPPORT</b>	<b>\$25,531,822</b>	<b>\$26,985,292</b>	<b>\$28,473,791</b>	<b>\$27,937,439</b>	<b>(\$536,352)</b>	<b>\$30,431,439</b>

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	<u>2013-2014</u> <u>Actual</u>	<u>2014-2015</u> <u>Actual</u>	<u>Original</u> <u>2015-2016</u> <u>Budget</u>	<u>2015-2016</u> <u>Actual</u>	<u>Variance</u>	<u>Approved</u> <u>2016-2017</u> <u>Budget</u>
<b><u>Student Services</u></b>						
Personal Services	\$6,309,076	\$6,569,256	\$7,332,547	\$6,854,529	(\$478,018)	\$7,794,249
Contractual Services	1,232,050	1,070,495	930,655	1,103,198	172,543	955,655
Supplies and Materials	177,860	157,430	155,059	165,610	10,551	155,059
Transfer Payments	51,444	116,158	69,039	167,618	98,579	69,039
Continuous Charges	18,599	17,935	4,150	28,632	24,482	4,150
Property & Improvements	0	8	0	560	560	0
Equipment	64,664	100,322	90,576	78,218	(12,358)	90,576
<b>TOTAL</b>	<b>\$7,853,693</b>	<b>\$8,031,604</b>	<b>\$8,582,026</b>	<b>\$8,398,364</b>	<b>(\$183,662)</b>	<b>\$9,068,728</b>
<b><u>Institutional Support</u></b>						
Personal Services	\$15,779,856	\$17,210,092	\$18,073,121	\$19,495,463	\$1,422,342	\$19,419,663
Contractual Services	2,210,560	3,346,772	2,537,509	3,015,817	478,308	2,787,509
Supplies and Materials	305,093	290,911	169,216	250,828	81,612	189,216
Transfer Payments	114,537	284,188	72,490	89,722	17,232	72,490
Continuous Charges	700,181	522,678	569,319	776,684	207,365	569,319
Property & Improvements	397	26,285	0	19,132	19,132	0
Equipment	485,579	310,618	224,471	260,445	35,974	224,471
<b>TOTAL</b>	<b>\$19,596,203</b>	<b>\$21,991,544</b>	<b>\$21,646,126</b>	<b>\$23,908,092</b>	<b>\$2,261,966</b>	<b>\$23,262,668</b>

	<u>2013-2014</u> <u>Actual</u>	<u>2014-2015</u> <u>Actual</u>	<u>Original</u> <u>2015-2016</u> <u>Budget</u>	<u>2015-2016</u> <u>Actual</u>	<u>Variance</u>	<u>Approved</u> <u>2016-2017</u> <u>Budget</u>
<b>Plant Operations</b>						
Personal Services	\$2,333,968	\$2,041,566	\$6,495,809	\$1,528,765	(\$4,967,044)	\$6,985,247
Contractual Services	8,113,810	8,407,498	5,627,591	8,789,784	3,162,193	6,063,991
Supplies and Materials	1,433,009	1,580,259	1,631,635	1,725,664	94,029	1,751,635
Transfer Payments	3,862	9,504	0	2,236	2,236	0
Continuous Charges	5,191,922	4,458,140	4,264,182	4,907,649	643,467	4,644,182
Property & Improvements	97,802	83,140	104,575	164,250	59,675	204,575
Equipment	194,433	156,708	229,884	170,053	(59,831)	239,884
<b>TOTAL</b>	<b>\$17,368,806</b>	<b>\$16,736,815</b>	<b>\$18,353,676</b>	<b>\$17,288,402</b>	<b>(\$1,065,274)</b>	<b>\$19,889,514</b>
<b>E&amp;G PROGRAM TOTAL</b>	<b>\$164,349,532</b>	<b>\$171,912,513</b>	<b>\$181,369,406</b>	<b>\$179,624,799</b>	<b>(\$1,744,607)</b>	<b>\$191,882,267</b>

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College of William & Mary  
Auxiliary Enterprise  
2016-2017 Operating Budget Summary

	2013-2014 <u>Actual</u>	2014-2015 <u>Actual</u>	Original 2015-2016 <u>Budget</u>	2015-2016 <u>Actual</u>	Variance	Approved 2016-2017 <u>Budget</u>
<b>REVENUE</b>						
Residence Life	\$28,266,065	\$30,703,126	\$32,604,000	\$32,932,608	\$328,608	\$32,930,000
Food Service	18,030,997	20,188,593	20,878,319	21,129,517	251,198	21,775,082
Telecom/Network	3,607,724	3,641,432	3,579,449	3,627,660	48,211	3,520,739
Student Unions	2,998,290	3,042,304	2,902,600	3,073,557	170,957	3,076,242
W&M Hall	2,390,203	2,412,797	2,473,400	2,492,762	19,362	2,596,300
Athletics	21,711,969	23,511,394	24,252,108	24,485,028	232,920	25,662,100
Other	<u>17,703,606</u>	<u>17,354,854</u>	<u>18,046,649</u>	<u>17,902,061</u>	<u>(144,588)</u>	<u>18,087,192</u>
Total Revenue	\$94,708,854	\$100,854,500	\$104,736,525	\$105,643,193	\$906,668	\$107,647,655
<b>EXPENDITURES</b>						
Residence Life	\$28,065,518	\$28,525,800	\$32,604,000	\$31,525,355	(\$1,078,645)	\$32,930,000
Food Service	16,438,554	16,483,638	17,241,651	19,048,208	1,806,557	19,722,331
Telecom/Network	3,688,893	3,709,596	3,489,914	3,388,905	(101,009)	3,211,662
Student Unions	2,852,819	3,021,197	2,902,600	3,245,936	343,336	3,072,456
W&M Hall	1,973,500	2,189,270	2,473,400	2,369,203	(104,197)	2,596,300
Athletics	21,620,518	23,183,395	24,236,338	24,853,182	616,844	25,662,100
Other	<u>18,481,975</u>	<u>18,849,860</u>	<u>17,314,685</u>	<u>18,221,941</u>	<u>907,256</u>	<u>17,111,071</u>
Total Expenditures	\$93,121,777	\$95,962,756	\$100,262,588	\$102,652,730	\$2,390,142	\$104,305,920

September 21-23, 2016

College of William & Mary  
Sponsored Programs  
2016-2017 Operating Budget Summary

	2013-2014 <u>Actual</u>	2014-2015 <u>Actual</u>	Original 2015-2016 <u>Budget</u>	2015-2016 <u>Actual</u>	<u>Variance</u>	Approved 2016-2017 <u>Budget</u>
<b>REVENUE</b>						
General Fund	\$75,000	\$75,000	\$100,000	\$75,000	(\$25,000)	\$100,000
Nongeneral Fund	<u>30,095.304</u>	<u>30,030,182</u>	<u>31,850,000</u>	<u>29,473,616</u>	<u>(2,376,384)</u>	<u>31,850,000</u>
Total Revenue	\$30,170,304	\$30,105,182	\$31,950,000	\$29,548,616	(\$2,401,384)	\$31,950,000
<b>EXPENDITURES</b>						
	\$30,170,304	\$30,105,182	\$31,950,000	\$29,548,616	(\$2,401,384)	\$31,950,000

September 21-23, 2016

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**COLLEGE OF WILLIAM & MARY  
2016-2017 PRIVATE FUNDS BUDGET SUMMARY**

	2013-2014 Actual	2014-2015 Actual	Original 2015-2016 Budget	2015-2016 Actual	Variance	Approved 2016-2017 Budget
<b>REVENUE:</b>						
Distributed Endowment Income	\$2,649,604	\$2,895,992	\$3,266,397	\$3,266,397	\$0	\$3,369,984
Administrative Overhead Allocation	200,000	300,000	300,000	300,000	0	300,000
Transfers from Other Sources	146,668	205,877	305,000	382,011	77,011	290,000
Interest on Cash Balances	404,803	222,464	220,000	320,921	100,921	330,000
Annual Gifts	7,490,620	7,585,622	8,600,000	8,523,859	(76,141)	8,600,000
Drawdown from BOV Quasi Endowment	0	0	1,350,000	1,350,000	0	500,000
Distribution from External Trusts	33,409	38,621	36,000	57,886	21,886	48,000
Other Revenue	622,034	1,052,386	1,010,000	930,218	(79,782)	810,000
<b>Total Revenue</b>	<b>\$11,547,138</b>	<b>\$12,300,962</b>	<b>\$15,087,397</b>	<b>\$15,131,292</b>	<b>\$43,895</b>	<b>\$14,247,984</b>
<b>EXPENDITURES:</b>						
Instruction	\$705,801	\$879,876	\$1,155,897	\$1,794,215	\$638,318	\$1,508,391
Research	560,091	628,407	595,076	712,728	117,652	777,447
Public Service	47,678	48,668	55,185	6,082	(49,103)	23,305
Academic Support	729,843	1,369,266	1,243,416	1,096,330	(147,086)	1,148,335
Student Services	170,116	150,763	159,011	253,282	94,271	314,644
Institutional Support	6,610,540	8,252,781	8,402,447	6,209,580	(2,192,867)	6,065,157
Plant: Operations & Capital Improvements	(50,796)	6,486	40,927	116,841	75,914	61,453
Student Aid	2,768,154	2,890,443	3,291,937	3,701,197	409,260	3,668,552
<b>Total Expenditures</b>	<b>\$11,541,427</b>	<b>\$14,226,690</b>	<b>\$14,943,896</b>	<b>\$13,890,255</b>	<b>(\$1,053,641)</b>	<b>\$13,567,284</b>



**COLLEGE OF WILLIAM & MARY  
STATEMENT OF ENDOWMENT FUNDS -PRELIMINARY  
June 30, 2016**

**MARKET VALUE**

TRUE AND QUASI ENDOWMENT	June 30, 2016	June 30, 2015
<b>BOARD OF VISITORS:</b>		
General Pool	\$74,583,823	\$80,674,152
Green Portfolio	424,392	381,908
Non-Pooled Assets	6,394,363	6,620,290
<b>TOTAL BOARD OF VISITORS</b>	<u><b>\$81,402,578</b></u>	<u><b>\$87,676,350</b></u>
<b>COLLEGE OF WILLIAM &amp; MARY FOUNDATION:</b>		
Pooled Investments	\$355,915,301	\$369,574,343
Eminent Scholars	73,764,482	78,426,110
VA Assistance Program	43,177,835	52,814,869
Non-Pooled Assets	153,232,327	135,644,439
<b>TOTAL COLLEGE OF W &amp; M FOUNDATION</b>	<u><b>\$626,089,945</b></u>	<u><b>\$636,459,761</b></u>
<b>MARSHALL-WYTHE SCHOOL OF LAW FOUNDATION:</b>		
General Pool	\$18,232,330	\$19,049,794
Eminent Scholars	11,863,525	12,363,144
VA Assistance Program	4,070,544	4,135,913
<b>TOTAL M W SCHOOL OF LAW FOUNDATION</b>	<u><b>\$34,166,399</b></u>	<u><b>\$35,548,851</b></u>
<b>WILLIAM &amp; MARY BUSINESS SCHOOL FOUNDATION</b>	<b>\$37,036,262</b>	<b>\$38,384,951</b>
<b>VIRGINIA INSTITUTE OF MARINE SCIENCE FOUNDATION</b>	<b>\$11,811,372</b>	<b>\$11,948,548</b>
<b>MURRAY 1693 SCHOLARS FOUNDATION</b>	<b>\$11,597,059</b>	<b>\$0</b>
<b>MUSCARELLE MUSEUM OF ART FOUNDATION</b>	<b>\$401,669</b>	<b>\$0</b>
<b>OTHER SUPPORTING FOUNDATIONS</b>	<u><b>\$1,192,240</b></u>	<u><b>\$1,198,513</b></u>
<b>TOTAL TRUE AND QUASI ENDOWMENT</b>	<u><u><b>\$803,697,524</b></u></u>	<u><u><b>\$811,216,974</b></u></u>
<b>DEFERRED GIFT INSTRUMENTS:</b>		
Net Life Income Funds (book value)	\$8,096,100	\$8,077,862
Life Insurance (book value)	1,548,844	1,582,849
<b>TOTAL DEFERRED GIFTS:</b>	<u><u><b>\$9,644,944</b></u></u>	<u><u><b>\$9,660,711</b></u></u>

September 21-23, 2016

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**STATEMENT OF ENDOWMENT FUNDS  
NON-POOLED ENDOWMENT CORPUS AND  
OTHER SUPPORTING FOUNDATIONS**

	BOV	CWMF	OTHER	6/30/16 TOTAL	6/30/15 TOTAL
<b>SPECIFIC SECURITIES:</b>					
Coin Collection (Payne)	280	0	0	280	280
<b>EXTERNAL TRUSTS/FOUNDATION &amp; OTHER NON-POOLED INVESTMENTS:</b>					
Dorman Trust	0	398,885	0	398,885	438,963
Lettie Pate Evans Foundation	0	145,790,274	0	145,790,274	126,351,600
Schepmoes Trust	0	3,719,155	0	3,719,155	4,038,583
Dorman - Wren Preservation Acct.	0	667,054	0	667,054	692,288
Sumner Rand Foundation	0	0	1,192,240	1,192,240	1,198,513
<b>REAL ESTATE:</b>					
Student, Faculty and Administrative Buildings	873,086	13,854 *	0	886,940	1,343,003
Land	5,285,097	95,300	0	5,380,397	5,366,895
Life Tenancy	0	408,000	0	408,000	408,000
CWM Real Estate Foundation	0	1,350,000	0	1,350,000	1,350,000
<b>MISC. GIFT RECEIVABLES:</b>					
Year-end Cash Receivables	235,900	789,805	0	1,025,705	967,496
Accruals from Trusts & Bequests	0	0	0	0	1,307,621
<b>TOTALS</b>	<b><u>\$6,394,363</u></b>	<b><u>\$153,232,327</u></b>	<b><u>\$1,192,240</u></b>	<b><u>\$160,818,930</u></b>	<b><u>\$143,463,242</u></b>

\*Carrying value less accumulated depreciation

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
2016-2017 OPERATING BUDGET SUMMARY**

	<u>2013-2014</u> <u>Actual</u>	<u>2014-2015</u> <u>Actual</u>	<u>Original</u> <u>FY 2015-16</u> <u>Budget</u>	<u>2015-2016</u> <u>Actual</u>	<u>Variance</u>	<u>Approved</u> <u>FY 2016-17</u> <u>Budget</u>
<b><u>REVENUE</u></b>						
General Fund	\$18,543,127	\$18,886,292	\$19,849,593	\$19,699,566	(\$150,027)	\$21,476,210
Nongeneral Funds						
Educational/General	1,690,439	1,762,757	1,859,272	1,941,120	81,848	1,793,030
Eminent Scholars	69,505	78,948	82,744	43,647	(39,097)	75,992
Sponsored Programs	<u>20,495,957</u>	<u>23,174,854</u>	<u>22,500,000</u>	<u>23,234,922</u>	<u>734,922</u>	<u>23,000,000</u>
<b>Total Revenue</b>	\$40,799,028	\$43,902,850	\$44,291,609	\$44,919,255	\$627,646	\$46,345,232
<b><u>EXPENDITURES</u></b>						
Instruction	\$1,083,091	\$1,328,796	\$1,218,443	\$1,045,649	(\$172,794)	\$1,433,980
Research and Advisory Services	7,817,382	8,593,009	9,033,807	9,260,758	226,951	9,860,249
Academic Support	4,777,468	4,313,766	5,004,705	4,897,996	(106,709)	4,921,222
Institutional Support	2,206,861	2,299,618	2,249,580	2,334,682	85,102	2,698,281
Plant Operations	4,028,066	3,843,299	4,043,535	3,855,280	(188,255)	4,035,891
Student Financial Assistance	242,645	241,540	241,540	241,540	-	319,617
Sponsored Programs/Eminent Scholars	<u>20,565,462</u>	<u>23,216,498</u>	<u>22,500,000</u>	<u>23,278,569</u>	<u>778,569</u>	<u>23,075,992</u>
<b>Total Expenditures</b>	\$40,720,976	\$43,836,525	\$44,291,609	\$44,914,473	\$622,863	\$46,345,232



Investment Portfolio Evaluation For  
Periods Ending June 30, 2016:



WILLIAM & MARY

CHARTERED 1693

Board of Visitors Endowment

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- I. Executive Summary
- II. Equity Sector Review
- III. Fixed Income Sector Review
- IV. Green Fund Update



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Index Name	Fiscal					
	2Q16	YTD	1 year	* 3 years	* 5 years	* 10 years
Dow Jones Industrial Average	2.1	4.5	4.5	9.0	10.4	7.7
S&P 500	2.5	4.0	4.0	11.7	12.1	7.4
Russell 1000 Value	4.6	2.9	2.9	9.9	11.4	6.1
Russell 1000 Growth	0.6	3.0	3.0	13.1	12.4	8.8
Russell Midcap	3.2	0.6	0.6	10.8	10.9	8.1
Russell Midcap Value	4.8	3.3	3.3	11.0	11.7	7.8
Russell Midcap Growth	1.6	(2.1)	(2.1)	10.5	10.0	8.1
Russell 2000	3.8	(6.7)	(6.7)	7.1	8.4	6.2
Russell 2000 Value	4.3	(2.6)	(2.6)	6.4	8.2	5.2
Russell 2000 Growth	3.2	(10.8)	(10.8)	7.7	8.5	7.1
Russell 3000	2.6	2.1	2.1	11.1	11.6	7.4
MSCI EAFE Index	(1.2)	(9.7)	(9.7)	2.5	2.2	2.1
MSCI World Index	1.2	(2.2)	(2.2)	7.5	7.2	5.0
MSCI EM (EMERGING MARKETS)	0.8	(11.7)	(11.7)	(1.2)	(3.4)	3.9
MSCI FM (FRONTIER MARKETS)	0.6	(11.7)	(11.7)	1.4	1.8	0.5
MSCI World Ex. US Index	(0.8)	(9.4)	(9.4)	2.4	1.7	2.1
MSCI ACWI	1.2	(3.2)	(3.2)	6.6	6.0	4.8
MSCI ACWI ex USA	(0.4)	(9.8)	(9.8)	1.6	0.6	2.3
Barclays U.S. Aggregate	2.2	6.0	6.0	4.1	3.8	5.1
Barclays U.S. Government/Credit	2.7	6.7	6.7	4.2	4.1	5.2
Barclays Intermediate U.S. Government/Credit	1.6	4.3	4.3	3.0	2.9	4.5
Barclays Municipal Bond	2.6	7.7	7.7	5.6	5.3	5.1
BofA Merrill Lynch Convertible Securities	4.0	(5.0)	(5.0)	7.1	7.2	6.8
BofA Merrill Lynch High Yield Master	5.8	1.7	1.7	4.2	5.7	7.4
Citigroup World Government Bond Index	3.4	11.3	11.3	2.7	1.2	4.2
JPM EMBI Global Diversified	5.0	9.8	9.8	7.2	6.5	8.0
Citigroup 3-month T-bill	0.1	0.1	0.1	0.1	0.1	1.0
Dow UBS Commodity Index	12.8	(13.3)	(13.3)	(10.6)	(10.8)	(5.6)
FTSE Nareit All REITs	7.4	22.7	22.7	13.1	12.3	7.0
MSCI World Ex. US Index	(0.8)	(9.4)	(9.4)	2.4	1.7	2.1

Data Sources: Zephyr StyleAdvisor & Barclay's Capital \*All returns longer than one year are annualized

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**Economy/Capital Markets:** The second quarter delivered reasonable returns across a variety of asset classes reversing much of the damage done in the first six weeks of the year. Markets shifted to expecting an even softer monetary stance amid global weakness, as expectations for additional Fed tightening were eliminated. The late-June U.K. vote to leave the European Union unleashed more political and economic uncertainty on the markets, leading to a rise in volatility and a further drop in bond yields. An expectation of even easier monetary postures by the world's central banks added fuel to the global sovereign-bond rally and pushed trillions of dollars of government bonds into negative-yield territory. A gradually steadying global economy helped beaten-down commodities bounce back during 2Q16, and most assets posted decent gains for the first half of 2016. The strong dollar was once again a headwind for equity returns in most foreign markets for U.S.-based investors. On the political front, Congress created a federal oversight board with authority to negotiate the restructuring of Puerto Rico's \$70 billion in debt. The U.S. territory authorized the suspension of payments on its general obligation debt just before it was due to make payments totaling \$1.9 billion on July 1.

For the quarter, the S&P 500 posted a 2.46% total return. The U.S. was once again the preferred market for global investors. International stocks as measured by the MSCI EAFE and the MSCI Emerging Market lagged the U.S. while returning -1.46% and 0.66% respectively. Japan (-8%) was among the worst returning developed equity markets in the second quarter, sinking amid a strengthening yen and a sluggish economy. The quarter was characterized by a flight to safety as investors shifted into defensive sectors and safe-haven investments. The telecommunication services and utilities sectors rose 7%, while consumer staples gained 5%. Information technology and consumer discretionary were the only sectors to post declines, losing 4% and 1%, respectively. Energy (+19%) was the strongest sector in 2Q16, rebounding amid a rally in oil prices. Commodities and commodity-producer equities continued their rallies in 2Q16.

Bonds posted positive returns for the second quarter in a row, as interest rates fell and credit spreads tightened. The 10-year U.S. Treasury yielded 1.78% to start the quarter and 1.49% at quarter's end. Long-duration and lower-credit-quality categories led, with some categories registering double-digit returns year to date. The low-rate environment continues to support corporate balance sheets as debt-servicing costs remain low relative to cash-flow receipts. High-yield bonds have benefited from higher oil prices and more favorable liquidity conditions. In the muni market, technical and fundamental factors continued to show strength, as the supply of new issuance remains below demand and tax revenue growth remains broad based. Overseas, the yield on Germany's benchmark 10-year note moved into negative territory for the first time in history, ending the quarter at -0.13%. Following the Brexit vote, Standard & Poor's revoked the U.K.'s AAA credit rating, citing the resulting political and economic uncertainty. S&P downgraded its assessment of the country's creditworthiness by two notches to AA.

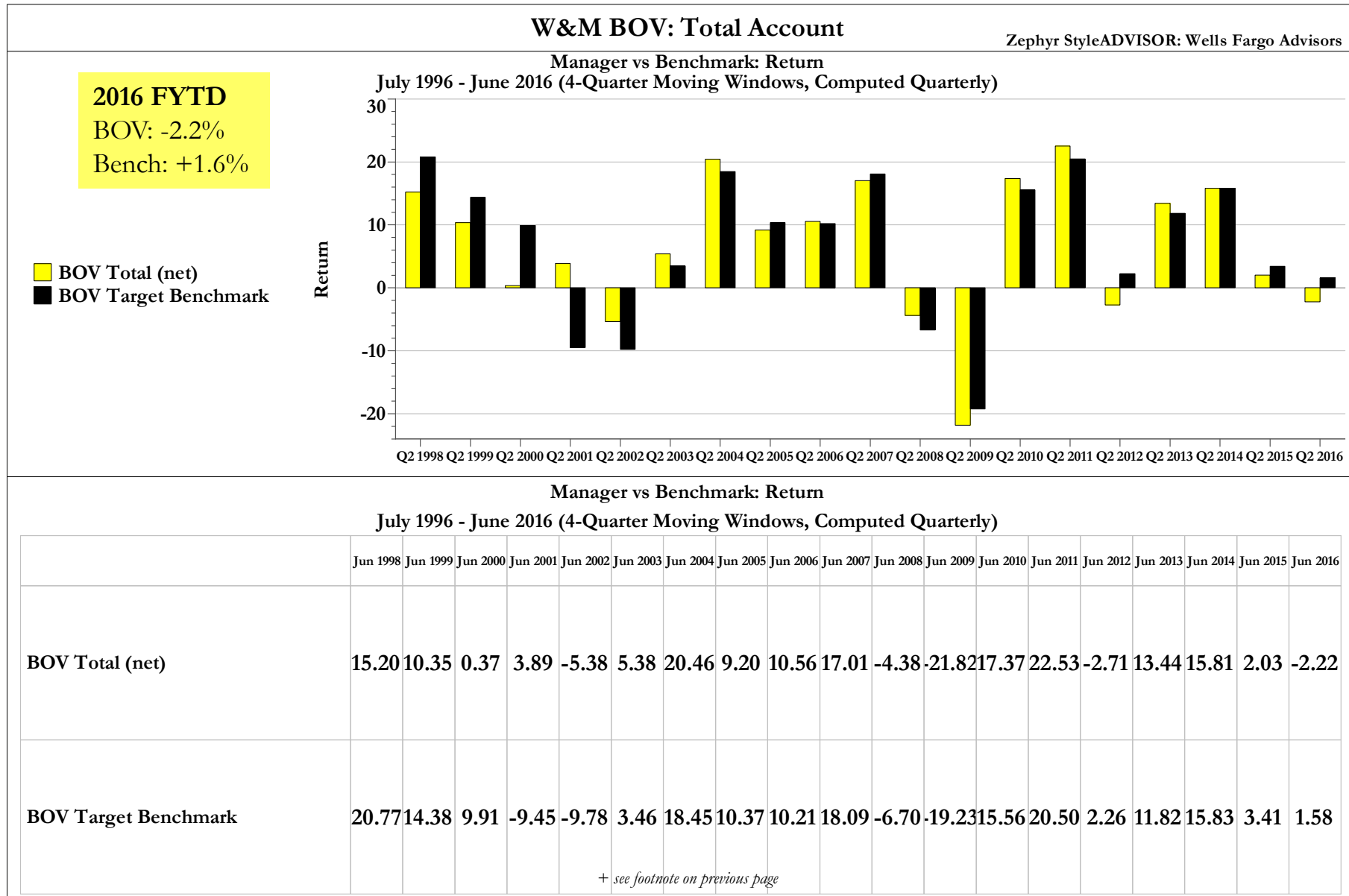
% of Account	\$ Value		2q16	FYTD	One Year	Three Years <sup>1</sup>	Five Years <sup>1</sup>	Seven Years <sup>1</sup>	Ten Years <sup>1</sup>	Changes (1/1/03)	Incept (Mgr)	Incept Bench	July-Aug '16
100%	\$ 74,602,228	<b>Total BOV Account</b>	<b>2.3</b>	<b>(2.1)</b>	<b>(2.1)</b>	<b>4.8</b>	<b>4.9</b>	<b>9.0</b>	<b>4.8</b>	<b>7.4</b>	<b>6.8</b>	<b>7.0</b>	<b>3.5</b>
		<b>Target Benchmark<sup>2</sup></b>	<b>2.3</b>	<b>1.6</b>	<b>1.6</b>	<b>6.8</b>	<b>6.8</b>	<b>9.9</b>	<b>5.6</b>	<b>7.8</b>			<b>2.5</b>
		<b>Policy Benchmark<sup>3</sup></b>	<b>2.0</b>	<b>1.6</b>	<b>1.6</b>	<b>6.9</b>	<b>7.1</b>	<b>10.0</b>	<b>5.5</b>	<b>7.4</b>			
7.6%	\$ 5,670,675	<b>Blackrock: Large Cap Value</b>	<b>1.4</b>	<b>(2.3)</b>	<b>(2.3)</b>	<b>9.0</b>	<b>8.4</b>	<b>12.2</b>	--	--	<b>4.8</b>	<b>6.0</b>	<b>4.2</b>
		Russell 1000 Value	4.6	2.9	2.9	9.9	11.4	14.5	--	--			3.7
7.1%	\$ 5,332,986	<b>Goldman Sachs</b>	<b>(2.1)</b>	<b>(7.3)</b>	<b>(7.3)</b>	<b>7.4</b>	--	--	--	--	<b>6.5</b>	<b>11.4</b>	<b>4.1</b>
		S&P 500	2.5	4.0	4.0	11.7	--	--	--	--			3.8
6.1%	\$ 4,519,914	<b>iShares Russell Mid-Cap Growth ETF</b>	<b>1.5</b>	--	--	--	--	--	--	--	<b>1.6</b>	<b>1.8</b>	<b>4.6</b>
		Russell MidCap Growth	1.6	--	--	--	--	--	--	--			4.6
6.7%	\$ 4,968,447	<b>Artisan Mid Cap Value</b>	<b>3.3</b>	<b>(1.4)</b>	<b>(1.4)</b>	<b>5.1</b>	<b>7.9</b>	--	--	--	<b>15.5</b>	<b>20.0</b>	<b>3.4</b>
		Russell MidCap Value	4.8	3.3	3.3	11.0	11.7	--	--	--			4.0
7.0%	\$ 5,249,403	<b>Dreyfus Small Cap Index</b>	<b>3.2</b>	--	--	--	--	--	--	--	<b>8.7</b>	<b>6.2</b>	<b>6.4</b>
		Russell 2000	3.8	--	--	--	--	--	--	10.0			7.8
6.2%	\$ 4,635,967	<b>Dodge &amp; Cox International</b>	<b>(1.2)</b>	<b>(18.9)</b>	<b>(18.9)</b>	<b>0.4</b>	--	--	--	--	<b>5.9</b>	<b>6.4</b>	<b>10.1</b>
7.5%	\$ 5,619,001	<b>MFS International</b>	<b>2.2</b>	<b>5.6</b>	<b>5.6</b>	--	--	--	--	--	<b>8.6</b>	<b>(1.7)</b>	<b>3.6</b>
		MSCI EAFE	(1.2)	(9.7)	(9.7)	2.5	--	--	--	--			5.2
5.6%	\$ 4,206,686	<b>Oppenheimer Developing Markets</b>	<b>0.7</b>	--	--	--	--	--	--	<b>14.0</b>	<b>(8.2)</b>	<b>(10.7)</b>	<b>6.2</b>
		MSCI EM (Emerging Markets)	0.8	--	--	--	--	--	--	11.1			7.7
12.7%	\$ 9,449,238	<b>Pioneer Strategic Income</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.7</b>	<b>4.4</b>	--	--	--	<b>5.9</b>	<b>4.4</b>	<b>2.7</b>
12.6%	\$ 9,387,750	<b>Dodge &amp; Cox Income Fund</b>	<b>2.6</b>	<b>4.4</b>	<b>4.4</b>	--	--	--	--	--	<b>3.9</b>	<b>4.4</b>	<b>1.7</b>
		Barclays U.S. Aggregate	2.2	6.0	6.0	4.1	3.8	4.6	5.1	--			0.5
5.4%	\$ 4,012,753	<b>GMO: Global Fixed Inc</b>	<b>3.8</b>	<b>10.3</b>	<b>10.3</b>	<b>3.9</b>	<b>3.7</b>	<b>7.2</b>	<b>4.6</b>	<b>5.7</b>	<b>5.7</b>	<b>4.6</b>	<b>0.0</b>
		Citigroup World Govt Bond Index	3.4	11.3	11.3	2.7	1.2	2.7	4.2	4.6			(0.4)
5.4%	\$ 4,005,806	<b>GMO: Emerging Mkt Fixed Inc</b>	<b>7.4</b>	<b>10.7</b>	<b>10.7</b>	<b>7.4</b>	<b>8.6</b>	<b>14.1</b>	<b>9.5</b>	<b>12.2</b>	<b>12.2</b>	<b>9.1</b>	<b>4.9</b>
		JPM EMBI Global Diversified	5.0	9.8	9.8	7.2	6.5	8.8	8.0	9.1			3.6
9.6%	\$ 7,171,126	<b>Combined Alternatives (1 mo lag)</b>	<b>1.1</b>	<b>(7.4)</b>	<b>(7.4)</b>	<b>0.8</b>	<b>0.7</b>	--	--	--	<b>1.5</b>	<b>2.3</b>	<b>(0.1)</b>
		HFRI FOFs Index (1 mo lag)	1.8	(5.9)	(5.9)	1.5	2.3	--	--	--			1.0

1 Annualized

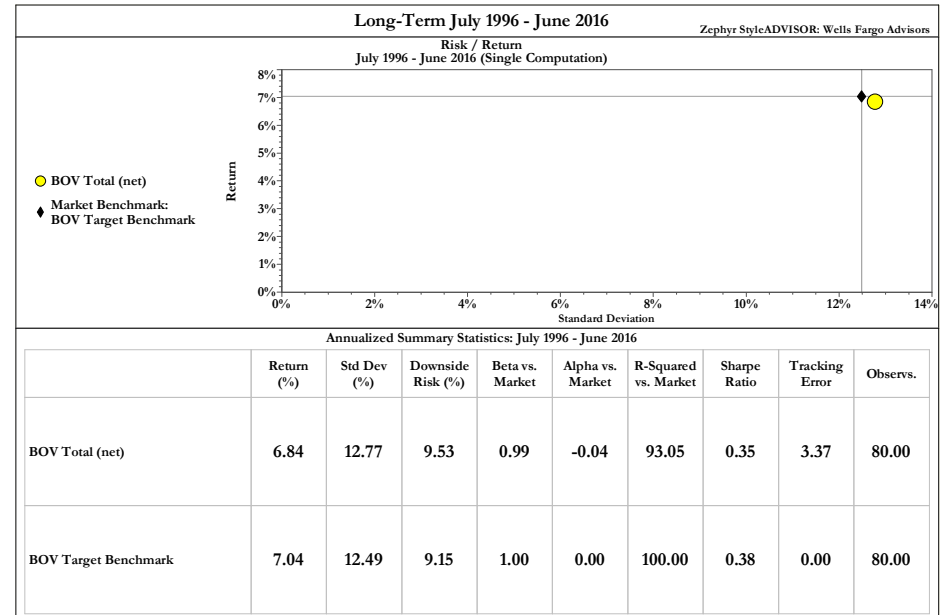
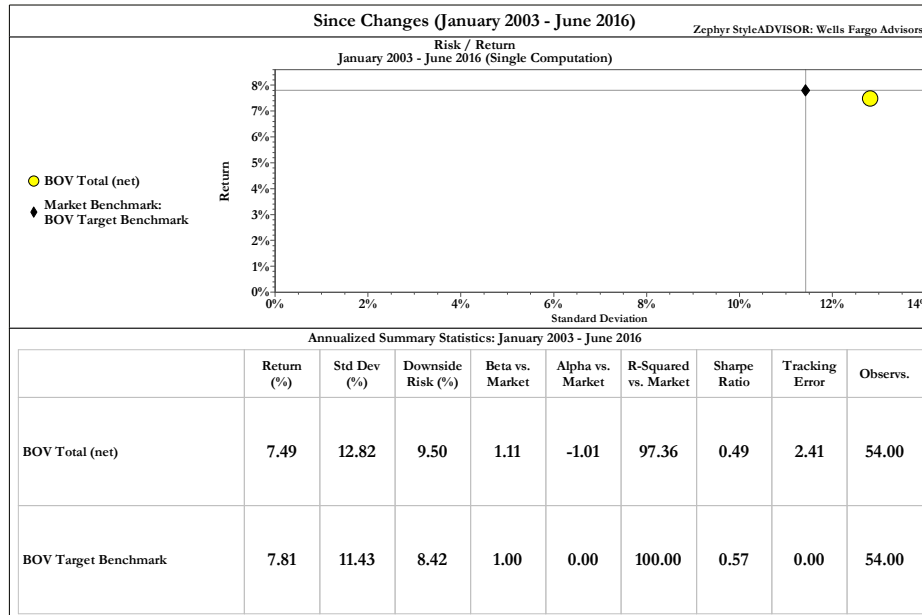
2 From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays US Aggregate, 2.5% Citi World Government Bond, 2.5% JPM EMBI+; Prior to 1/1/03, 60% Russell 3000, 15% MSCI World Ex-US, 25% Barclays Aggregate

3 From 3/1/12, 44% Russell 3000, 35% Barclays US Aggregate, 11% MSCI World ex US, 10% HFRI; From 1/1/10, 44% Russell 3000, 40% Barclays US Aggregate, 11% MSCI World ex US, 5% HFRI; From 1/1/96 60% Russell 3000, 25% Barclays US Aggregate, 15% MSCI World Ex US

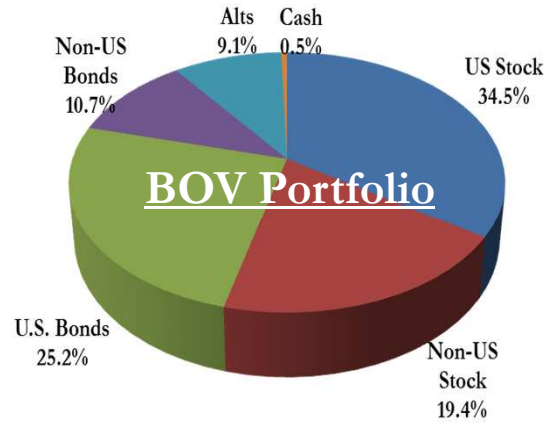
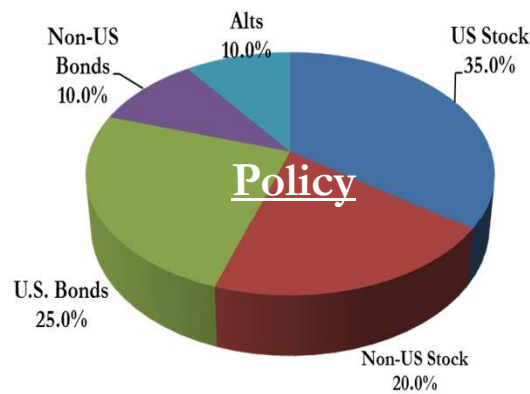
+ Quarterly performance results prior to the third quarter of 2002, were provided by Delaware Investments Advisors and Lazard Asset Management. There were no calculations by Wells Fargo Advisors to ensure the accuracy of the results. Based on information provided by SunTrust, Wells Fargo Advisors began calculating quarterly results starting in the 4<sup>th</sup> quarter of 2002. There is no guarantee as to the accuracy of our calculations for the managers or the Total BOV Account.







\* BOV Target Benchmark = From 1/1/03, 40% S&P 500, 12.5% Russell Midcap, 7.5% Russell 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays Capital U.S. Aggregate, 6% Citi World Government Bond Index. Prior to 1/1/03, 60% Russell 3000, 15% MSCI World Ex-US, 25% Barclays Capital U.S. Aggregate Bond Index. From 11/1/09, 25% S&P 500, 12% Russell Midcap, 7% Russell 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays Capital U.S. Aggregate, 5% JPM EMBI Global Diversified, 5% HFRI FoF Index.



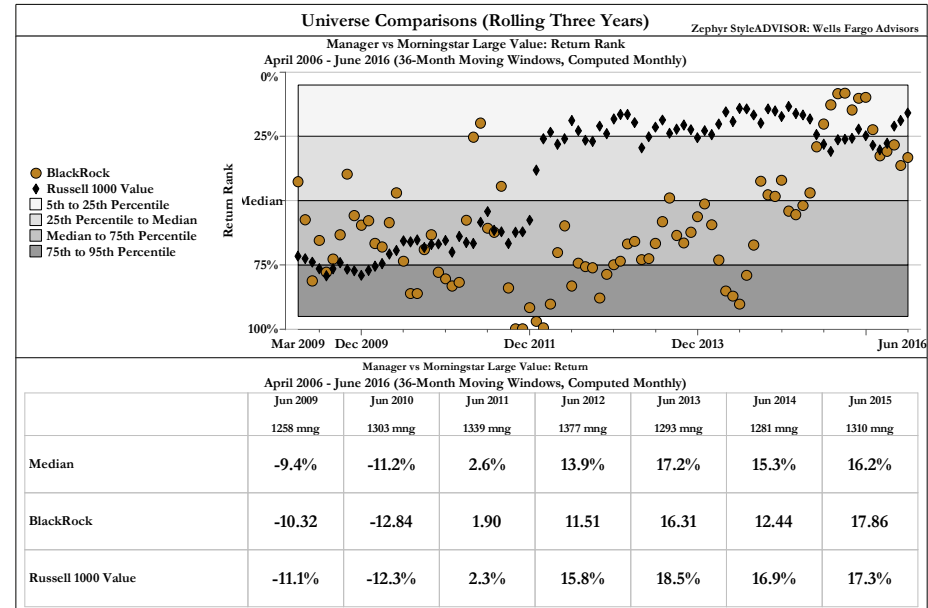
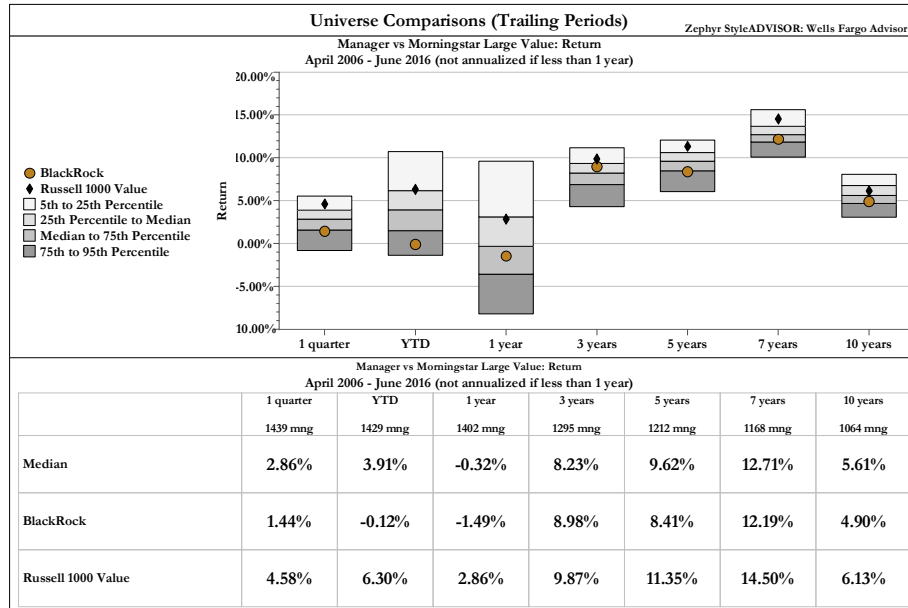
Manager	Domestic	Global	Domestic	Non-US	Alternative	Cash Equiv.	Total
	Fixed Income	Fixed Income	Equity	Equity			
Goldman Sachs Large Growth	0	0	5,332,986	0	0	0	5,332,986
Blackrock Large Value	0	0	5,670,675	0	0	0	5,670,675
Dodge & Cox International	0	0	0	4,635,967	0	0	4,635,967
Grantham, Mayo Int'l and EMD	0	8,018,559	0	0	0	0	8,018,559
Artisan Midcap Value	0	0	4,968,447	0	0	0	4,968,447
MFS International Value	0	0	0	5,619,001	0	0	5,619,001
Dreyfus Small Cap	0	0	5,249,403	0	0	0	5,249,403
Oppenheimer Developing Mkts	0	0	0	4,206,686	0	0	4,206,686
iShares Russell Mid Growth ETF	0	0	4,519,914	0	0	0	4,519,914
Pioneer Strategic Income	9,449,238	0	0	0	0	0	9,449,238
Dodge & Cox Income Fund	9,387,750	0	0	0	0	0	9,387,750
Cash & Equivalents	0	0	0	0	0	372,476	372,476
Combined Alternatives	0	0	0	0	7,171,126	0	7,171,126
<b>Total BOV Account</b>	<b>18,836,988</b>	<b>8,018,559</b>	<b>25,741,425</b>	<b>14,461,654</b>	<b>7,171,126</b>	<b>372,476</b>	<b>74,602,228</b>
<b>% of Total Fund</b>	<b>25.2%</b>	<b>10.7%</b>	<b>34.5%</b>	<b>19.4%</b>	<b>9.6%</b>	<b>0.5%</b>	

\* Values (except "Alternatives") are reflected at market as reported by SunTrust; Alternatives are reported by Wells Fargo Advisors; beginning and ending market values include accrued income on fixed income assets only. Private Equity Partners II values were reported by W&M.

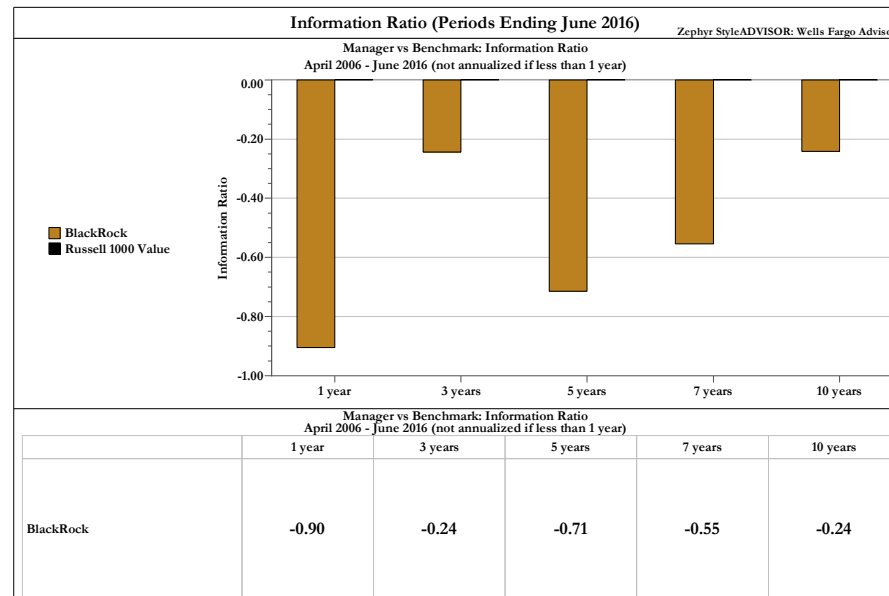
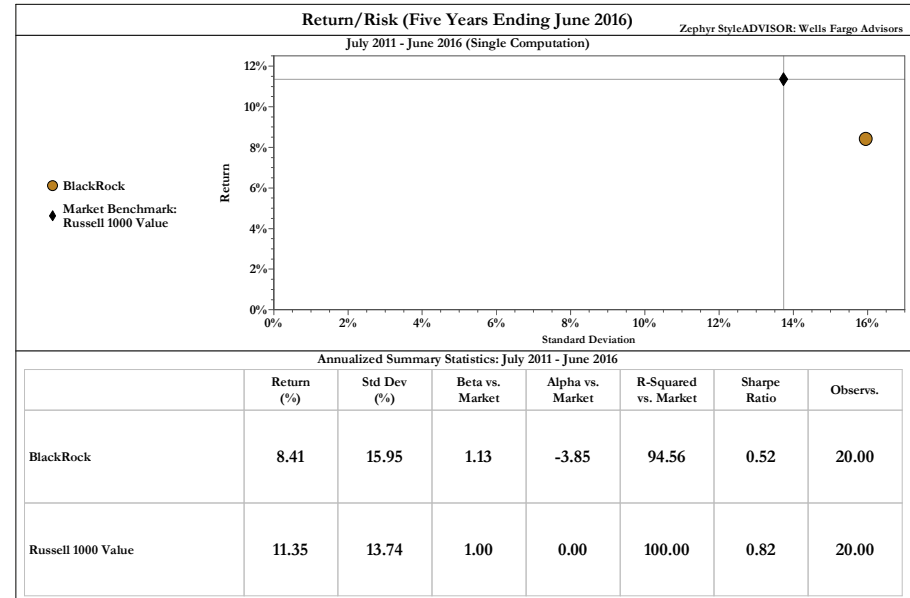
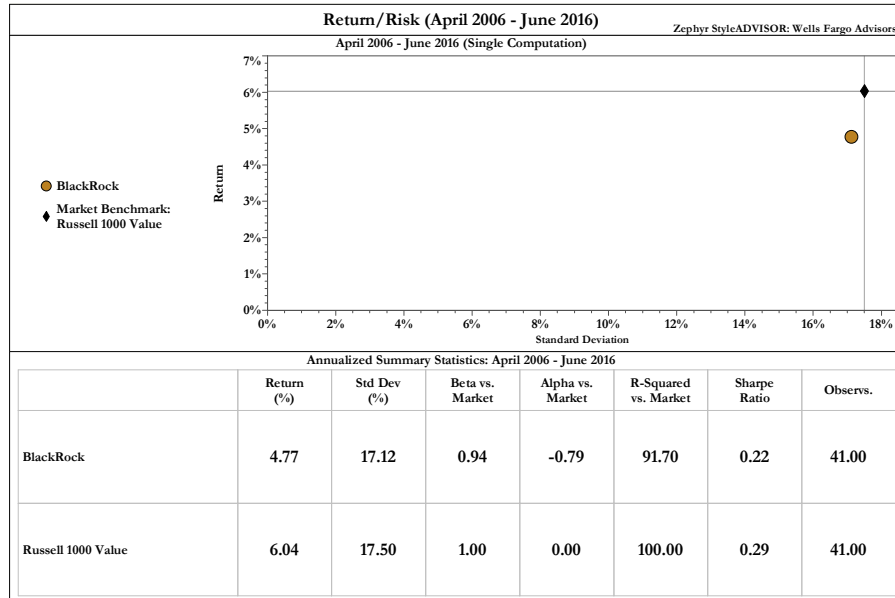
July 1, 2015 – June 30, 2016

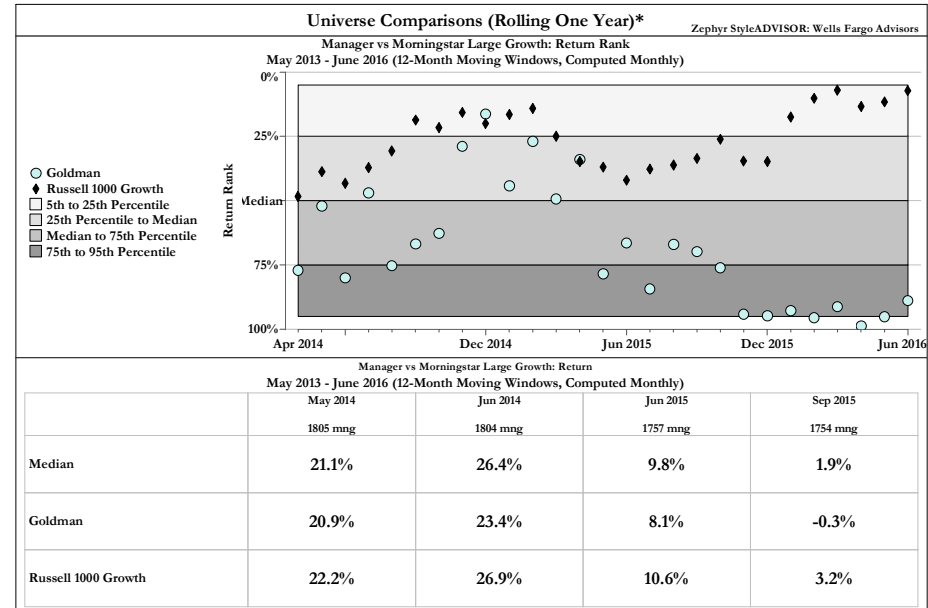
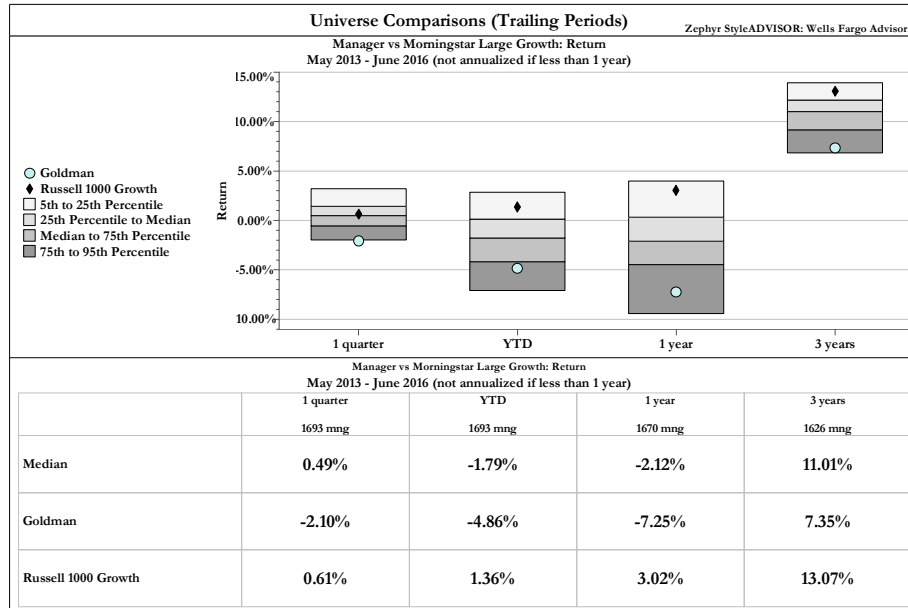
	<b>William &amp; Mary BOV Endowment</b>
<b>6/30/15 Market Value</b>	<b>80,763,997</b>
Net Additions/Withdrawals	(4,462,371)
Expenses	<u>(120,965)</u>
<i>Net Cash Flow</i>	<i>(4,583,335)</i>
Net Income	1,522,305
Net Realized Gain/(Loss)	3,565,346
Change Unrealized Gain/(Loss)	<u>(6,666,086)</u>
<i>Total Investment Gain/(Loss)</i>	<i>(1,578,434)</i>
<b>6/30/16 Market Value</b>	<b>74,602,228</b>

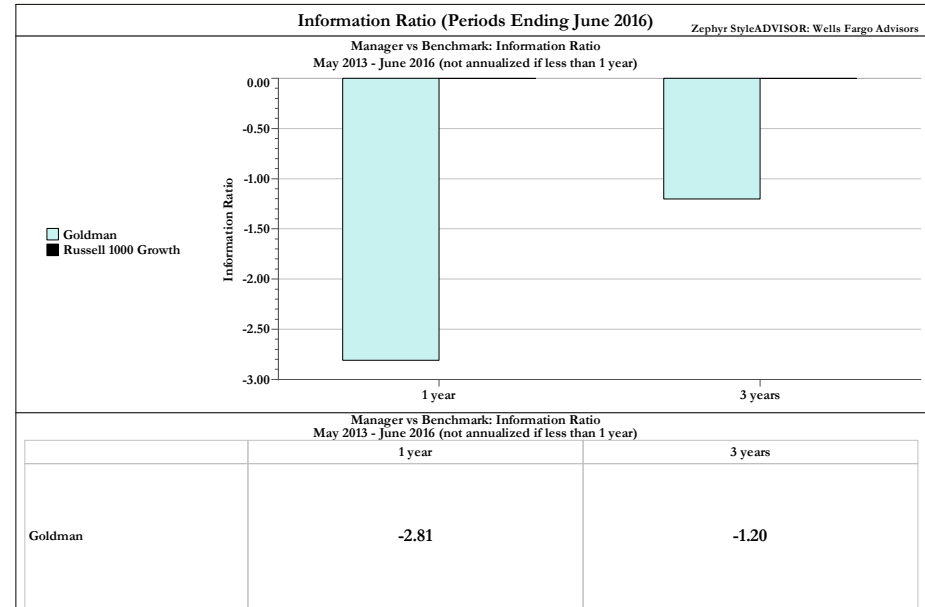
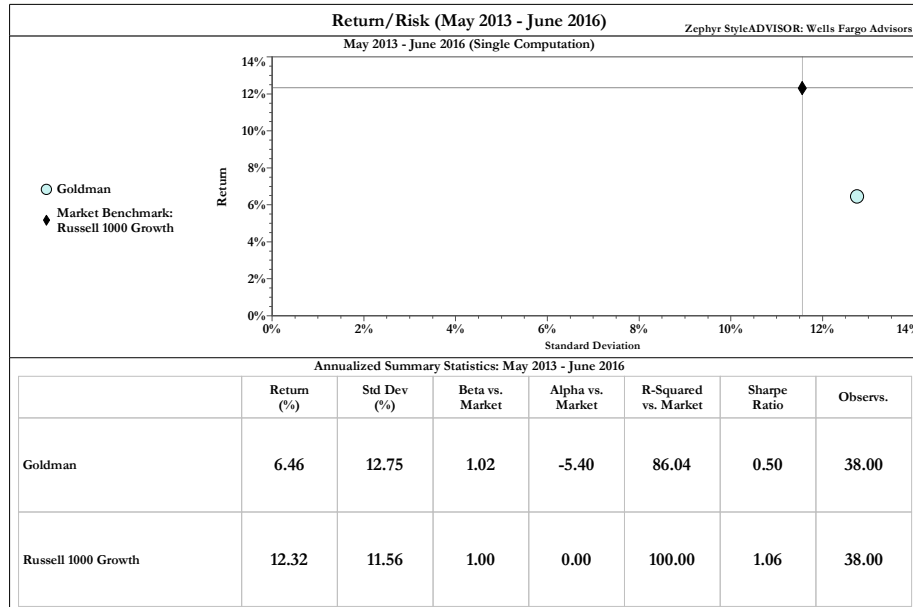
• *All account values (excluding “Alternatives”) are reported by SunTrust; “Alternative values are reported by Wells Fargo Advisors; to comply with GIPS Performance reporting standards, beginning and ending market values include fixed income accruals.*



\* Please note that we have linked Blackrock's composite historical returns for periods prior to 5/1/06 with BOV actual results starting on May 1, 2006.







Characteristic	Blackrock	Goldman	Combined BOV Large-	S&P 500	Over/(Under) Weight
Median Cap (\$MM)	28,680	73,500	50,402	18,110	32,292
Avg Cap (\$MM)	106,520	144,660	125,005	127,610	(2,605)
Yield (%)	2.36	1.36	1.88	2.15	(0.27)
P/E Ratio	18.79	30.91	24.66	23.28	1.38
Price / Book	2.45	7.37	4.83	4.40	0.43
# of Stocks	82	21	96	505	

**Blackrock**

Top Ten Equity Holdings	% of Portfolio
JPMorgan Chase	4.9
Bank of America	3.4
Cisco Systems	3.3
Pfizer	3.2
US Bancorp	2.9
Comcast	2.7
Aetna Inc	2.5
Altria Group	2.2
Chevron	2.1
Citigroup	2.1

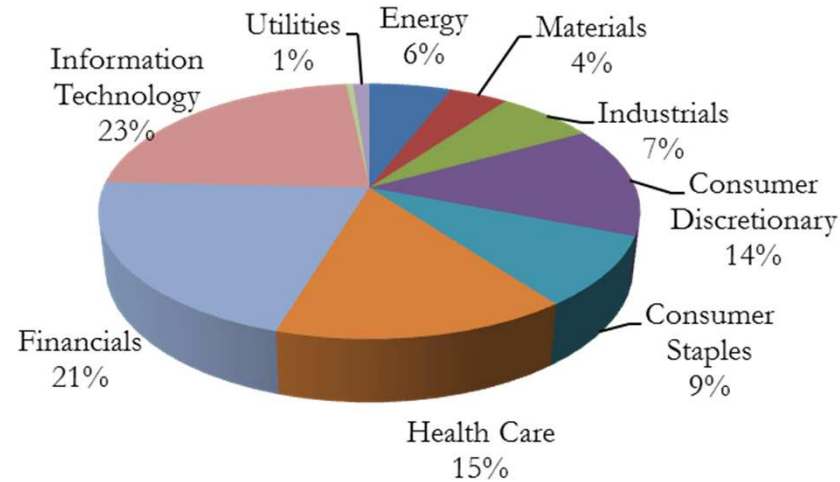
**Goldman**

Top Ten Equity Holdings	% of Portfolio
Apple Inc.	10.2
American Tower Corporation	7.6
Alphabet	7.0
Costco Wholesale	6.7
Facebook	6.2
Equinix Inc	5.8
Mastercard	5.7
Nike	5.7
Honeywell International	2.2
Intercontinental	5.1

Data Source: Goldman, Blackrock, InvestorForce

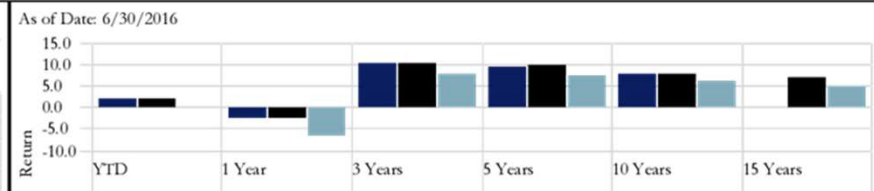
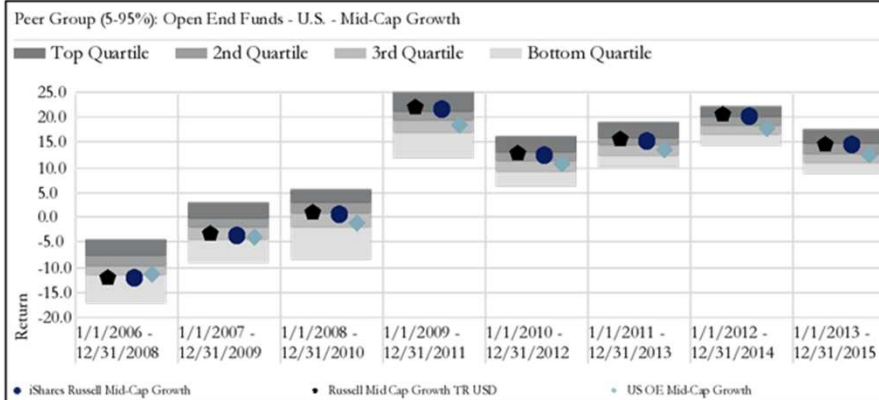


**Combined BOV Large-Cap Sector Distribution**



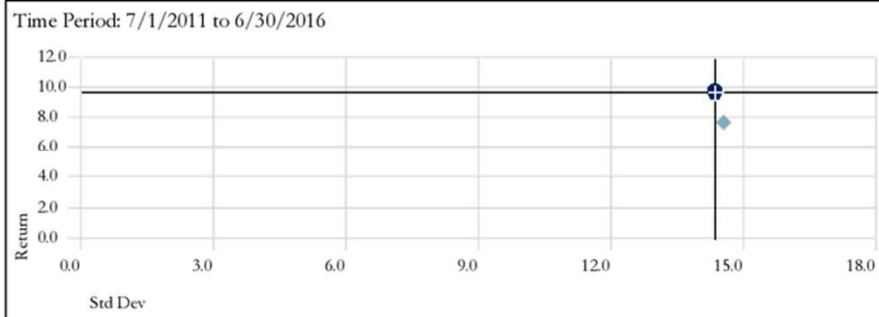
	<b>Blackrock Weight</b>	<b>Goldman Weight</b>	<b>Combined BOV Large-</b>	<b>S&amp;P 500 Weight</b>	<b>Over / (Under)</b>
Energy	11.4%	0.0%	5.9%	7.4%	-1.5%
Materials	3.9%	4.4%	4.2%	2.8%	1.4%
Industrials	6.6%	7.4%	7.0%	10.2%	-3.2%
Consumer Discretionary	11.0%	17.2%	14.0%	12.3%	1.7%
Consumer Staples	6.7%	11.1%	8.8%	10.6%	-1.8%
Health Care	18.4%	11.0%	14.8%	14.7%	0.1%
Financials	22.9%	19.1%	21.1%	15.7%	5.4%
Information Technology	15.8%	30.0%	22.7%	19.8%	2.9%
Telecomm Service	0.9%	0.0%	0.5%	2.9%	-2.4%
Utilities	2.3%	0.0%	1.2%	3.6%	-2.4%

Data Source: Goldman, Blackrock, InvestorForce



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
iShares Russell Mid-Cap Growth	2.07	-2.31	10.30	9.78	7.91	
Russell Mid Cap Growth TR USD	2.15	-2.14	10.52	9.98	8.12	6.99
US OE Mid-Cap Growth	0.15	-6.33	8.10	7.61	6.30	5.07



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
iShares Russell Mid-Cap Growth	-0.39	11.68	35.44	15.62	-1.82	26.10	45.95	-44.40	11.19	10.44	11.82	15.15	42.38	-27.55
Russell Mid Cap Growth TR USD	-0.20	11.90	35.74	15.81	-1.65	26.38	46.29	-44.32	11.43	10.66	12.10	15.48	42.71	-27.41
US OE Mid-Cap Growth	-0.95	7.00	34.93	14.07	-3.96	24.61	39.11	-43.77	15.09	9.00	9.84	13.23	35.96	-27.24

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: Russell Mid Cap Growth TR USD

	Inv	Bmk1
Return	9.78	9.98
Std Dev	14.34	14.36
Downside Deviation	0.07	0.00
Alpha	-0.18	0.00
Beta	1.00	1.00
R2	100.00	100.00
Tracking Error	0.04	0.00
Treynor Ratio (geo)	9.70	9.90
Sharpe Ratio	0.72	0.73
Information Ratio (geo)	-5.34	

Portfolio Date: 8/11/2016

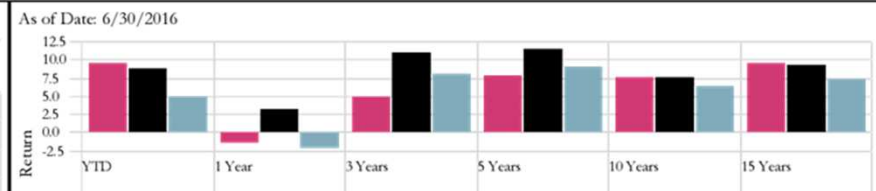
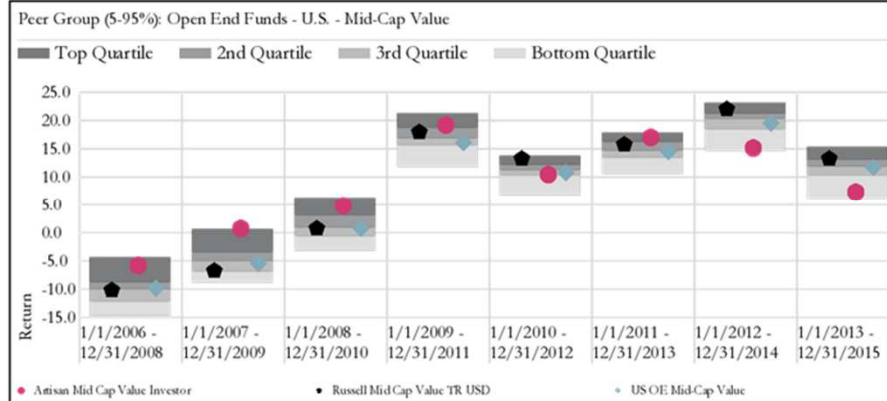
	%
*Basic Materials	3.2
*Consumer Cyclical	23.7
*Financial Services	4.3
Real Estate	5.1
*Consumer Defensive	10.3
Healthcare	15.2
*Utilities	0.1
Communication Services	0.4
*Energy	1.3
Industrials	19.3
*Technology	17.1
<b>Total</b>	<b>100.0</b>

Portfolio Date: 8/11/2016

	Portfolio Weighting %
NVIDIA Corp	1.08
O'Reilly Automotive Inc	0.97
Dollar General Corp	0.94
Intuitive Surgical Inc	0.94
Equinix Inc	0.91
Illumina Inc	0.88
Ross Stores Inc	0.87
Edwards Lifesciences Corp	0.86
Newell Brands Inc	0.85
Zoetis Inc	0.85

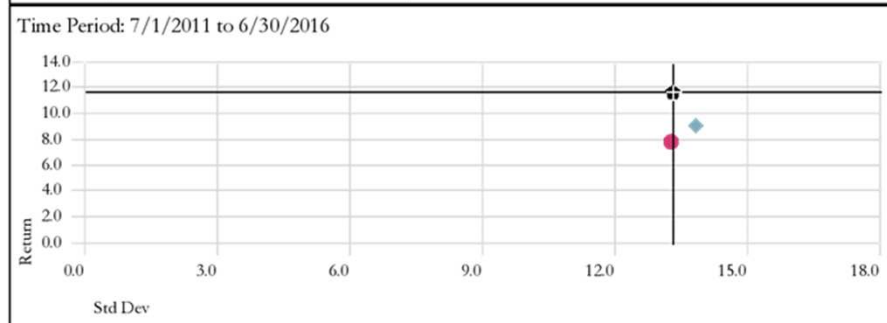
Ticker	IWP
Inception Date	7/17/2001
Morningstar Rating Overall	★★★★
Fund Size	6,427,194,097
Annual Report Net Expense Ratio	0.25
Management Fee	0.25
Average Market Cap (mil)	11,051.32

Source: Morningstar Direct



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Arisan Mid Cap Value Investor	9.65	-1.43	5.09	7.91	7.69	9.62
Russell Mid Cap Value TR USD	8.87	3.25	11.00	11.70	7.79	9.50
US OE Mid-Cap Value	4.91	-2.13	8.17	9.12	6.56	7.39



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Arisan Mid Cap Value Investor	-9.89	1.52	35.80	11.39	6.42	14.37	39.25	-27.56	1.65	14.20	15.46	26.20	36.83	-3.87
Russell Mid Cap Value TR USD	-4.78	14.75	33.46	18.51	-1.38	24.75	34.21	-38.44	-1.42	20.22	12.65	23.71	38.07	-9.64
US OE Mid-Cap Value	-5.41	9.31	35.14	16.60	-3.96	21.92	35.41	-36.77	0.83	15.87	8.82	17.85	33.85	-13.25

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: Russell Mid Cap Value TR USD

	Inv	Bmk1
Return	7.91	11.70
Std Dev	13.28	13.33
Downside Deviation	3.24	0.00
Alpha	-2.97	0.00
Beta	0.96	1.00
R2	92.00	100.00
Tracking Error	3.80	0.00
Treynor Ratio (geo)	8.19	11.62
Sharpe Ratio	0.63	0.89
Information Ratio (geo)	-0.89	

Portfolio Date: 6/30/2016

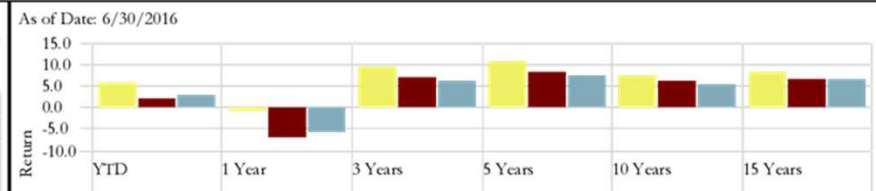
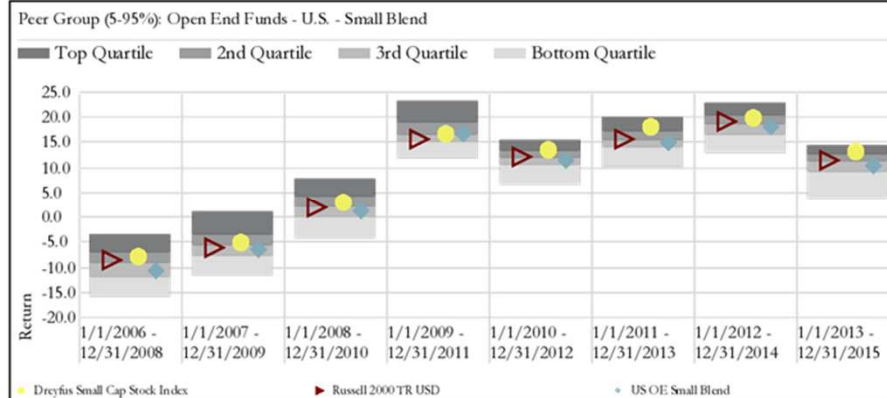
	%
*Basic Materials	11.2
*Consumer Cyclical	18.0
*Financial Services	22.1
Real Estate	1.9
*Consumer Defensive	0.0
Healthcare	1.8
*Utilities	1.7
Communication Services	0.0
*Energy	12.1
*Industrials	16.3
*Technology	14.9
<b>Total</b>	<b>100.0</b>

Portfolio Date: 6/30/2016

	Portfolio Weighting %
Devon Energy Corp	3.49
Alleghany Corp	3.18
Apache Corp	3.03
Arrow Electronics Inc	2.93
Hess Corp	2.81
Avnet Inc	2.78
Air Lease Corp Class A	2.69
The Mosaic Co	2.57
Jacobs Engineering Group Inc	2.50
Goldcorp Inc	2.47

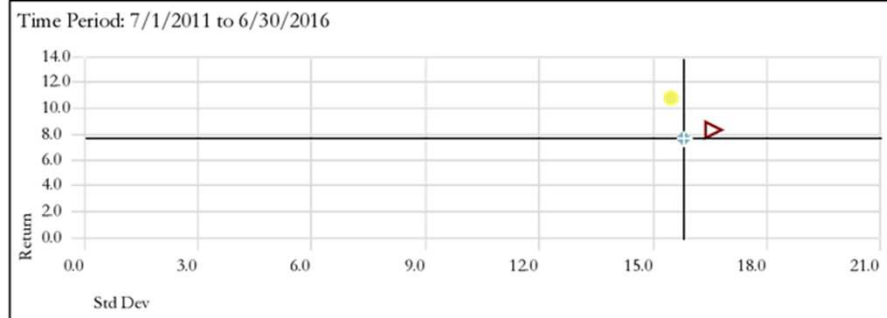
Ticker	ARTQX
Inception Date	3/28/2001
Morningstar Rating Overall	★★★
Fund Size	4,383,986,387
Annual Report Net Expense Ratio	1.19
Management Fee	0.93
Average Market Cap (mil)	8,993.63

Source: Morningstar Direct



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dreyfus Small Cap Stock Index	5.87	-0.49	9.82	10.82	7.60	8.61
Russell 2000 TR USD	2.22	-6.73	7.09	8.35	6.20	6.96
US OE Small Blend	2.96	-5.80	6.47	7.65	5.49	6.87



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Dreyfus Small Cap Stock Index	-2.24	5.41	40.76	16.02	0.82	26.05	25.22	-30.77	-0.62	14.69	7.31	22.21	37.74	-14.73
Russell 2000 TR USD	-4.41	4.89	38.82	16.35	-4.18	26.85	27.17	-33.79	-1.57	18.37	4.55	18.33	47.25	-20.48
US OE Small Blend	-5.38	3.79	37.39	15.46	-4.07	25.61	31.80	-36.56	-1.10	15.03	6.75	18.94	43.41	-16.22

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 2: Russell 2000 TR USD

	Inv	Bmk2
Return	10.82	8.35
Std Dev	15.49	16.58
Downside Deviation	1.14	0.06
Alpha	3.15	0.40
Beta	0.93	1.00
R2	98.29	100.00
Tracking Error	2.35	0.12
Treynor Ratio (geo)	11.57	8.25
Sharpe Ratio	0.74	0.56
Information Ratio (geo)	1.14	3.50

Portfolio Date: 6/30/2016

	%
*Basic Materials	7.3
*Consumer Cyclical	13.8
*Financial Services	15.9
Real Estate	7.0
*Consumer Defensive	3.0
Healthcare	10.7
*Utilities	4.9
Communication Services	1.3
*Energy	2.5
*Industrials	17.0
*Technology	16.5
<b>Total</b>	<b>100.0</b>

Portfolio Date: 6/30/2016

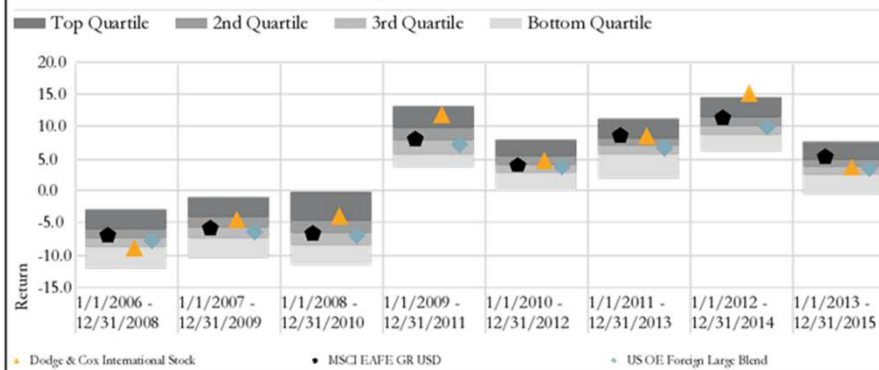
	Portfolio Weighting %
Piedmont Natural Gas Co Inc	0.80
Southwest Gas Corp	0.62
Take-Two Interactive Software Inc	0.52
EMCOR Group Inc	0.50
ALLETE Inc	0.50
Spire Inc	0.49
Blackbaud Inc	0.49
NorthWestern Corp	0.47
Avista Corp	0.47
B&G Foods Inc	0.46

Ticker	DISSX
Inception Date	6/30/1997
Morningstar Rating Overall	★★★★★
Fund Size	2,049,292,631
Annual Report Net Expense Ratio	0.50
Management Fee	0.25
Average Market Cap (mil)	1,384.25

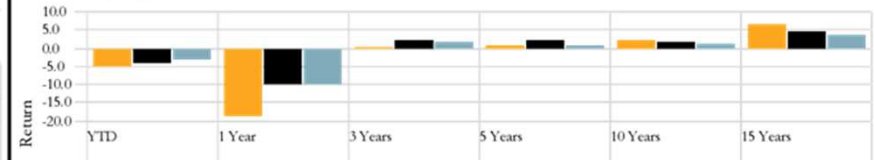
Source: Morningstar Direct

# Equity Sector (International Developed)

Peer Group (5-95%): Open End Funds - U.S. - Foreign Large Blend



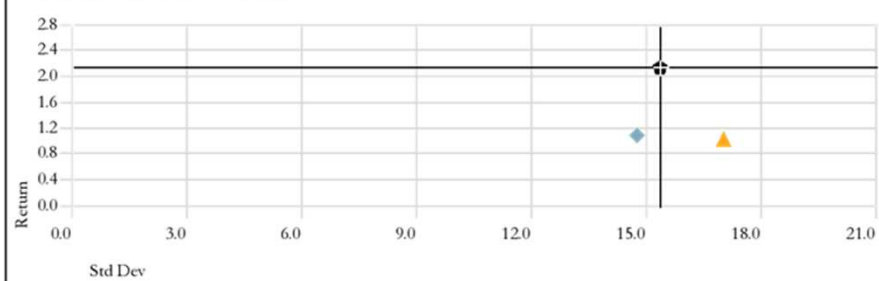
As of Date: 6/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox International Stock	-4.91	-18.86	0.37	1.02	2.22	6.74
MSCI EAFE GR USD	-4.04	-9.72	2.52	2.15	2.05	4.78
US OE Foreign Large Blend	-2.98	-9.87	1.77	1.08	1.39	3.65

Time Period: 7/1/2011 to 6/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Dodge & Cox International Stock	-11.35	0.08	26.31	21.03	-15.97	13.69	47.46	-46.69	11.71	28.01	16.75	32.46	49.42	-13.11
MSCI EAFE GR USD	-0.39	-4.48	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17	-15.66
US OE Foreign Large Blend	-1.59	-4.98	19.44	18.29	-13.97	10.24	31.24	-43.99	12.71	24.77	14.72	17.39	33.58	-16.69

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: MSCI EAFE GR USD

	Inv	Bmk1
Return	1.02	2.15
Std Dev	17.04	15.36
Downside Deviation	3.26	0.00
Alpha	-1.07	0.00
Beta	1.07	1.00
R2	93.58	100.00
Tracking Error	4.46	0.00
Treynor Ratio (geo)	0.88	2.07
Sharpe Ratio	0.14	0.21
Information Ratio (geo)	-0.25	

Portfolio Date: 6/30/2016

	%
Brazil	5.2
France	8.9
Germany	3.5
India	4.1
Japan	14.1
South Africa	6.9
South Korea	5.0
Switzerland	12.1
United Kingdom	12.9
United States	11.0
Other	16.3
<b>Total</b>	<b>100.0</b>

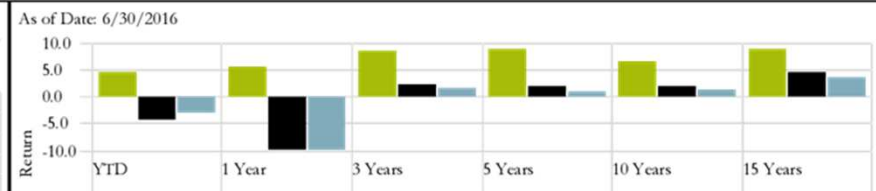
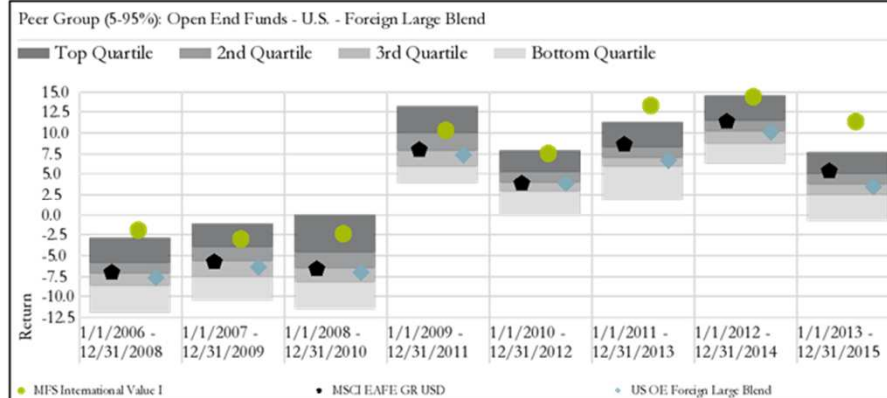
Portfolio Date: 6/30/2016

	Portfolio Weighting %
Samsung Electronics Co Ltd	4.50
Naspers Ltd Class N	4.47
Schlumberger Ltd	3.91
Sanofi SA	3.70
Schneider Electric SE	2.85
Roche Holding AG	2.81
Itau Unibanco Holding SA	2.65
ICICI Bank Ltd	2.58
Standard Chartered PLC	2.40
Barclays PLC	2.37

Ticker	DODFX
Inception Date	5/1/2001
Morningstar Rating Overall	★★★
Fund Size	54,402,682,192
Annual Report Net Expense Ratio	0.64
Management Fee	0.60
Average Market Cap (mil)	36,817.62

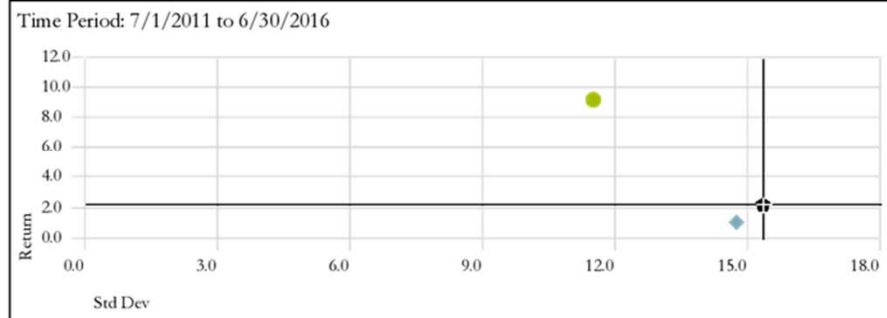
Source: Morningstar Direct

# Equity Sector (International Developed)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
MFS International Value I	4.82	5.61	8.83	9.17	6.62	8.90
MSCI EAFE GR USD	-4.04	-9.72	2.52	2.15	2.05	4.78
US OE Foreign Large Blend	-2.98	-9.87	1.77	1.08	1.39	3.65



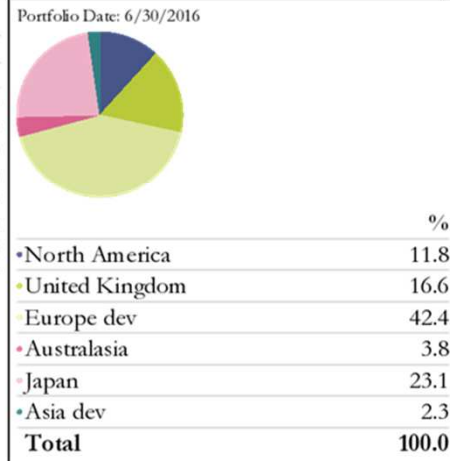
Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
MFS International Value I	6.77	1.52	27.66	16.10	-1.69	9.42	24.94	-31.67	7.54	28.52	14.63	27.46	32.75	-6.56
MSCI EAFE GR USD	-0.39	-4.48	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17	-15.66
US OE Foreign Large Blend	-1.59	-4.98	19.44	18.29	-13.97	10.24	31.24	-43.99	12.71	24.77	14.72	17.39	33.58	-16.69

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: MSCI EAFE GR USD

	Inv	Bmk1
Return	9.17	2.15
Std Dev	11.53	15.36
Downside Deviation	3.33	0.00
Alpha	7.14	0.00
Beta	0.70	1.00
R2	86.22	100.00
Tracking Error	6.32	0.00
Treynor Ratio (geo)	13.04	2.07
Sharpe Ratio	0.81	0.21
Information Ratio (geo)	1.09	

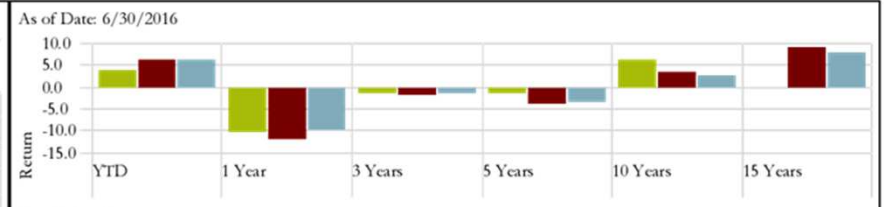
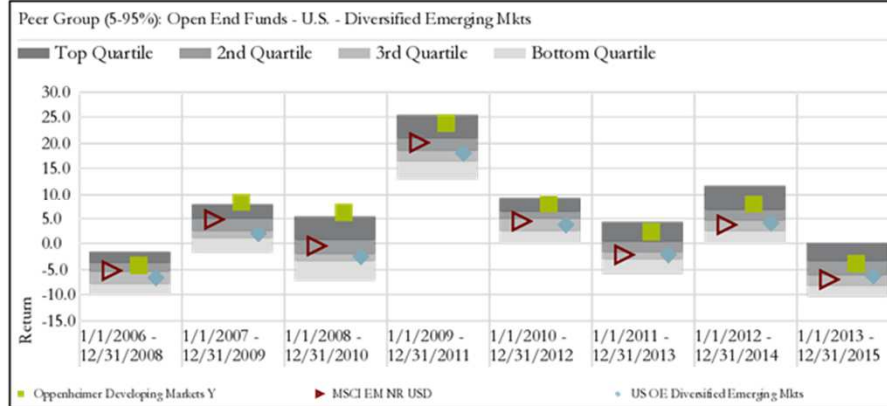


Portfolio Date: 6/30/2016

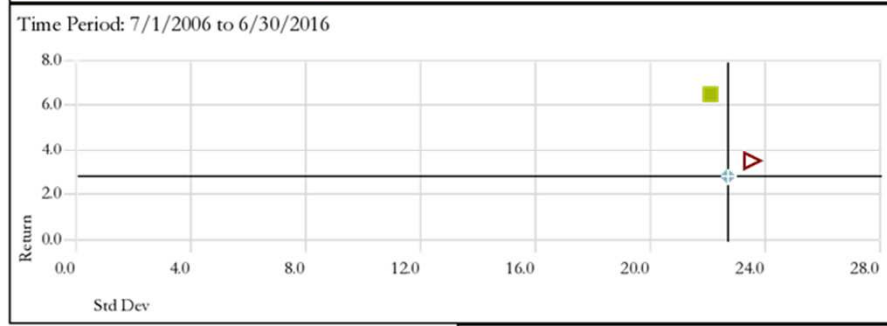
	Portfolio Weighting %
Nestle SA	4.40
Danone SA	3.66
Reckitt Benckiser Group PLC	3.51
Brambles Ltd	2.97
KDDI Corp	2.72
Compass Group PLC	2.53
Henkel AG & Co KGaA Prd Shs - Non-voting	2.36
Kao Corp	2.29
Japan Tobacco Inc	2.12
Analog Devices Inc	2.08

Ticker	MINIX
Inception Date	1/2/1997
Morningstar Rating Overall	★★★★★
Fund Size	26,621,431,944
Annual Report Net Expense Ratio	0.76
Management Fee	0.71
Average Market Cap (mil)	21,310.39

Source: Morningstar Direct



	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Oppenheimer Developing Markets Y	3.80	-10.13	-1.21	-1.31	6.52	
MSCI EM NR USD	6.41	-12.06	-1.56	-3.78	3.54	9.12
US OE Diversified Emerging Mkts	6.22	-10.02	-1.44	-3.39	2.80	8.11



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Oppenheimer Developing Markets Y	-13.84	-4.55	8.68	21.29	-17.85	27.39	82.10	-47.84	34.30	25.70				
MSCI EM NR USD	-14.92	-2.19	-2.60	18.22	-18.42	18.88	78.51	-53.33	39.42	32.14	34.00	25.55	55.82	-6.17
US OE Diversified Emerging Mkts	-13.79	-3.01	-0.14	18.15	-19.86	19.26	73.81	-54.44	36.68	32.06	31.54	23.54	55.19	-6.05

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 2: MSCI EM NR USD

	Inv	Bmk2
Return	-1.31	-3.78
Std Dev	17.33	18.84
Downside Deviation	9.57	11.46
Alpha	-7.12	-9.20
Beta	0.81	0.79
R2	59.82	47.94
Tracking Error	11.43	14.04
Treynor Ratio (geo)	-1.71	-4.90
Sharpe Ratio	0.01	-0.12
Information Ratio (geo)	-0.75	-0.77

Portfolio Date: 7/31/2016

	%
*Basic Materials	3.4
*Consumer Cyclical	25.7
*Financial Services	22.0
Real Estate	2.9
*Consumer Defensive	13.9
Healthcare	5.3
*Utilities	0.0
*Communication Services	0.0
*Energy	2.4
*Industrials	4.2
*Technology	20.1
<b>Total</b>	<b>100.0</b>

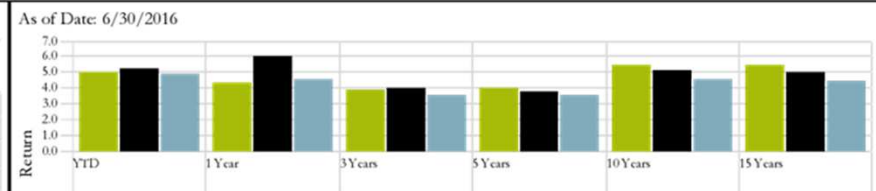
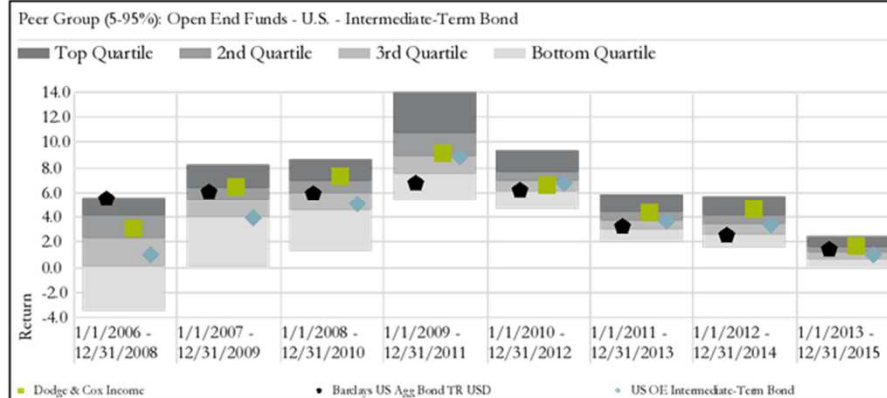
Portfolio Date: 6/30/2016

	Portfolio Weighting %
Tencent Holdings Ltd	5.20
Housing Development Finance Corp Ltd	4.54
Oppenheimer Institutional Money Market E	4.41
Alibaba Group Holding Ltd ADR	3.96
Taiwan Semiconductor Manufacturing Co Ltd	3.58
Baidu Inc ADR	3.47
Magnit PJSC	2.93
Infosys Ltd	2.70
Master China Series 1	2.44
AIA Group Ltd	2.38

Ticker	DISSX
Inception Date	6/30/1997
Morningstar Rating Overall	★★★★★
Fund Size	2,071,805,085
Annual Report Net Expense Ratio	0.50
Management Fee	0.25
Average Market Cap (mil)	1,384.25

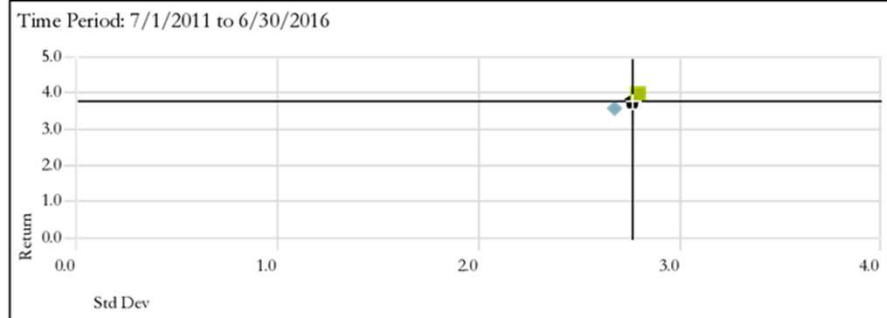
Source: Morningstar Direct

### III. Fixed Income Sector (US Bonds)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox Income	5.07	4.36	3.96	3.98	5.53	5.49
Barclays US Agg Bond TR USD	5.31	6.00	4.06	3.76	5.13	5.08
US OE Intermediate-Term Bond	4.90	4.61	3.54	3.58	4.55	4.49



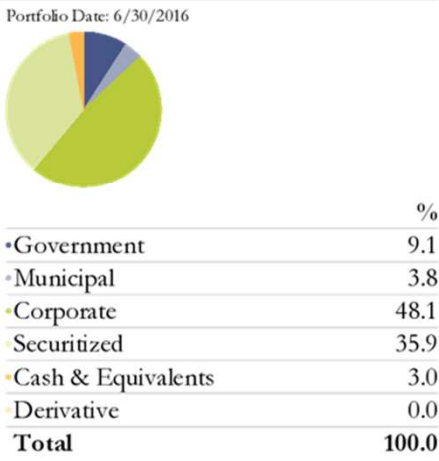
Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Dodge & Cox Income	-0.59	5.48	0.64	7.94	4.76	7.17	16.05	-0.29	4.68	5.30	1.98	3.64	5.97	10.75
Barclays US Agg Bond TR USD	0.55	5.97	-2.02	4.21	7.84	6.54	5.93	5.24	6.97	4.33	2.43	4.34	4.10	10.26
US OE Intermediate-Term Bond	-0.26	5.18	-1.42	7.01	5.86	7.72	13.97	-4.70	4.70	4.15	1.80	3.91	5.10	8.04

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: Barclays US Agg Bond TR USD

	Inv	Bmk1
Return	3.98	3.76
Std Dev	2.80	2.77
Downside Deviation	1.63	0.00
Alpha	1.39	0.00
Beta	0.68	1.00
R2	45.06	100.00
Tracking Error	2.25	0.00
Treynor Ratio (geo)	5.75	3.68
Sharpe Ratio	1.39	1.32
Information Ratio (geo)	0.09	



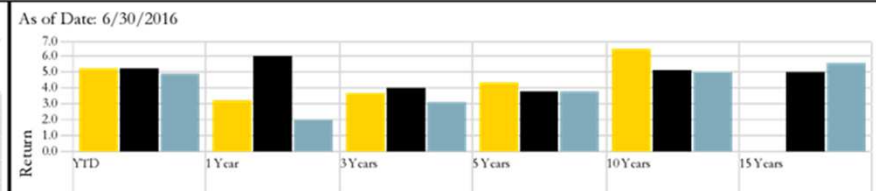
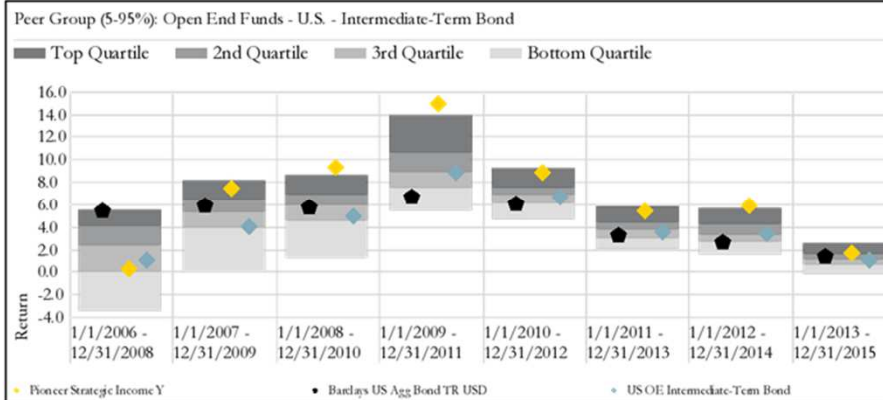
Portfolio Date: 6/30/2016

	Portfolio Weighting %
US Treasury Note 1.625%	1.35
Verizon Comms 6.55%	1.32
Rio Oil Fin Tr 144A 6.25%	1.14
US Treasury Note 1.625%	1.13
US Treasury Note 1.5%	1.11
US Treasury Note 0.75%	1.10
Imperial Tobacco Fin 144A 4.25%	0.92
Citigroup Cap Xiii Pfd	0.87
FHLMC FRN	0.86
Bnp Paribas Us Mtn 4.25%	0.86

Ticker	DODIX
Inception Date	1/3/1989
Morningstar Rating Overall	★★★★
Fund Size	46,739,858,140
Annual Report Net Expense Ratio	0.43
Management Fee	0.40
Average Eff Duration	4.00
Average Credit Quality	BBB
12 Mo Yield	3.12

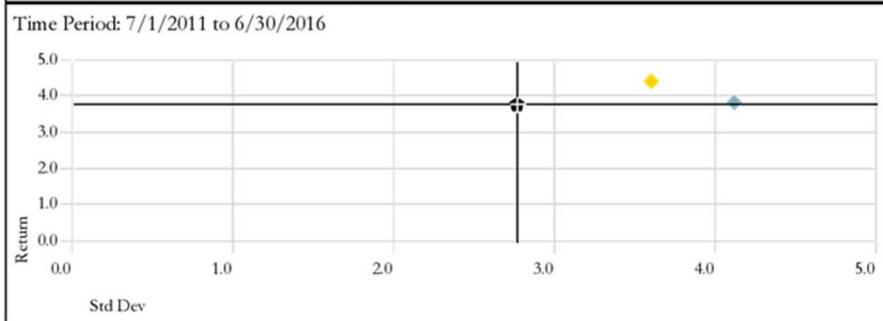
Source: Morningstar Direct





Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Pioneer Strategic Income Y	5.31	3.18	3.74	4.40	6.51	
Barclays US Agg Bond TR USD	5.31	6.00	4.06	3.76	5.13	5.08
US OE Intermediate-Term Bond	4.90	4.61	3.54	3.58	4.55	4.49



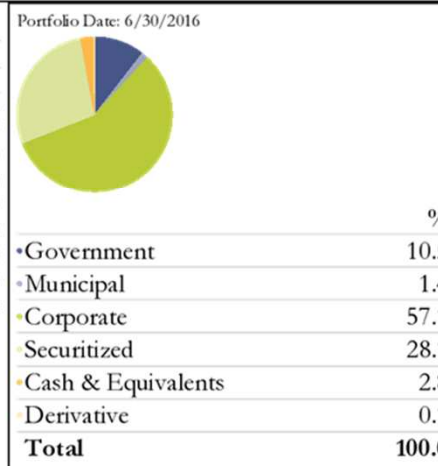
Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Pioneer Strategic Income Y	-1.15	4.92	1.80	11.49	3.54	11.97	31.06	-10.87	6.33	6.68	2.81			
Barclays US Agg Bond TR USD	0.55	5.97	-2.02	4.21	7.84	6.54	5.93	5.24	6.97	4.33	2.43	4.34	4.10	10.26
US OE Intermediate-Term Bond	-0.26	5.18	-1.42	7.01	5.86	7.72	13.97	-4.70	4.70	4.15	1.80	3.91	5.10	8.04

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: Barclays US Agg Bond TR USD

	Inv	Bmk1
Return	4.40	3.76
Std Dev	3.60	2.77
Downside Deviation	2.58	0.00
Alpha	2.56	0.00
Beta	0.48	1.00
R2	13.39	100.00
Tracking Error	3.65	0.00
Treynor Ratio (geo)	9.07	3.68
Sharpe Ratio	1.19	1.32
Information Ratio (geo)	0.17	



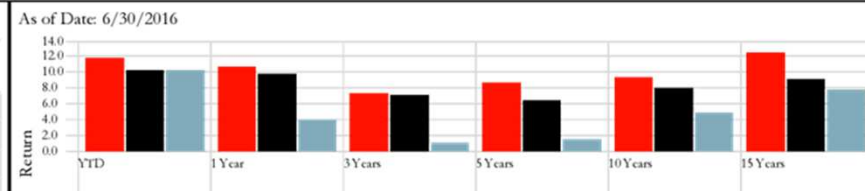
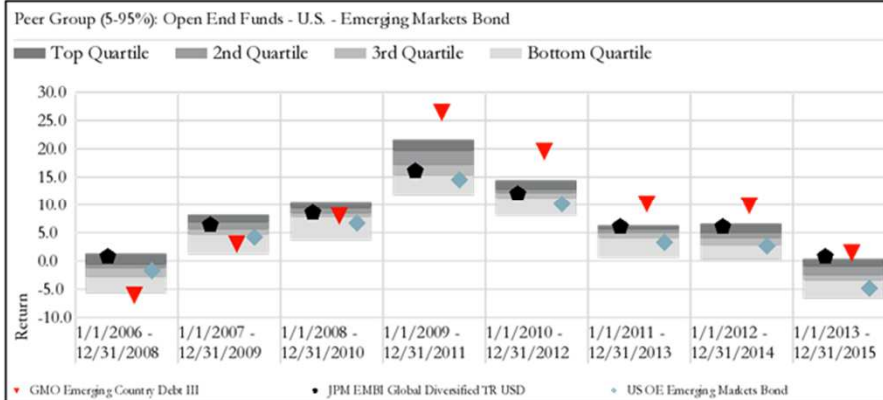
Portfolio Date: 6/30/2016

	Portfolio Weighting %
US Treasury Bond	1.95
Zero% 30nov20	1.14
US Treasury Bond	1.01
Intl Bk Recon&Dv 3.5%	0.68
Wells Fargo & Co, San Francisco Ca Pfd	0.67
FNMA 5%	0.66
New Zealand(Govt) 4.5%	0.65
Brazil Federative Rep	0.64
Banque Ouest Africaine De Dev 144A 5.5%	0.58
Govt Natl Mtg Asso 3.5%	0.58

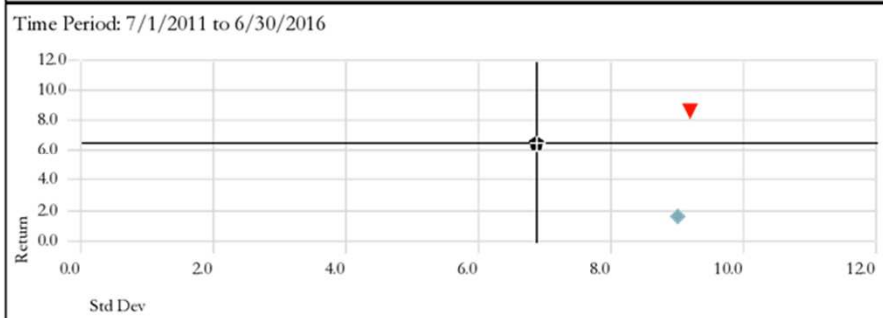
Ticker	STRYX
Inception Date	9/9/2004
Morningstar Rating Overall	★★★★
Fund Size	6,367,882,688
Annual Report Net Expense Ratio	0.73
Management Fee	0.56
Average Eff Duration	4.35
Average Credit Quality	BB
12 Mo Yield	3.68

Source: Morningstar Direct



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Emerging Country Debt III	11.98	10.70	7.44	8.62	9.46	12.60
JPM EMBI Global Diversified TR USD	10.31	9.79	7.20	6.45	7.97	9.16
US OE Emerging Markets Bond	10.37	3.94	0.94	1.58	4.96	7.84



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
GMO Emerging Country Debt III	0.02	5.98	-1.18	26.73	7.50	25.64	50.17	-33.25	9.19	14.81	15.77	19.00	36.39	19.35
JPM EMBI Global Diversified TR USD	1.18	7.43	-5.25	17.44	7.35	12.24	29.82	-12.03	6.16	9.86	10.25	11.62	22.21	13.65
US OE Emerging Markets Bond	-5.99	-0.80	-7.27	17.95	1.98	12.34	32.43	-17.64	5.36	10.99	11.50	12.31	30.83	12.69

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: JPM EMBI Global Diversified TR USD

	Inv	Bmk1
Return	8.62	6.45
Std Dev	9.20	6.87
Downside Deviation	2.21	0.00
Alpha	0.50	0.00
Beta	1.27	1.00
R2	89.25	100.00
Tracking Error	3.52	0.00
Treynor Ratio (geo)	6.74	6.37
Sharpe Ratio	0.94	0.94
Information Ratio (geo)	0.58	

Portfolio Date: 5/31/2016

	%
* Argentina	17.0
* Brazil	4.4
* Hungary	6.9
* Indonesia	12.6
* Peru	4.1
* Philippines	9.4
* Russia	6.3
* Turkey	14.3
* United States	16.2
* Venezuela	3.1
Other	5.7
<b>Total</b>	<b>100.0</b>

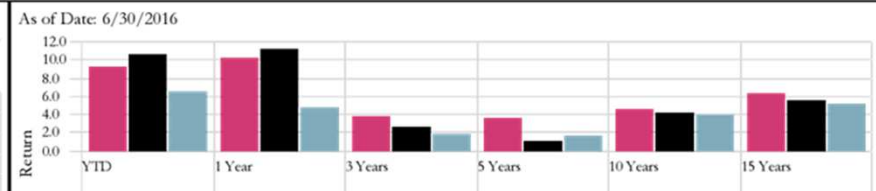
Portfolio Date: 5/31/2016

	Portfolio Weighting %
United Mexican States, 5.75%?	4.48
GMO US Treasury	2.62
Republic Of Turkey 6%	1.92
Russian Foreign Bond, Reg S, 5.88%?	1.90
Republic Of Turkey 6.75%	1.82
Hungary Rep 7.625%	1.80
US Treasury Note 0.125%	1.80
Russian Fedn 5.625%	1.65
Kazakhstan Government International Bond, Reg S, 6.50%?	1.60
Republic Of Congo, Reg S, Series Intl, Step Up, 4.00%?	1.57

Ticker	GMCDX
Inception Date	4/19/1994
Morningstar Rating Overall	★★★★★
Fund Size	4,247,357,972
Annual Report Net Expense Ratio	0.54
Management Fee	0.35
Average Eff Duration	
Average Credit Quality	
12 Mo Yield	6.13

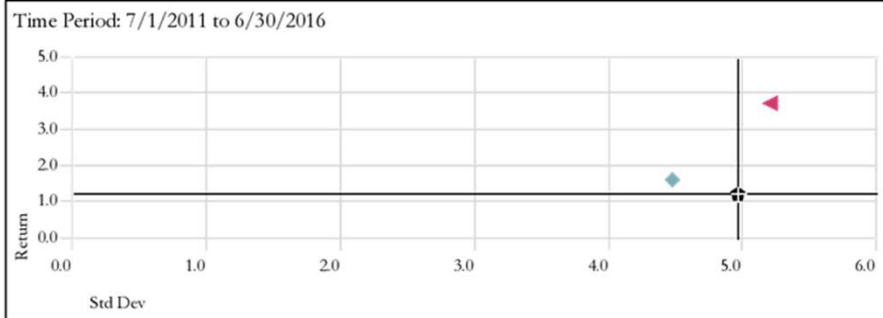
Source: Morningstar Direct

# Fixed Income Sector (World Bonds)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Global Bond III	9.24	10.30	3.91	3.71	4.63	6.30
Citi WGBI USD	10.74	11.26	2.65	1.18	4.22	5.63
US OE World Bond	6.64	4.76	1.95	1.61	4.02	5.21



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
GMO Global Bond III	-3.59	4.59	-1.65	7.19	8.47	14.14	20.43	-15.70	2.76	8.53	-5.61	12.29	22.13	13.31
Citi WGBI USD	-3.57	-0.48	-4.00	1.65	6.35	5.17	2.55	10.89	10.95	6.12	-6.88	10.35	14.91	19.49
US OE World Bond	-4.00	1.72	-2.62	8.09	3.39	6.35	13.12	-1.57	7.28	5.42	-3.33	8.98	13.79	14.10

Time Period: 7/1/2011 to 6/30/2016

Display Benchmark 1: Citi WGBI USD

	Inv	Bmk1
Return	3.71	1.18
Std Dev	5.20	4.97
Downside Deviation	1.48	0.00
Alpha	2.56	0.00
Beta	0.93	1.00
R2	79.30	100.00
Tracking Error	2.39	0.00
Treynor Ratio (geo)	3.89	1.10
Sharpe Ratio	0.71	0.25
Information Ratio (geo)	1.05	

Portfolio Date: 5/31/2016

	%
Belgium	4.9
Canada	10.3
France	20.1
Italy	5.0
Japan	41.9
*Netherlands	3.5
*Spain	10.4
*Turkey	0.6
*United States	0.7
Other Countries	0.8
*Other	1.9
<b>Total</b>	<b>100.0</b>

Portfolio Date: 5/31/2016

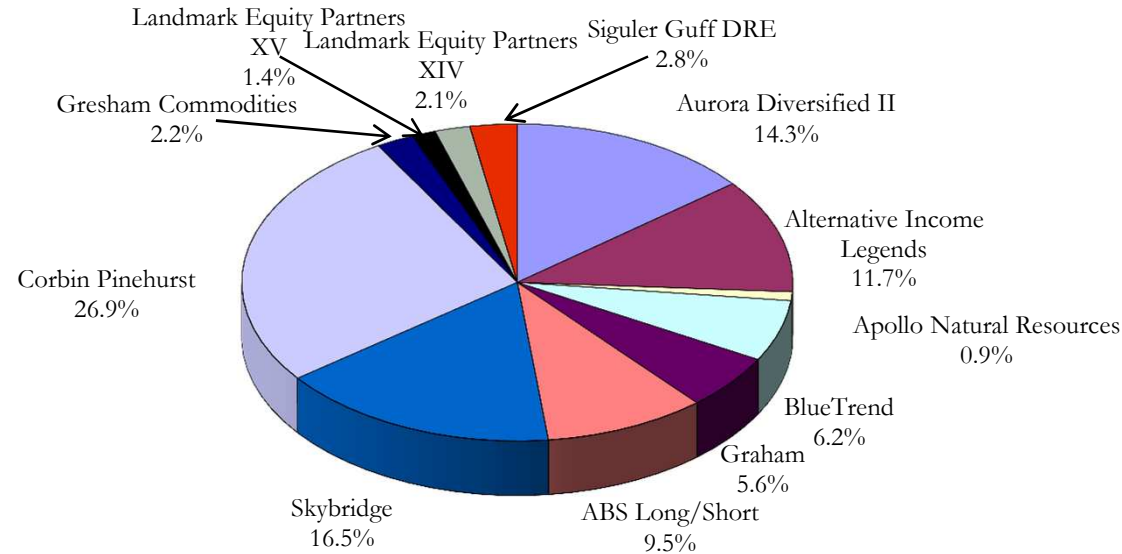
	Portfolio Weighting %
U.S. Treasury Principal Strip Bond	26.41
GMO World Opportunity Overlay	9.52
Japan(Govt Of) 1.3%	8.70
GMO US Treasury	7.16
Japan(Govt Of) 2.4%	6.33
GMO Emerging Country Debt IV	5.76
France(Govt Of) 3.25%	5.70
GMO Debt Opps VI	4.83
Buoni Poliennali Del Tesoro, 3.75%	4.77
Canada Govt 1.5%	3.68

Ticker	GMGBX
Inception Date	12/28/1995
Morningstar Rating Overall	★★★★
Fund Size	35,124,904
Annual Report Net Expense Ratio	0.39
Management Fee	0.19
Average Eff Duration	
Average Credit Quality	
12 Mo Yield	0.00

Source: Morningstar Direct

**Alternative Breakdown (%)**



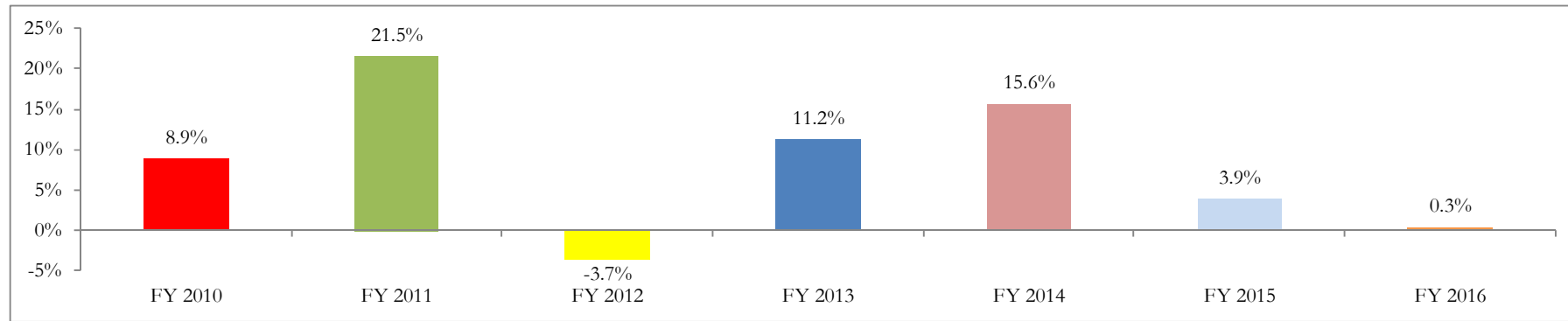
<u>Manager</u>	<u>% of Account</u>	<u>Estimated Market Value</u>	<u>Verified Values</u>	<u>Verified As Of</u>
Aurora Diversified II	14.3%	\$1,025,342	\$1,012,479	6/30/2016
Alternative Income Legends	11.7%	\$835,809	\$877,262	6/30/2016
Apollo Natural Resources	0.9%	\$64,575	\$64,575	6/30/2016
BlueTrend	6.2%	\$447,438	\$459,168	6/30/2016
Graham	5.6%	\$403,144	\$419,249	6/30/2016
ABS Long/Short	9.5%	\$680,034	\$729,147	6/30/2016
Skybridge	16.5%	\$1,181,449	\$1,173,415	6/30/2016
Corbin Pinehurst	26.9%	\$1,928,994	\$1,929,211	6/30/2016
Gresham Commodities	2.2%	\$158,536	\$163,285	6/30/2016
Landmark Equity Partners XV	1.4%	\$99,010	\$74,476	6/30/2016
Landmark Equity Partners XIV	2.1%	\$148,424	\$99,815	6/30/2016
Siguler Guff DRE	2.8%	\$198,371	\$182,748	6/30/2016
<b>Total</b>	<b>100.0%</b>	<b>\$7,171,126</b>	<b>\$7,184,829</b>	

Data Source: Wells Fargo Advisors

% of Account	\$ Value		2q16	FYTD	One Year	Three Years*	Five Years*	Incept (Mgr)*	Incept Bench*	Performance Inception
100%	\$ 7,171,126	<i>Combined Alternatives (1 mo lag)</i>	1.1	(7.4)	(7.4)	0.8	0.7	1.5	2.3	Jan-10
		<i>HFRI FoF Index (1 mo lag)</i>	1.8	(5.9)	(5.9)	1.6	1.5			
		<u>Lower Volatility</u>								
14%	\$ 1,025,342	<b>Aurora Diversified II</b>	0.7	(6.2)	(6.2)	0.8	0.7	0.8	1.9	Feb-11
		<i>HFRI Conservative Index</i>	1.1	(3.5)	(3.5)	1.9	1.8			
		<u>Diversified</u>								
27%	\$ 1,928,994	<b>Corbin Pinehurst</b>	4.0	(6.0)	(6.0)	2.2	3.5	4.2	2.3	Jan-10
12%	\$ 835,809	<b>Alternative Income Legends</b>	3.8	(8.6)	(8.6)	--	--	(3.4)	0.5	Jun-14
16%	\$ 1,181,449	<b>SkyBridge</b>	0.7	(11.0)	(11.0)	--	--	(4.3)	(0.9)	Oct-14
		<i>HFRI Fund of Funds</i>	1.8	(5.9)	(5.9)	1.6	1.5			
		<u>Hedged Equity</u>								
9%	\$ 680,034	<b>ABS Global L/S (K2 prior to 12/12)</b>	1.2	(7.8)	(7.8)	3.0	2.9	3.2	3.9	Jan-10
		<i>HFRI Equity Hedge</i>	5.3	(5.5)	(5.5)	2.6	2.1			
		<u>Managed Futures</u>								
6%	\$ 447,438	<b>BlueTrend</b>	(10.1)	(5.3)	(5.3)	(0.7)	(1.9)	(0.8)	0.7	Feb-11
6%	\$ 403,144	<b>Graham</b>	(7.4)	(11.2)	(11.2)	2.7	(0.0)	(0.4)	1.6	Jan-10
		<i>CS Tremont Managed Futures Index</i>	(8.8)	(4.8)	(4.8)	3.2	0.9			
		<u>Commodities</u>								
2%	\$ 158,536	<b>Gresham Commodities</b>	11.8	(18.7)	(18.7)	(14.4)	--	(10.9)	(11.1)	Feb-11
1%	\$ 64,575	<b>Apollo Natural Resources</b>	(3.2)	--	--	--	--			
		<i>Dow UBS Commodity Index</i>	12.5	(15.3)	(15.3)	(13.2)	--			
		<u>Private Equity</u>								
2%	\$ 148,424	<b>Landmark Equity Partners XIV</b>						12.4		Jan-10
1%	\$ 99,010	<b>Landmark Equity Partners XV</b>						21.3		Jun-14
3%	\$ 198,371	<b>Sigular Guff DRE</b>						10.5		Mar-11

All returns are on a one-month lag. Performance greater than 1 year is annualized.

Data Source: Wells Fargo Advisors



Performance Inception Date: January 23, 2009

Since Inception ROR: 8.96%

Fiscal Year-To-Date 2016 ROR: 0.34%

Beginning Market Value (July 1, 2015): \$ 381,908

<u>Quarter</u>	<u>Contributions</u>	<u>Withdrawals</u>
3Q15		
4Q15	\$ 20,000	
1Q16	\$ 20,000	
2Q16		

Total Net Flows FYTD	\$ 40,000
Invested Capital FYTD	\$ 421,908
Appreciation/Depreciation	\$ 2,484
Ending Market Value (June 30, 2016)	\$ 424,392

Returns are calculated net of transaction costs and net of management fees.

Returns greater than one year are annualized.

Account data is on a trade date basis and accrued income is included in beginning and ending values. Performance is based on current market prices, as available.

Certain assets are excluded from Beginning and Ending Values and are not included in performance calculations. Selected annuities, certain types of direct investments, mutual funds held outside the firm, precious metals, coins, bullion, or any assets subject to tax- withholding (TEFRA) are among the assets not included in values or performance calculations.

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**ASSET CLASS SUITABILITY:** Stocks of small companies are typically more volatile than stocks of larger companies. They often involve higher risks because they may lack the management expertise, financial resources, product diversification and competitive strengths to endure adverse economic conditions. High-yield, non-investment grade bonds are only suitable for aggressive investors willing to take greater risks, which could result in loss of principal and interest payments. Global/International investing involves risks not typically associated with US investing, including currency fluctuations, political instability, uncertain economic conditions and different accounting standards. Because the futures and commodity markets can be highly unpredictable – often swinging dramatically – investing in currency and commodities is not suitable for all investors. You may lose your entire investment, and in some cases, more than you invested.

**PAST PERFORMANCE:** Past performance is not an indication of future results.

**ASSET CLASS PERFORMANCE REPRESENTATIONS:** Long Term Treasuries = BC Treasury Long; Municipals = BC Municipal; Foreign Bonds = Salomon World BIG – IB; US Govt/Credit = BC Govt/Credit; Mtge Backed Securities = ML Mortgage Master; Corporate Bonds = Salomon Corporate; 90 Day T-Bills = Salomon; Japanese Stocks = Salomon Japan BMI; High Yield Bonds = ML High Yield Master; Small Cap US Value = RU 2000 Value; MidCap US Stocks = RU Midcap; Large Cap US Value = RU 1000 Value; European Stocks = Salomon Europe BMI; Small Cap US Stocks = RU 2000; Lg Cap US Growth = RU 1000 Growth; Latin American Stocks = Salomon Latin America BMI; Sm Cap US Growth = RU 2000 Growth

**BROAD EQUITY MARKET & SECTOR PERFORMANCE REPRESENTATIONS:** Large-Cap = S&P 500 or Russell 1000; Mid-Cap = RU Midcap; Small-Cap = RU 2000; International = MSCI EAFE

**DATA SOURCES:** Information found in this document was derived from the following sources: Zephyr Associates, Investor Force/MSCI, Barclays Capital, Standard & Poor's, Morningstar, Thomson Reuters, direct material from managers/funds, and other sources we deem reliable.

**Dow Jones Industrial Average** - This index is comprised of 30 "blue-chip" US stocks selected for their history of successful growth and wide interest among investors. The DJIA represents about 20% of the total market value of all US stocks and about 25% of the NYSE market capitalization. It is a price-weighted arithmetic average, with the divisor adjusted to reflect stock splits and the occasional stock switches in the index.

**NASDAQ Composite** - A cap-weighted index comprised of all common stocks that are listed on the NASDAQ Stock Market (National Association of Securities Dealers Automated Quotation system).

**S&P 500** - A broad-based measurement of changes in stock market conditions based on the average performance of 500 widely held common stocks. This index does not contain the 500 largest companies nor the most expensive stocks traded in the U.S. While many of the stocks are among the largest, this index also includes many relatively small companies. This index consists of approximately 380 industrial, 40 utility, 10 transportation and 70 financial companies listed on U.S. market exchanges. It is a capitalization-weighted index (stock price times number of shares outstanding), calculated on a total return basis with dividends reinvested.

**Russell 1000** - The 1000 largest companies in the Russell 3000 index, based on market capitalization.

**Russell 1000 Growth** - A segment of the Russell 1000 with a greater-than-average growth orientation. Companies in this index have higher price-to-book and price-earnings ratios, lower dividend yields and higher forecasted growth values than the Russell 1000 Value index.

**Russell 1000 Value** - Represents a segment of the Russell 1000 with a less-than-average growth orientation. Companies in this index have low price-to-book and price-earnings ratios, higher dividend yields and lower forecasted growth values than the Russell 1000 Growth Index.

**Russell Mid Cap** - The index consisting of the bottom 800 securities in the Russell 1000 as ranked by total market capitalization, and it represents over 35% of the Russell 1000 total market cap.

**Russell 2000** - The 2000 smallest companies in the Russell 3000 index.

**Russell 2000 Growth** - A segment of the Russell 2000 with a greater-than-average growth orientation. Companies in this index have higher price-to-book and price-earnings ratios, lower dividend yields and higher forecasted growth values than the Russell 2000 Value index.

**Russell 2000 Value** - A segment of the Russell 2000 with a less-than-average growth orientation. Companies in this index have low price-to-book and price-earnings ratios, higher dividend yields and lower forecasted growth values than the Russell 2000 Growth index.

**Russell 2500** - The index consisting of the bottom 500 stocks in the Russell 1000 (as ranked by market capitalization) and all of the stocks in the Russell 2000. This index is intended to be used as a measure of small to medium/small stock performance, and it represents over 22% of the Russell 3000 total market cap.

**MSCI EAFE** - A market capitalization-weighted index representing all of the MSCI developed markets outside North America. It comprises 20 of the 22 countries in the MSCI World. These 20 countries include the 14 European countries in the MSCI Europe and the 6 Pacific countries in the MSCI Pacific. This index is created by aggregating the 20 different country indexes, all of which are created separately.

**MSCI World** - This market capitalization-weighted index represents all 22 of the MSCI developed markets in the world. It is created by aggregating the 22 different country indexes, all of which are created separately.

**MSCI Emerging Markets Free (EMF)** - A market capitalization-weighted index representing 26 of the emerging markets in the world. Several factors are used to designate whether a country is considered to be emerging vs. developed, the most common of which is Gross Domestic Product Per Capita. The "Free" aspect indicates that this index includes only securities that are allowed to be purchased by global investors. This index is created by aggregating the 26 different country indexes, all of which are created separately.

**Barclays Government/Credit** - This index includes all bonds that are in the Barclays Capital Government Bond and the Barclays Capital Credit Bond indices.

**Barclays Government Intermediate** - All bonds covered by the Barclays Capital Government Bond index with maturities of 1 and 10 years.

**Barclays Aggregate Bond** - This index is made up of the Barclays Capital Government/Credit, the Mortgage-Backed Securities, and the Asset-Backed Securities indices. All issues in the index are rated investment grade or higher, have at least one year to maturity, and have an outstanding par value of at least \$100 million.

**Barclays Government Long Term** - All bonds covered by the Barclays Capital Government Bond index with maturities of 10 years or greater.

**Barclays Municipal Bond** - This market cap weighted index includes investment grade tax-exempt bonds and is classified into four main sectors: General Obligation, Revenue, Insured, and Pre-refunded. To be included in this index, the original transaction size of a bond must have been greater than \$50 million.

**Merrill Lynch Convertibles** - The convertible securities used in this index span all corporate sectors and must have a par amount outstanding of \$25 million or more. The maturity must be at least one year. The coupon range must be equal to or greater than zero and all quality of bonds are included. Excluded from this index are preferred equity redemption stocks. When the component bonds of this index convert into common stock, the converted securities are dropped from the index.

**Merrill Lynch High Yield Master** - Market-cap weighted index providing a broad-based measure of bonds in the US domestic bond market rated below investment grade but not in default. Includes only issues with a credit rating of BB1 or below as rated by Moody's and/or S&P, at least \$100 million in face value outstanding and a remaining term to final maturity equal to or greater than one year.

**Dow Jones Wilshire REIT Index** - A measurement of equity REITs and Real Estate Operating Companies. No special-purpose or health care REITs are included. It is a market capitalization-weighted index for which returns are calculated monthly using buy and hold methodology; it is rebalanced monthly.

**Citigroup 3 Month Treasury Bill** - Representing the monthly return equivalents of yield averages that are not marked to market, this index is an average of the last three three-month Treasury bill issues.

**50/50 Blend (S&P 500/BCIGC)** - A blended benchmark consisting of 50% S&P 500 and 50% Barclays Capital Government/Credit Intermediate indices.



August 28, 2016

**THE COLLEGE OF WILLIAM AND MARY  
BOARD OF VISITORS  
OFFICERS AND COMMITTEES**

**2016-2017**

**EXECUTIVE COMMITTEE**

Todd A. Stottlemyer, Rector  
H. Thomas Watkins III, Vice Rector  
Sue H. Gerdelman, Secretary  
Lynn M. Dillon  
Thomas R. Frantz  
Lisa E. Roday  
John Charles Thomas  
*Michael J. Fox*

**COMMITTEE ON ACADEMIC AFFAIRS**

Lynn M. Dillon, Chair  
Karen Kennedy Schultz, Vice Chair  
Warren W. Buck III  
S. Douglas Bunch  
James A. Hixon  
Anne Leigh Kerr  
*Michael R. Halleran*

**COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

William H. Payne II, Chair  
John Charles Thomas, Vice Chair  
Warren W. Buck III  
James A. Hixon  
Anne Leigh Kerr  
Karen Kennedy Schultz  
DeRonda M. Short  
*Samuel E. Jones*

(Design Review Board – Will Payne, John Charles Thomas)

**COMMITTEE ON ATHLETICS**

DeRonda M. Short, Chair  
H. Thomas Watkins III, Vice Chair  
S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman  
*Edward C. Driscoll, Jr.*

**COMMITTEE ON AUDIT AND COMPLIANCE**

John Charles Thomas, Chair

Christopher M. Little, Vice Chair

William H. Payne II

DeRonda M. Short

Brian P. Woolfolk

*Kent B. Erdahl*

*Kiersten L. Boyce*

*Samuel E. Jones*

**COMMITTEE ON FINANCIAL AFFAIRS**

H. Thomas Watkins III, Chair

James A. Hixon, Vice Chair

S. Douglas Bunch

Lynn M. Dillon

Thomas R. Frantz

Anne Leigh Kerr

Christopher M. Little

Brian P. Woolfolk

*Samuel E. Jones*

(Investments Subcommittee – Lynn Dillon and Tom Watkins)

**RICHARD BLAND COLLEGE COMMITTEE**

Sue H. Gerdelman, Chair

Lynn M. Dillon, Vice Chair

Warren W. Buck III

William H. Payne, II

Lisa E. Roday

Karen Kennedy Schultz

Brian P. Woolfolk

D. Jill Mitten, faculty representative

David J. Snyder IV, student representative

*Debbie L. Sydow*

***COMMITTEES OF THE WHOLE:*****COMMITTEE ON UNIVERSITY ADVANCEMENT**

Sue H. Gerdelman, Chair

Christopher M. Little, Vice Chair

*Matthew T. Lambert*

**COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES**

Thomas R. Frantz, Chair

H. Thomas Watkins III, Vice Chair

*Henry R. Broaddus*

**COMMITTEE ON STUDENT AFFAIRS**

Lisa E. Roday, Chair

William H. Payne II, Vice Chair

*Virginia M. Ambler*

Board Liaison to MONROE LEGACY WORKING GROUP – Chris Little

Board Liaison to RACE RELATIONS IMPLEMENTATION TEAM – Lisa Roday

THE BOARD OF VISITORS  
OF THE COLLEGE  
OF WILLIAM & MARY  
IN VIRGINIA

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BOARD MEETING

*Board Room - Blow Memorial Hall*

September 23, 2016

**MEETING AGENDA**  
Board of Visitors  
The College of William and Mary

September 23, 2016 - 10:45 a.m.  
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Todd A. Stottlemeyer
  
- II. Approval of Minutes Mr. Stottlemeyer
  - A. April 20-22, 2016 Annual Board Meeting
  - B. July 21-22, 2016 Board Retreat
  
- III. Opening Remarks Mr. Stottlemeyer  
President W. Taylor Reveley III
  
- IV. Closed Session (if necessary) Mr. Stottlemeyer
  
- V. Reports of Standing Committee chairs
  - A. Richard Bland College Committee Sue H. Gerdelman
    - 1. **Resolution 1:** Appointments to Fill Vacancies in the Instructional Faculty *tab #1*
    - 2. **Resolution 2:** Appointments to Fill Vacancies in the Professionals and Professional Faculty *tab #2*
    - 3. **Resolution 3:** Resolution to Approve 9c Bond Sale Request *tab #3*
    - 4. **Resolution 4:** 2016-2022 Six-Year Plan Update *tab #4*
  
  - B. Committee on Athletics DeRonda M. Short
  
  - C. Committee on Administration, Buildings and Grounds William H. Payne II
    - 1. **Resolution 8:** Resolution to Approve Property Acquisition: 6 Riverview Avenue *tab #8*
    - 2. **Resolution 9:** Resolution to Approve Land Use Permit from the Virginia Department of Transportation for Underground Saltwater Utilities at Spencer Road *tab #9*
    - 3. **Resolution 10:** Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Zable Stadium *tab #10*
    - 4. **Resolution 11:** Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Busch Field Turf *tab #11*

Board of Visitors  
MEETING AGENDA  
September 23, 2016

- 5. **Resolution 12:** Resolution of the Board of Visitors of the College of William and Mary 9(D) Sale Pooled Bond Program: Renovate/Expand Zable Stadium and Replace Busch Field Turf *tab #12*
- 6. **Resolution 13:** Resolution to Approve 2016 Master Plan of James Monroe's Highland *tab #13*

D. Committee on University Advancement Sue H. Gerdelman

E. Committee on Audit and Compliance John Charles Thomas

F. Committee on Financial Affairs H. Thomas Watkins III

- 1. **Resolution 14:** College of William and Mary 2016-18 Six-Year Plan Update *tab #14*

G. Committee on Student Affairs Lisa E. Roday

H. Committee on Strategic Initiatives and New Ventures Thomas R. Frantz

I. Committee on Academic Affairs Lynn M. Dillon

- 1. **Resolution 5:** Appointments to Fill Vacancies in the Instructional Faculty *tab #5*
- 2. **Resolution 6:** Designated Professorships *tab #6*
- 3. **Resolution 7:** Faculty Leaves of Absence *tab #7*

J. Monroe Legacy Working Group Christopher M. Little

K. Race Relations Implementation Team Ms. Roday

VI. Old Business Mr. Stottlemeyer

VII. New Business Mr. Stottlemeyer

VIII. Executive Session (if necessary) Mr. Stottlemeyer

IX. Closing remarks

X. Adjournment Mr. Stottlemeyer

**BOARD DINING ROOM:**

@1:00 p.m. Lunch

FULL BOARD MEETING  
MINUTES – APRIL 20-22, 2016

BOARD RETREAT  
MINUTES – JULY 21-22, 2016

## MINUTES

Meeting of the Board of Visitors  
The College of William and Mary in Virginia

April 20-22, 2016  
Blow Memorial Hall - College of William and Mary

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg on Wednesday, Thursday and Friday, April 20-22, 2016.

On Wednesday, April 20, the Executive Committee met in the Rector's Office from 4:30 to 6:30 p.m. That evening the full Board convened for dinner in Leadership Hall at the Alumni House at 500 Richmond Road.

Those present on Wednesday were:

Kendrick F. Ashton, Jr.  
Ann Green Baise  
Lynn M. Dillon  
Thomas R. Frantz  
Sue H. Gerdelman  
James A. Hixon  
Christopher M. Little  
William H. Payne II

Lisa E. Roday  
Karen Kennedy Schultz  
Robert E. Scott  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III

Absent: Keith S. Fimian  
John E. Littel

Also present was William and Mary President W. Taylor Reveley III.

At 8:25 p.m. the Rector convened the full Board at the Alumni House, and asked for a motion that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was made by Ms. Gerdelman, seconded by Mr. Watkins and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:25 p.m.

The Board reconvened in open session at 9:50 p.m. Mr. Stottlemeyer reviewed the topic discussed during closed session for the benefit of the observers, then asked for a motion to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Mr. Watkins and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue H. Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 9:50 p.m.

On Thursday, April 21, the Committee on Audit and Compliance met in the Board Conference Room while the Committee on Academic Affairs, the Committee on Administration, Buildings and Grounds, the Committee on University Advancement, the Committee on Athletics and the Committee on Strategic Initiatives and New Ventures met in the Board Room.



Board of Visitors  
MINUTES  
Page 2

Those present on Thursday were:

Kendrick F. Ashton, Jr.	Lisa E. Roday	
Ann Green Baise	Karen Kennedy Schultz	
Lynn M. Dillon	Robert E. Scott	
Thomas R. Frantz	DeRonda M. Short	
Sue H. Gerdelman	Todd A. Stottlemeyer	
James A. Hixon	John Charles Thomas	
John E. Littel	H. Thomas Watkins III	
Christopher M. Little	Faculty representative:	Suzanne Raitt
William H. Payne II	Student representative:	Yohance Whitaker

Absent: Keith S. Fimian

Others present:

W. Taylor Reveley	Kent B. Erdahl
Michael R. Halleran	Michael J. Fox
Virginia M. Ambler	W. Fanchon Glover
Henry R. Broaddus	Jeremy P. Martin
Samuel E. Jones	Amy Sebring
Matthew T. Lambert	Brian W. Whitson
Jennifer Latour	Sandra J. Wilms
Kiersten Boyce	

Also in attendance were University Counsel Deborah Love, Associate University Counsel Sarah Melchior, Dean John Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

The Committee on Audit and Compliance met from 7:45 to 9:20 a.m. The Committee on Academic Affairs met from 8:45 to 9:36 a.m. The Committee on University Advancement met from 9:40 to 10:20 a.m. The Committee on Athletics met from 10:38 to 11:09 a.m. The Committee on Administration Buildings and Grounds met from 11:14 to 12:15 p.m., then reconvened from 1:37 to 1:54 p.m. following lunch.

At 12:15 p.m. the Board moved to Blow Hall Room 201 for lunch and a discussion of the club sport program with student leaders and officers of the club sports. Student Affairs committee Chair and Vice Chair Lisa Roday and Will Payne presented a PowerPoint presentation on the results of their meetings with student groups and a survey of club sports which they conducted, with the results and recommendations outlined in their report: *The Impact of Campus Recreation and the Sport Club Program*. A general discussion ensued, concluding at 1:30 p.m.

At 1:54 p.m. the Board convened in the Board Room as a committee of the whole for the meeting of the **Committee on Student Affairs**. Ms. Roday presided as chair and called on student representative Yohance Whitaker, who introduced the new Student Affairs President Eboni Brown and Vice President Hannah McKiernan. Ms. Brown and Ms. McKiernan were congratulated and welcomed with applause by the Board.

Ms. Roday thanked the Board members for meeting with the student leaders and club sports officers and participating in the discussion, noting that she and Mr. Payne would continue their efforts to improve the club sport program. Ms. Roday reported that a student group 16(IX)3 had proposed an initiative to continue improvements to the W&M Sexual Misconduct Policy and Procedure, and advised that she and the Rector had met this morning with members of the group and will continue to stay in touch with them.

Vice President for Student Affairs Ginger Ambler stated that the annual radio station report was detailed in Enclosure D, noting that the station had a great year.

Ms. Ambler reported that the focus of the presentations would be a joint effort from both the Student Affairs staff and the student liaisons on accessibility services and the efforts being made to promote a campus environment that is responsive to those with accessibility needs.

Ms. Ambler introduced Lesley Henderson, Director of Disability Services; who presented a PowerPoint on the services provided in support of students with disabilities, and the delivery of those services, with input from several students in attendance who benefit from those services. Student liaisons Yussre El-Bardicy and Ryan Goss then reported on accessibility from the student perspective. A brief discussion ensued and concluded at 2:45 p.m.

Following a short break, the Board reconvened at 2:50 p.m. for the Provost Report and Faculty Presentation. Academic Affairs Committee Chair Robert Scott called on Provost Michael Halleran.

Provost Halleran reported on recent favorable articles in the *Economist* and *Business Week*, and advised the Board of several recent awards presented to faculty members and students. The Provost also commented briefly on the diversity hiring initiative. The Provost thanked Sue Gerdelman and Ann Baise for meeting with the SACS on-site committee last month, noting that between the off-site visit and the campus visit, and all the data provided to them, SACS has examined the university's compliance with 97 standards. The visit went well and a draft of the report has now been received, to which we are asked to respond only to errors of facts. After this response, the final report will be sent to the President. In December the SACS Board of Trustees will vote formally to affirm accreditation for the next ten year period. Provost Halleran thanked Susan Grover and Susan Bosworth, co-chairs of the SACSCOC Reaffirmation Leadership Team, for their work. The Board recognized them with a round of applause. Noting that this was Bob Scott's last meeting, the Provost thanked him for his work as chair of the Academic Affairs Committee, and especially as a champion of the NTE faculty.

Faculty Assembly Vice President and Chair of the Faculty Liaison Committee Liz Barnes introduced the neurodiversity working group – Karin Wulf, Director of the Omohundro Institute and Professor of History; Joshua Burk, Associate Professor and Chair of Psychology, and Cheryl Dickter, Associate Professor of Psychology – who presented a PowerPoint on the neurodiversity initiative, launched in 2012, to support students with brain differences. A brief discussion ensued and concluded at 3:25 p.m.

The Board then convened as a committee of the whole for the **Committee on Strategic Initiatives and New Ventures**. Mr. Frantz presided as chair, briefly reviewed the agenda and commented on recent favorable news articles on the development of a Virginia mega-region.

Mr. Frantz introduced Vice President for Strategic Initiatives Henry Broaddus, who reviewed the Strategic Planning Dashboard, detailed in Enclosure E. A brief discussion ensued.

Mr. Broaddus provided an update on the Business Innovation project. A brief discussion ensued.

Mr. Frantz introduced Chris Lloyd, alumnus and Senior Vice President and Director of Business Expansion at McGuire Woods Consulting. Mr. Lloyd provided an update on the Virginia Initiative for Growth and Opportunity in Each Region (GO Virginia) which was initiated by the Virginia Business Higher Education Council and the Council on Virginia's Future to foster private-sector growth and job creation through state incentives for regional collaboration by business, education, and government. A brief discussion ensued, concluding at 4:15 p.m.

Following a short break, the Rector convened the full Board at 4:30 p.m. to discuss the report of the Task Force on Race and Race Relations. Following opening remarks by President Reveley on the challenges the university faces. The President thanked Chief Diversity Officer Chon Glover for chairing the Task Force and thanked Board member Kendrick Ashton for serving on it, noting the result was a very comprehensive and thoughtful report. Ms. Glover presented a PowerPoint overview of the work of the Task Force and its recommendations. Ms. Glover thanked Student Assembly President Yohance Whitaker for the work of the students on the Task Force. A general discussion ensued, concluding at 5:25 p.m.

There being no further business, the Board recessed at 5:25 p.m. and attended the Provost and Board of Visitors Faculty Reception and Picnic Dinner at the Wren Building.

On Friday, April 22, the Richard Bland College Committee met from 7:30 to 9:40 a.m. and the Committee on Financial Affairs met from 9:40 to 10:30 a.m. in the Board Room, prior to the full Board meeting.

Following the committee meetings, the Rector convened the annual meeting of the full Board at 11:05 a.m.

Those present on Friday were:

Kendrick F. Ashton, Jr.  
Ann Green Baise  
Lynn M. Dillon  
Keith S. Fimian  
Thomas R. Frantz  
Sue H. Gerdelman  
James A. Hixon  
John E. Littel  
Christopher M. Little  
William H. Payne II

Lisa E. Roday  
Karen Kennedy Schultz  
Robert E. Scott  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Faculty representative: Suzanne Raitt  
Student representative: Yohance D. Whitaker

Board of Visitors  
MINUTES  
Page 5

Others present:

W. Taylor Reveley	Kent B. Erdahl
Michael R. Halleran	Michael J. Fox
Virginia M. Ambler	W. Fanchon Glover
Henry R. Broaddus	Jennifer B. Latour
Edward C. Driscoll, Jr.	Jeremy Martin
Samuel E. Jones	Amy Sebring
Matthew Lambert	Brian W. Whitson
Kiersten L. Boyce	Sandra J. Wilms

Also in attendance were Staff Liaison Lyle Varnell, Richard Bland President Debbie Sydow, College Counsel Cynthia Norwood, University Counsel Deborah Love, Associate University Counsel Sarah Melchior, Dean Kate Conley, Dean Davison Douglas, Dean John Wells, members of the William & Mary Faculty Liaison Committee and other William and Mary staff.

Recognizing that a quorum was present, the Rector moved to adopt the minutes of the meeting of February 3-5, 2016. Motion was seconded by Ms. Gerdelman and approved by voice vote.

The Rector made brief opening remarks and recognized Karen Schultz, who was selected by the American Association of University Women - Winchester Branch for their 2016 Woman of the Year award. He noted the excellent discussion on the Race and Race Relations Task Force report, which will be discussed further at the Retreat. The Rector thanked Will Payne and Lisa Roday for a good report on the club sport program and commended Chris Little and Judge Thomas for their work on Highland, noting its new website and that the name is now officially Highland. He also recognized Sue Gerdelman, Matthew Lambert and entire Advancement team for the successful One Tribe One Day fund raising effort.

The Rector thanked Lyle Varnell for serving as the staff liaison from William and Mary, recognized both Amanda Archer, for serving as the student representative from Richard Bland, and Yohance Whitaker, for serving as the faculty representative, from William and Mary. He recognized Suzanne Raitt for serving two terms as the faculty representative from William and Mary, and Jill Mitten for serving as the faculty representative from Richard Bland College, and thanked both of them for their service.

The Rector expressed his appreciation to Mr. Scott, whose term will expire on June 30, for his leadership as Vice Rector and as chair of Academic Affairs. The Board responded with a standing ovation.

In his brief opening remarks, President Reveley commented that this was an extraordinary board; the last eight years have been transformative and that he is sad to see Bob leave. William and Mary is finishing a strong year -- the crucial element is the caliber of board members, alumni, parents, faculty, staff and students, all working in support of the good of the whole. The University is moving forward to deal with the gap between finances and quality of academics. The challenges of mental illness, sexual harassment, diversity, special needs of veterans, safety needs, are all concerns at hand.

Mr. Stottlemeyer moved that the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of approving personnel actions pertaining to the appointments, promotions, tenure, leaves and retirements of specific instructional faculty; discussing specific personnel matters; discussing internal investigations involving identifiable students and/or employees; discussing specific recommendations related to fundraising initiatives, priorities and strategies, and consideration of honorary degrees, as provided for in Section 2.2-3711.A.1., 2., 8., and 10., of the Code of Virginia. Motion was seconded by Mr. Thomas and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 11:27 a.m.

The Board reconvened in open session at 11:37 a.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Schultz and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector called for the reports of the standing committees.

Mr. Littel reported for the Richard Bland College Committee and briefly reviewed the agenda. Mr. Littel advised that the Committee had discussed the process involved with the development of the Richard Bland College Faculty Handbook. In order to allow the faculty a review period for the final Faculty Handbook document, the Committee deferred action until the November meeting.

In her remarks, President Debbie Sydow reported on highlights of the year including the launch of ESE@RBC; improved overall student profile; SACS approval of on-line course offerings. She noted they are continuing to make headway in pushing out the RBC brand; and commented on the progress on the renewal of facilities and grounds. The President thanked Mr. Littel and Ms. Baise for being so actively engaged in Richard Bland.

Mr. Littel moved adoption as a block of **Resolution 26**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 27**, Award of Academic Tenure and Promotion; **Resolution 28**, Retirement of Esther W. Floyd, Division of Language and Humanities; **Resolution 29**, Retirement of Mark L. Fidelman, Division of Natural Science; and **Resolution 30**, Retirement of Steven E. Martin, Division of Mathematics and Computer Science. Motion was seconded by Ms. Baise and approved by voice vote.

Mr. Littel moved adoption of **Resolution 31**, Approval of FY 2016-2017 Tuition and Fees; **Resolution 32**, Approval of 2016-2017 Operating Budget Proposal; and **Resolution 33**, Approval of Honorary Degree Policy. Motion was seconded by Ms. Baise and approved by voice vote.

Mr. Littel asked President Sydow to introduce the new College Counsel. President Sydow introduced Cynthia Norwood, who has been appointed by the Attorney General to serve as Counsel to Richard Bland College.

Mr. Thomas reported for the Committee on Audit and Compliance and briefly reviewed the agenda. There were no action items.

Ms. Gerdelman reported for the Committee on University Advancement and briefly reviewed the agenda. There were no action items.

Mr. Watkins reported for the Committee on Athletics and briefly reviewed the agenda. He noted two key days this fall for Zable Stadium – the first home football game on September 17 and the dedication of the renovated stadium on October 29. There were no action items.

Ms. Baise reported for the Committee on Administration, Buildings and Grounds, and briefly reviewed the agenda.

Ms. Baise moved adoption as a block of **Resolution 9**, Resolution to Approve Optional Retirement Plan for William & Mary Faculty; **Resolution 10**, Resolution to Approve Capital Project: Bush Grass Field Replacement; **Resolution 11**, Resolution to Approve Revised Budget: Construct Integrative Wellness Center; **Resolution 12**, Resolution to Approve Naming: The McLeod Tyler Wellness Center; **Resolution 13**, Resolution to Approve Naming: Martha Wren Briggs Amphitheatre at Lake Matoaka; **Resolution 14**, Resolution to Approve Demolition of 406 Jamestown Road ; **Resolution 15**, Resolution to Approve Demolition of 1984 Addition at One Tribe Place; **Resolution 16 REVISED**, Resolution to Approve Sale of Surplus Property: Parcel C-3 at Hofstadter Road; **Resolution 17**, Virginia Institute of Marine Science Resolution to Approve Non-General Fund Capital Project: Dredge Board Basin and Channel; **Resolution 35**, Resolution to Approve Easement for Virginia Institute of Marine Science Consolidated Scientific Research Facility Underground Communications Facilities: Verizon South Inc.; **Resolution 36**, Resolution to Approve Easement for Virginia Institute of Marine Science Consolidated Scientific Research Facility Underground Electric Facilities: Virginia Electric and Power Company; **Resolution 37**, Resolution to Approve Easement for Virginia Institute of Marine Science Facilities Management Building Underground Communication Facilities: Cox Communications Inc.; **Resolution 38**, Resolution to Approve Easement for Virginia Institute of Marine Science Facilities Management Building Underground Communication Facilities: Verizon South Inc.; and **Resolution 39**, Resolution to Approve Easement for Virginia Institute of Marine Science Facilities Management Building Underground Electric Facilities: Virginia Electric and Power Company, noting that Resolutions 35 through 39 were distributed to the Committee at the request of the President. Motion was seconded by Ms. Dillon and approved by voice vote. (**Resolutions 16R and 35 through 39** are appended.)

Ms. Baise advised that she had been asked to hold **Resolution 34**, Resolution to Approve Renaming of Jamestown Complex Dormitories, until after the discussion on the Task Force Report. Ms. Baise read the two paragraphs that pertain to the names (Hardy Hall and Lemon Hall) recommended for the two dorms, and moved its adoption. Motion was seconded by Mr. Ashton and approved by voice vote. (**Resolution 34** is appended.)

Ms. Short commented that the revision to Resolution 16 was added to insure that the property will be developed in support of Jefferson Lab.

Ms. Roday reported for the Committee on Student Affairs and briefly reviewed the agenda. She commented on the discussion of the comprehensive report on club sports recommendations. Ms. Roday acknowledged the receipt of the petition from the student group 16(IX)3. She thanked the Rector and the President for their support of club sports.

Mr. Frantz reported for the Committee on Strategic Affairs and New Ventures, briefly reviewed the agenda, and commented on the GO Virginia initiative and its increased focus on regional performance and translational research.

Mr. Ashton reported for the Committee on Financial Affairs, and briefly reviewed the agenda.

Mr. Ashton moved adoption as a block of **Resolution 18**, FY 2016-17 Operating Budget for Educational and General Programs; **Resolution 19**, FY 2016-17 Tuition and Fee Structure for Full- and Part-time Students; **Resolution 20**, FY 2016-17 Auxiliary Enterprises Operating Budget; **Resolution 21**, FY 2016-17 Sponsored Programs Operating Budget; **Resolution 22**, FY 2016-17 State Appropriated Student Financial Assistance; **Resolution 23**, FY 2016-17 Applied Music Fee; **Resolution 24**, FY 2016-17 Board of Visitors Private Funds Budget; and handout **Resolution 40**, Support for Sports Clubs. Motion was seconded by Mr. Payne. Mr. Littel asked to add a final sentence to Resolution 40 that indicates the Board is committed to annually reviewing the student share of funding to try to reduce the percentage in the future. Mr. Ashton noted this was the Committee's intent and accepted the addition as a friendly amendment. The motion was approved by voice vote. (**Resolution 40** is appended.)

Mr. Ashton moved adoption of **Resolution 25**: Virginia Institute of Marine Science FY 2016-17 Operating Budget. Motion was seconded by Ms. Dillon and approved by voice vote.

Mr. Scott reported for the Committee on Academic Affairs, and briefly reviewed the agenda.

Mr. Scott moved adoption as a block **Resolution 1**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 2**, Term Distinguished Professorships; **Resolution 3**, Designated Professorships; **Resolution 4**, Faculty Leaves of Absence; **Resolution 5**, Faculty Promotions; **Resolution 6**, Award of Academic Tenure; **Resolution 7**, Retirement of Jerome P.-Y. Maa, School of Marine Science; and **Resolution 8**, Resolution to Modify the Faculty Handbook with Regard to Provisions Relating to Discrimination Complaints/Investigations. Motion was seconded by Mr. Frantz and approved by voice vote.

Mr. Stottlemeyer moved to officially confer the following honorary degrees for Commencement 2016:

**William & Mary**

- **Doctor of Humane Letters** on Jillian A. Ellis
- **Doctor of Public Service** on John M. Bridgeland

**Richard Bland College**

- **Associate of Arts** on Levar M. Stoney

Motion was seconded by Mr. Thomas and approved by voice vote.

There was no old business.

Announcements:

- The Rector advised that the Retreat is scheduled for July 21-22 in Charlottesville and will be held at Highland.
- Reminded the Board that Commencement at both William and Mary and Richard Bland was on Saturday, May 14, and urged attendance.
- Recognized Nancy Gofus and Cindy Jarboe and thanked them for attending meetings
- Thanked the Board of Visitors for a good year.
- Ms. Gerdelman asked Board members to consider supporting the upcoming Weekend in Washington event

Under New Business, Mr. Stottlemeyer moved that the Board of Visitors reappoint Anita Poston for a three-year term beginning July 1, 2016, to represent the Board of Visitors on the Real Estate Foundation Board. Motion was seconded by Mr. Thomas and approved by voice vote.

Mr. Stottlemeyer moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees; and for consultation with legal counsel and briefings by staff members, as provided for in Section 2.2-3711.A.1., and 7., of the Code of Virginia. Motion was seconded by Mr. Frantz and approved by voice vote. The observers were asked to leave the room and the Board went into Executive Session at 12:30 p.m.

The Board reconvened in open session at 12:48 p.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Watkins and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector called on Mr. Littel, who moved the adoption of **Resolution 41**, discussed during the Executive Session, to formally approve the FY2016-2017 salary for President Debbie Sydow, in accordance with the Employment Contract. Motion was seconded by Ms. Baise and approved by voice vote. (**Resolution 41** is appended.)

There being no further business, the Board adjourned at 12:50 p.m.



Board of Visitors

April 20, 2016

### CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

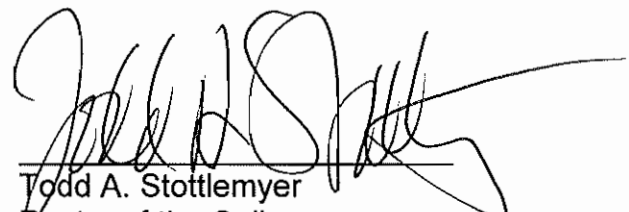
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemyer  
Rector of the College

Board of Visitors

April 22, 2016

### CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

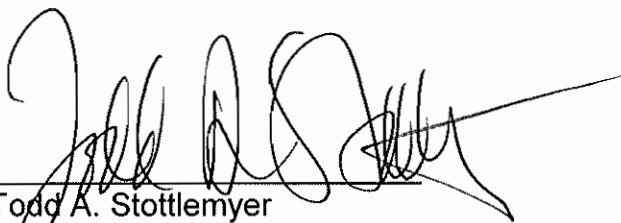
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE  
SALE OF SURPLUS PROPERTY:  
PARCEL C-3 @ HOFSTADTER ROAD**

**WHEREAS**, under the 2006 Management Agreement (the “Agreement”) with the Commonwealth, the College’s Board of Visitors has the authority to dispose of property acquired by gift, devise or non-general fund purchase, in accordance with Subchapter 3, (§23.38.91 et seq.) of the Restructured Higher Education Administrative and Operations Act, Chapter 4.10 (§23-38.88 et seq.) of Title 23 of the Code of Virginia, effective July 1, 2006 (the “Act”), as amended and renewed in 2009 and 2013; and

**WHEREAS**, the Commonwealth of Virginia acquired undeveloped property from the U.S. Federal Government in 1963, adjacent to what would become Jefferson Lab in the City of Newport News; and

**WHEREAS**, improvements were made to the property, which became the “VARC”, the Virginia Associated Research Campus, 628 Hofstadter Road, and which currently houses the U.S. Department of Energy under a zero dollar sublet from “SURA”, the Southeastern Universities Research Associates; and

**WHEREAS**, a developer, WM Jordan, has recently completed construction on the first phase of retail build-out on acreage once owned by the College’s private foundation at the corner of Oyster Point Road and Jefferson Avenue; and

**WHEREAS**, the developer is preparing to initiate the first phase of a technology park, which is sited on a portion of the 8 acre VARC parcel, as well as other land belonging to the City of Newport News, and is critical to economic development support in the area; and

**WHEREAS**, WM Jordan, has made an offer to purchase 3.21 undeveloped acres of the VARC parcel, designated as Parcel “C-3”, that is in accordance with an appraisal of the property; and

**WHEREAS**, the Commonwealth, through the Department of General Services, in anticipation of the developer’s offer, disclaimed “any possession or control” regarding ownership interest in the VARC parcel per a Memorandum of Understanding executed in May of 2015 that names the College as “the possessing and controlling institution;” and

**WHEREAS**, the Commonwealth, the College and SURA support the sale of this property insofar as it stimulates both regional economic development, and positions Jefferson

Lab as a potential site for the next Electron-Ion collider project from the U.S. Department of Energy.

**THEREFORE BE IT RESOLVED**, That on the recommendation of the President and the Senior Vice President for Finance and Administration, the Board of Visitors declares Parcel C-3, 3.21 acres, to be surplus property of the College of William and Mary, and

**BE IT FURTHER RESOLVED**, That the Board of Visitors authorizes the Senior Vice President for Finance and Administration and other college officials to proceed with the sale of the property, in accordance with the policies and procedures of the Commonwealth of Virginia, the College's restructured authority under the Act, and so long as any development is in support of SURA/Jefferson Laboratory.

**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
CONSOLIDATED SCIENTIFIC RESEARCH FACILITY  
UNDERGROUND COMMUNICATION FACILITIES:  
VERIZON SOUTH INC.**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Verizon South Inc.; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

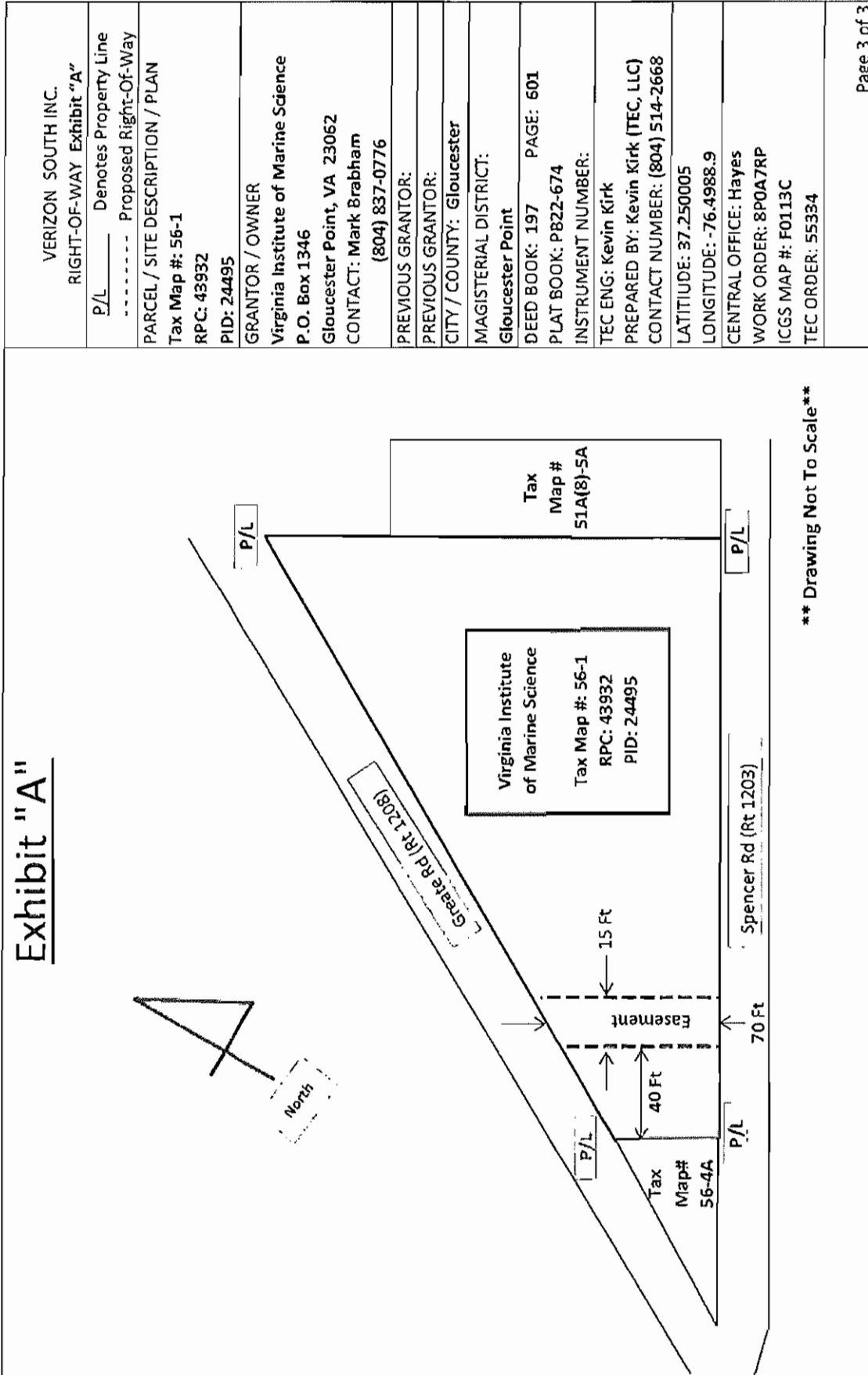
**WHEREAS**, Verizon South Inc. requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the Consolidated Scientific Research Facility to be constructed on Spencer Road (under capital project 268-17993); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
CONSOLIDATED SCIENTIFIC RESEARCH FACILITY  
UNDERGROUND ELECTRIC FACILITIES:  
VIRGINIA ELECTRIC AND POWER COMPANY**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Virginia Electric and Power Company; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

**WHEREAS**, Virginia Electric and Power Company requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the Consolidated Scientific Research Facility to be constructed on Spencer Road (under capital project 268-17993); and

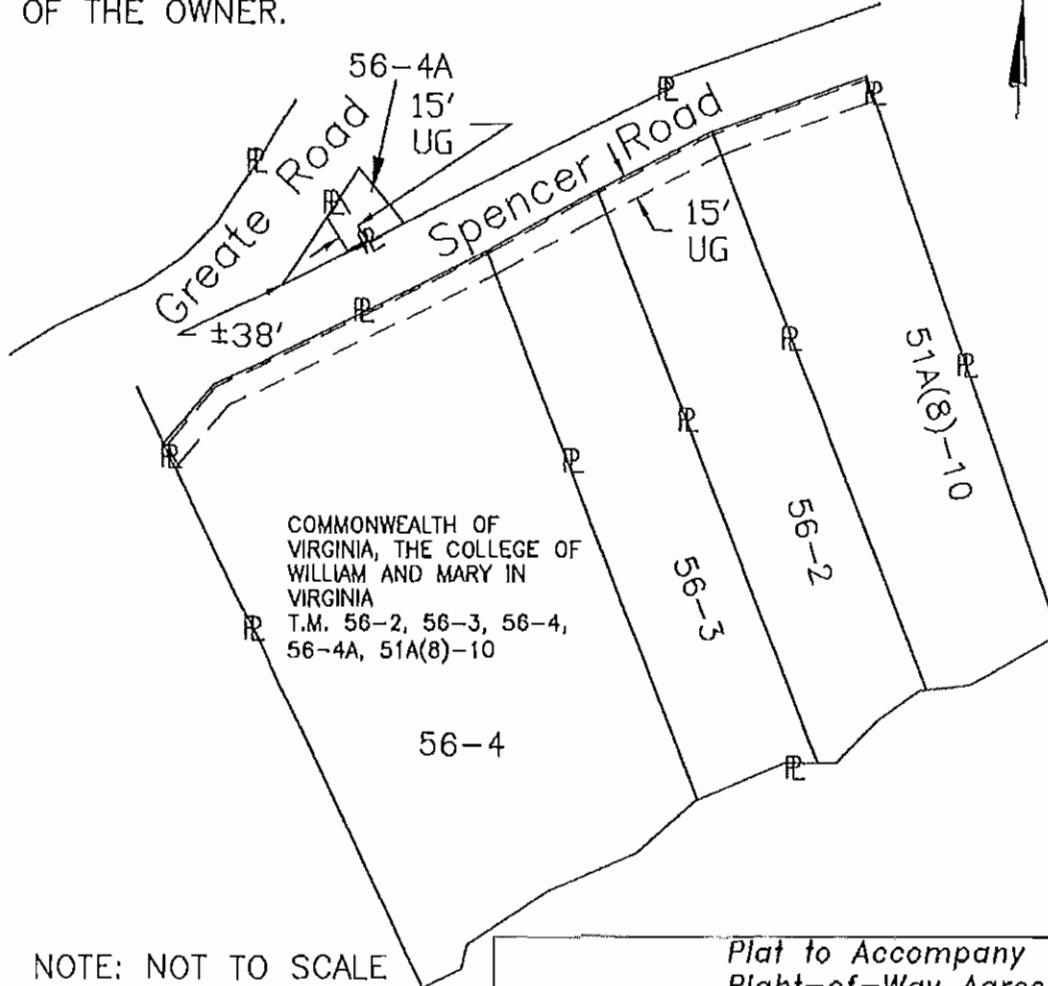
**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.

NOTE: LOCATION OF FACILITIES AS INSTALLED  
 DETERMINE THE CENTERLINE OF THE RIGHT  
 OF WAY HEREIN GRANTED ON THE PROPERTY  
 OF THE OWNER.



NOTE: NOT TO SCALE

**Legend**

- Location of Boundary Lines of Right-of-Way 15' in Width.
- Indicates Property Line is Right-of-Way Boundary

<i>Plat to Accompany Right-of-Way Agreement</i>		
VIRGINIA ELECTRIC AND POWER COMPANY doing business as <b>Dominion Virginia Power</b> UG		
District GLOUCESTER		
District HAYES	County GLOUCESTER POINT VA	State VA
Office GLOUCESTER		
Plat Number 04-16-0016		
Estimate Number 7631619		
Grid Number N0035		
Date APRIL 12, 2016	By DANIEL R. JENKINS	



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
FACILITIES MANAGEMENT BUILDING  
UNDERGROUND COMMUNICATION FACILITIES:  
COX COMMUNICATIONS INC.**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Cox Communications Inc.; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

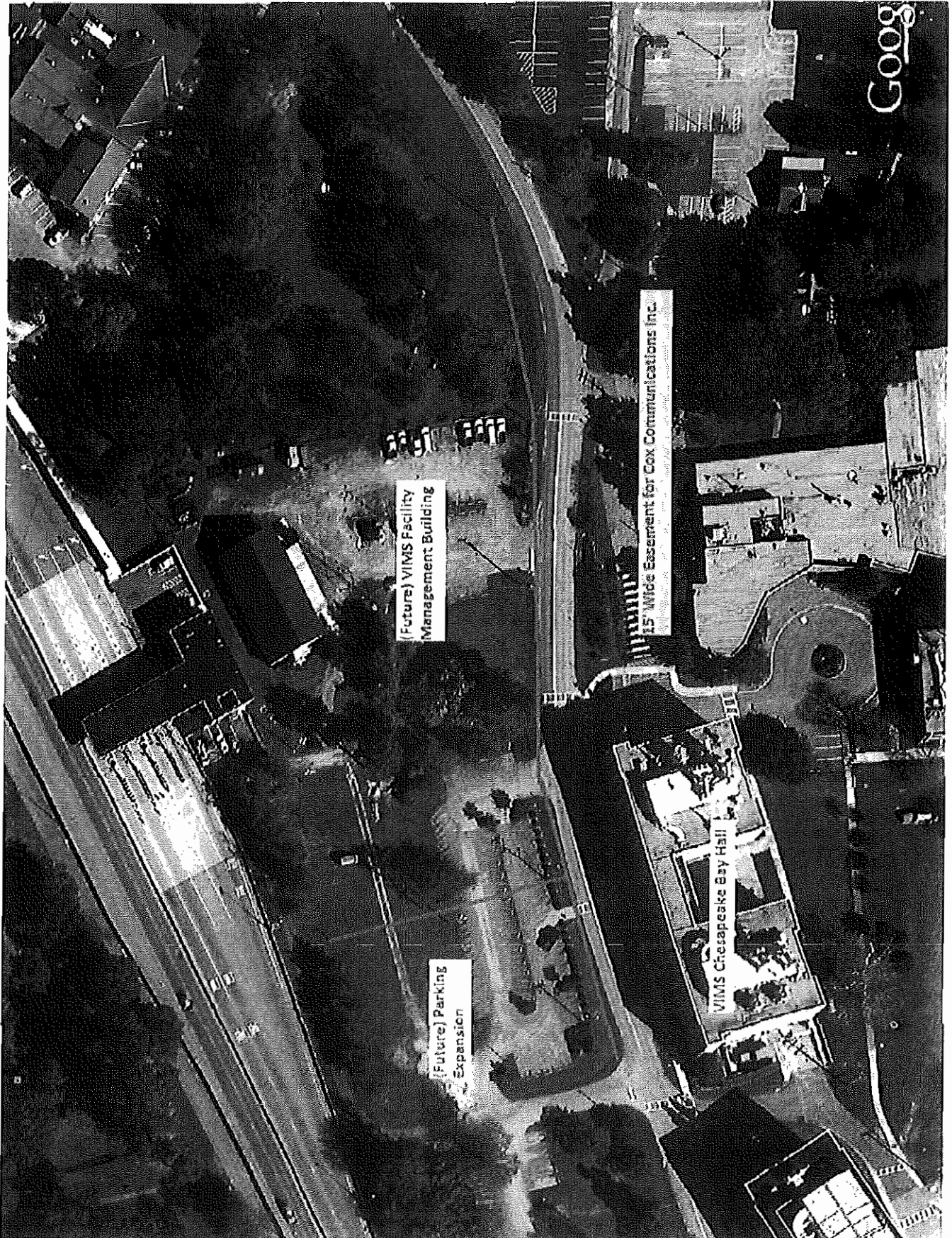
**WHEREAS**, Cox Communications Inc. requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the VIMS Facilities Management Building to be constructed on Greate Road (under capital project 268-18088); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
FACILITIES MANAGEMENT BUILDING  
UNDERGROUND COMMUNICATION FACILITIES:  
VERIZON SOUTH INC.**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Verizon South Inc.; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

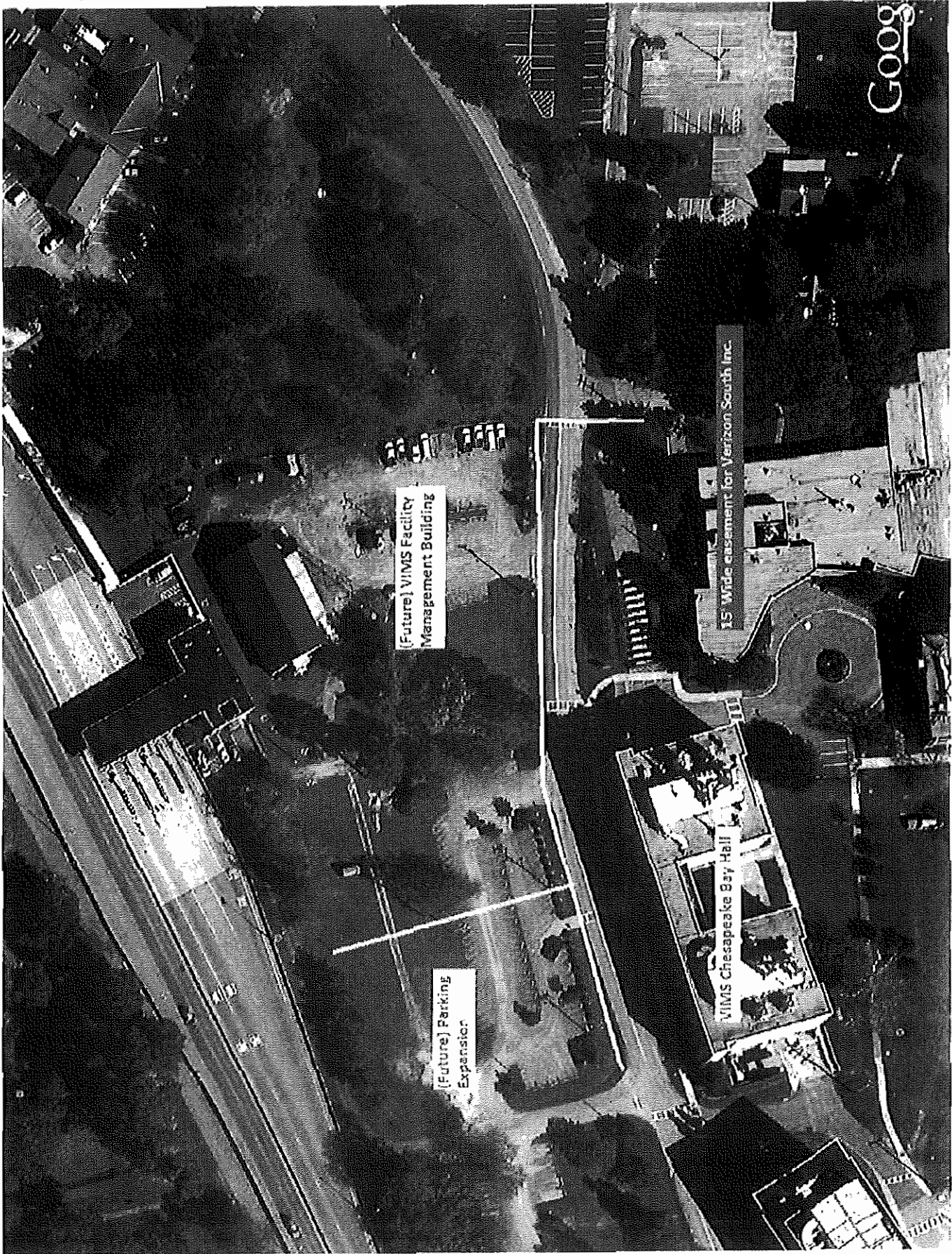
**WHEREAS**, Verizon South Inc. requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the VIMS Facilities Management Building to be constructed on Greate Road (under capital project 268-18088); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**RESOLUTION TO APPROVE  
EASEMENT FOR VIRGINIA INSTITUTE OF MARINE SCIENCE  
FACILITIES MANAGEMENT BUILDING  
UNDERGROUND ELECTRIC FACILITIES:  
VIRGINIA ELECTRIC AND POWER COMPANY**

**WHEREAS**, the College requests Board of Visitors' approval of the following utility easement for Virginia Electric and Power Company; 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*; and

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

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve easements locally; and

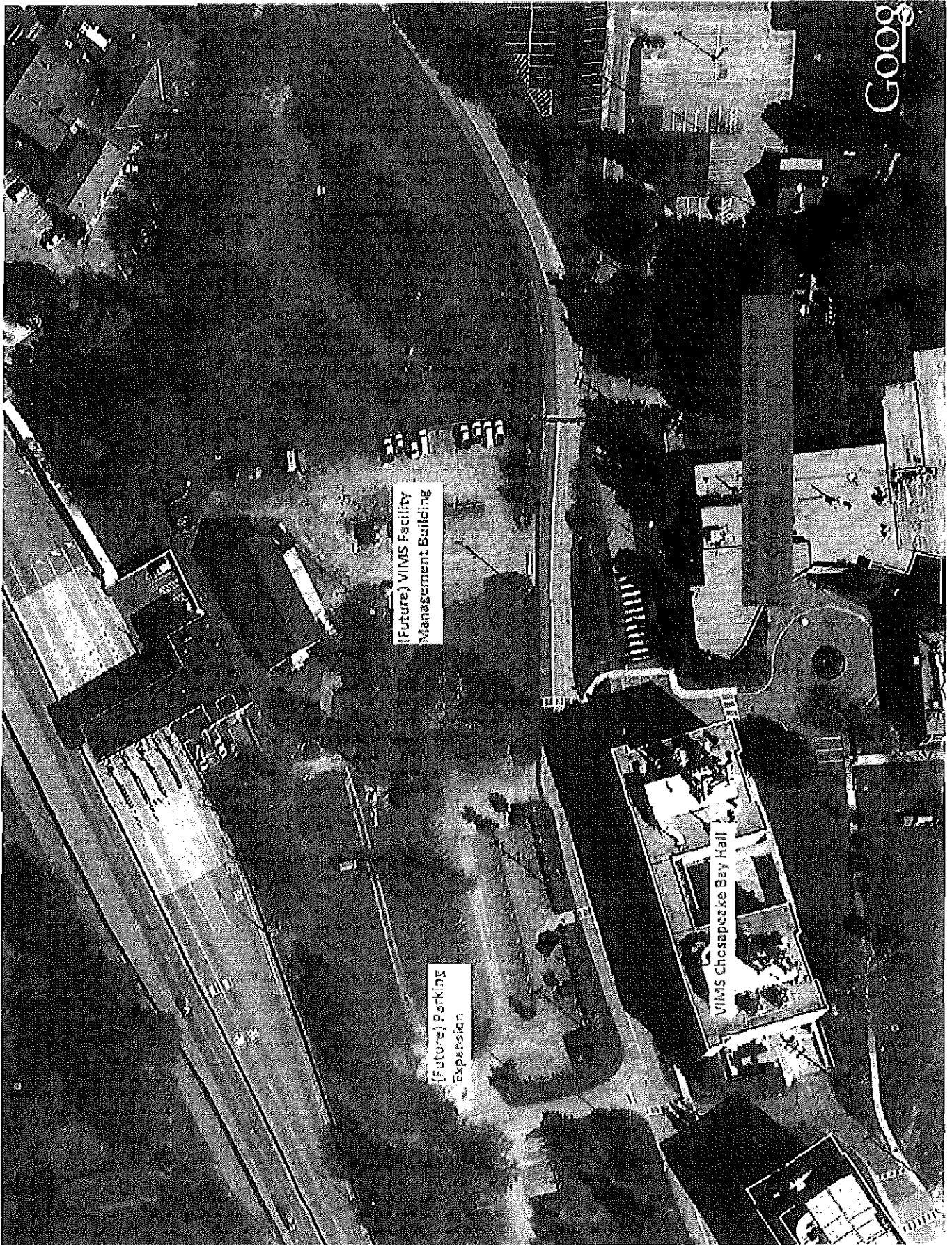
**WHEREAS**, Virginia Electric and Power Company requested an easement of right-of-way, fifteen (15') in width, to lay, erect, construct, operate, maintain and repair one or more lines of underground conduits and cables and all equipment, accessories and appurtenances necessary in connection therewith for the purpose of installing and maintaining underground facilities for the VIMS Facilities Management Building to be constructed on Greate Road (under capital project 268-18088); and

**WHEREAS**, the right-of-way will be outside of the limits of the existing easement (right-of-way), thus requiring the new easement; and

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

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

**FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to prepare and execute any and all necessary documents pertaining to the approval and recordation of such easements in the College's name.



**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE RENAMING OF  
JAMESTOWN COMPLEX DORMITORIES**

**Whereas**, the College of William & Mary seeks to appropriately honor and remember those who have made a substantial contribution to the institution throughout its history; and

**Whereas**, William & Mary has undertaken efforts to better understand its involvement in slavery and segregation as well as its ongoing relationship with the African-American community through the Lemon Project, established in 2009; and

**Whereas**, the Task Force on Race and Race Relations, composed of students, faculty, staff, alumni and a member of the Board of Visitors, was formed by President Reveley in 2015 to, as part of its charge, examine how the racial climate is experienced by individual members of our community, and, to that end, met regularly over the past year and held six open forums on campus; and

**Whereas**, the Task Force has completed its report, with one of the most significant recommendations being to name university buildings in memory of African Americans important to William & Mary's past; and

**Whereas**, the President recommends renaming the two Jamestown Complex residence halls, which hold prominent placement on William & Mary's campus, to honor significant African American figures in William & Mary's history;

**THEREFORE, BE IT RESOLVED**, the Board of Visitors supports the recommendation of the President to rename the Jamestown Complex residence halls.

**BE IT FURTHER RESOLVED**, That one of the residence halls become Lemon Hall, named after an enslaved man owned by William & Mary in the late 18<sup>th</sup> century and the person for whom The Lemon Project is named. While very little is known about Lemon himself, his name represents an effort that has become a model for other universities looking to study, acknowledge and learn from their past history. In many ways, Lemon stands in the place of the known and unknown African Americans who helped to build, maintain and move the university forward.

**BE IT FURTHER RESOLVED**, That the other residence hall become Hardy Hall, named after the late Dr. Carroll F.S. Hardy, the longtime Student Affairs administrator

April 20-22, 2016

Page   2   of   2  

who was affectionately known on campus as “Dean Hardy,” and who for over 15 years worked tirelessly to increase the diversity of our student body through six summer enrichment programs for students in grades 8 to 12, by establishing the National Black Student Leadership Development Conference for college students, through the creation and nurturing of 15 multicultural student organizations, and by founding the Hulon Willis Association, a William & Mary organization devoted to African-American alumni. Dean Hardy was elected an honorary alumna of the College in 2012.

**BE IT FINALLY RESOLVED,** That the Board directs the President and the administration to move forward with this renaming with all deliberate speed.



**COLLEGE OF WILLIAM & MARY**

**SUPPORT FOR SPORTS CLUBS**

Whereas, over the past several months the Board of Visitors, in cooperation with the Vice President for Student Affairs, evaluated student interest in, and the benefits of, participation in Sports Clubs at William & Mary.

Whereas, this evaluation identified strong and continuing student interest in Sports Clubs and recognized that such participation develops individual student leadership and team building skills while serving as one way to relieve student stress.

Whereas, this evaluation revealed that cost can serve as a barrier to participation for some students.

THEREFORE, BE IT RESOLVED that the Board of Visitors of the College of William & Mary in Virginia endorses those budget and capital investments in support of Sports Clubs and other extra-curricular activities included in the FY 2017 budgets as recommended by the administration, and

BE IT FURTHER RESOLVED, that the Board approves an additional allocation of \$57,000 in auxiliary enterprise funds as a direct supplement to the university's Sports Clubs. This action is expected to reduce the student share of funding for the Sports Club program from 79.3% to 65%.

Board of Visitors

April 22, 2016

### CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

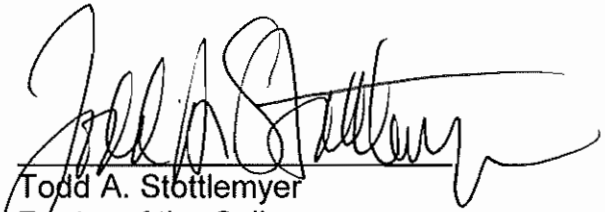
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemyer  
Rector of the College

Board of Visitors

April 22, 2016

## **RESOLUTION 41**

RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves for the Fiscal Year 2016-2017 the salary of \$275,995 for President Debbie Sydow, in accordance with the terms of the Employment Contract, effective July 1, 2016.

**MINUTES**  
Meeting of the Board of Visitors  
The College of William and Mary in Virginia

July 21-22, 2016

The Board of Visitors of The College of William and Mary in Virginia met in The Event Barn at James Monroe's Highland in Charlottesville on Thursday, July 21 and Friday, July 22, for a Board Retreat.

Those present on Thursday were:

Warren W. Buck III	William H. Payne II
S. Douglas Bunch	Lisa E. Roday
Lynn M. Dillon	Karen Kennedy Schultz
Ted R. Dintersmith	DeRonda M. Short
Thomas R. Frantz	Todd A. Stottlemeyer, Rector
Sue H. Gerdelman	John Charles Thomas
James A. Hixon	H. Thomas Watkins III
Anne Leigh Kerr	Brian P. Woolfolk
Christopher M. Little	

Also present were:

President W. Taylor Reveley III	Samuel E. Jones
Provost Michael R. Halleran	Matthew T. Lambert
Virginia M. Ambler	Deborah A. Love
Henry J. Broaddus	Jeremy P. Martin
Michael J. Fox	Steve W. Tewksbury
W. Fanchon Glover	Brian W. Whitson

At 10:35 a.m. Rector Todd A. Stottlemeyer convened the Board Retreat in The Event Barn at James Monroe's Highland, welcomed new members Warren Buck, Doug Bunch, Ted Dintersmith, Anne Leigh Kerr and Brian Woolfolk, and introduced Sara Bon Harper, Executive Director, who welcomed the group to Highland.

In his opening remarks, the Rector briefly reviewed the agenda and objectives for the Retreat.

In his opening remarks, President Reveley commented on the work of the Race Relations Task Force and introduced Chief Diversity Officer Chon Glover.

President Reveley and Chief Diversity Officer Chon Glover provided an overview on the work of the Race Relations Task Force, and the creation of an implementation team. A general discussion ensued.

The Board recessed at 12:10 p.m. for a tour of Highland led by Ms. Bon Harper, prior to lunch. Managing Director of the Presidential Precinct Neal Piper, Board member Chris Little and Ms. Bon Harper spoke briefly after lunch, providing background on the Monroe Renaissance, the Presidential Precinct and Highland.

At 2:00 p.m., the Board reconvened and the Rector called on President Reveley, who provided an overview of the afternoon presentations.

Senior Vice President for Finance and Administration Sam Jones led the finance presentation, highlighting the history of the W&M Promise, provided a status report on the Promise goals and a tuition update. Discussion ensued. The issue of student debt was reviewed as well as faculty salaries and state operating and capital support.

Following a short break, the Board reconvened and Vice President for Strategic Initiatives Henry Broaddus led discussion on campus productivity gains through the Business Innovation Initiative.

Vice President for Advancement Matthew Lambert led discussion on progress to date with the FOR THE BOLD campaign and other fundraising issues.

Provost Michael Halleran reviewed entering freshman class statistics and discussed the differences between liberal arts colleges and traditional research universities. The Provost led discussion on what makes William & Mary academically special.

There being no further business, the Board recessed until Friday morning.

On Friday, July 22, the Board reconvened at 8:40 a.m. in the Event Barn at Highland.

Those present on Friday were:

Warren W. Buck III	William H. Payne II
S. Douglas Bunch	Lisa E. Roday
Lynn M. Dillon	Karen Kennedy Schultz
Ted R. Dintersmith	DeRonda M. Short
Thomas R. Frantz	Todd A. Stottlemyer, Rector
Sue H. Gerdelman	John Charles Thomas
James A. Hixon	H. Thomas Watkins III
Anne Leigh Kerr	Brian P. Woolfolk
Christopher M. Little	

Also present were:

President W. Taylor Reveley III	Matthew T. Lambert
Provost Michael R. Halleran	Deborah A. Love
Virginia M. Ambler	Jeremy P. Martin
Henry J. Broaddus	Steve W. Tewksbury
Michael J. Fox	Brian W. Whitson
Samuel E. Jones	

The Rector reviewed the agenda. President Reveley introduced Vice President for Student Affairs Ginger Ambler, who discussed the work of the Sexual Violence/Harassment Task. A general discussion ensued.

Following a short break, the Rector asked for a motion that the Board of Visitors convene in Closed Session for the purpose of discussing personnel matters regarding the evaluation of specific executive employees and evaluation of the performance of departments or schools where such evaluation will necessarily involve discussion of the performance of specific individuals.; as provided for in Section 2.2-3711.A.1., of the Code of Virginia.. Motion was made by Ms. Gerdelman, seconded by Mr. Frantz and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 10:05 a.m.

The Board reconvened in open session at 11:50 a.m. The Rector reviewed the topics discussed in closed session for the benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Following a short break, the Rector asked for a motion that the Board of Visitors convene in Executive Session for the purpose of discussing evaluations of specific executive employees and discussion of the award of a public contract involving the expenditure of public funds, including interviews of bidders or offerors, and discussion of the terms or scope of such contract, where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the public body, as provided for in Section 2.2-3711.A.1. and 29., of the Code of Virginia. Motion was made by Ms. Gerdelman, seconded by Mr. Watkins and approved by voice vote. Observers were asked to leave the room and the Board went into executive session at 12:05 p.m.

The Board reconvened in open session at 12:40 p.m. The Rector reviewed the topics discussed in closed session for the benefit of observers and moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 12:41 p.m.

Board of Visitors

July 22, 2016

### CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

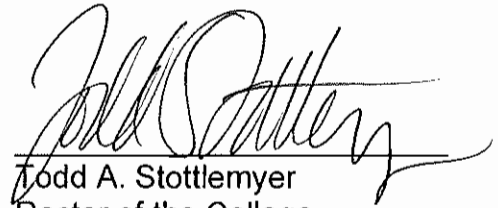
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Todd A. Stottlemyer  
Rector of the College

Board of Visitors

July 22, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Todd A. Stottlemyer  
Rector of the College



AGENDA ITEMS  
Board of Visitors Meeting  
The College of William and Mary in Virginia

September 21-23, 2016  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

- |                             |  |
|-----------------------------|--|
| Resolution 1, <i>tab #1</i> | Appointments to Fill Vacancies in the Instructional Faculty                  |
| Resolution 2, <i>tab #2</i> | Appointments to Fill Vacancies in the Professionals and Professional Faculty |
| Resolution 3, <i>tab #3</i> | Resolution to Approve 9c Bond Sale Request                                   |
| Resolution 4, <i>tab #4</i> | 2016-2022 Six-Year Plan Update   |

COLLEGE OF WILLIAM AND MARY

- |                               |  |
|-------------------------------|--|
| Resolution 5, <i>tab #5</i>   | Appointments to Fill Vacancies in the Instructional Faculty  |
| Resolution 6, <i>tab #6</i>   | Designated Professorships  |
| Resolution 7, <i>tab #7</i>   | Faculty Leaves of Absence  |
| Resolution 8, <i>tab #8</i>   | Resolution to Approve Property Acquisition: 6 Riverview Avenue   |
| Resolution 9, <i>tab #9</i>   | Resolution to Approve Land Use Permit from the Virginia Department of Transportation for Underground Saltwater Utilities at Spencer Road |
| Resolution 10, <i>tab #10</i> | Resolution of the Board of Visitors of the College of William and Mary 9(D)<br>Reimbursement Pooled Bond Program: Zable Stadium          |
| Resolution 11, <i>tab #11</i> | Resolution of the Board of Visitors of the College of William and Mary 9(D)<br>Reimbursement Pooled Bond Program: Busch Field Turf       |

Board of Visitors  
AGENDA ITEMS  
September 21-23, 2016

Resolution 12, *tab #12*

Resolution of the Board of Visitors of the  
College of William and Mary 9(D) Sale Pooled  
Bond Program: Renovate/Expand Zable  
Stadium and Replace Busch Field Turf

Resolution 13, *tab #13*

Resolution to Approve 2016 Master Plan of  
James Monroe's Highland

Resolution 14, *tab #14*

College of William and Mary 2016-18 Six-Year  
Plan Update

RICHARD BLAND COLLEGE  
RESOLUTIONS

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

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

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

**TROY A. BUPP**, Associate Professor of Mathematics, effective August 10, 2016:

M.S., Computational Operations Research, The College of William and Mary, 2011  
B.S., Mathematical Sciences, United States Military Academy, 1999

U.S. Army:

Instructor/Writer for the ORSA-Military Application Course, Army Logistics  
University, 2014-2016

Graduate Student, 2009-2011

Plans Officer for Army's Transformation of the Pacific Theater (USARPAC),  
2007-2009

Battalion Operations Planning Officer, 3<sup>rd</sup> Battalion, 7<sup>th</sup> Field Artillery,  
25<sup>th</sup> Infantry Division, 2005-2007

Student at Captain's Career Course, Field Artillery School, 2005

Aviation Battalion Fire Support Officer, 2003-2005

Division Artillery (Brigade) Adjutant/Personnel Officer, 2002-2003

Battery Executive Officer, 2001-2002

Company Fire Support Officer, 2000-2001

Virginia Commonwealth University, Adjunct Professor, 2015

United States Military Academy (USMA), Assistant Professor, Instructor, 2011-2014

**ERIC D. EARNHARDT**, Assistant Professor of English, effective August 10, 2016:

Ph.D., English, Case Western Reserve University, 2016

M.A., English, Ohio University, 2011

B.A., English, Geneva College, 2006

Case Western Reserve University, Graduate Fellow and Tutor, 2011-2016

Ohio University, Graduate Fellow, 2009-2011

Workforce Initiative Association–The Employment Source, Resource Specialist-  
Grant Coordinator, 2007-2009

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

**ERIC D. EARNHARDT** (cont'd)

Stark County District Library, Circulation Librarian, 2008-2009  
AmeriCorps, Corporation for National and Community Service, Iowa Department  
of Natural Resources, Volunteer – Trail Crew Leader, 2006-2007

**DANIEL FRANKE**, Assistant Professor of History, effective August 10, 2016:

Ph.D., History, University of Rochester, 2014  
B.S., History, Rice University, 2005  
A.S., History, Lower Columbia College, 2003

SUNY New Paltz, Adjunct Lecturer, 2016  
Mount Saint Mary College, Adjunct Instructor, 2015  
Marist College, Adjunct Instructor, 2015  
United States Military Academy, Assistant Professor, 2012-2015  
Eastman School of Music, Graduate Instructor, 2007-2011  
University of Rochester, Instructor, 2009-2010

**DAVID L. MORGAN**, Associate Professor of Physics and Mathematics,  
effective August 10, 2016:

Ph.D., Physics, The College of William and Mary, 1998  
B.A., Physics and Mathematics, Towson University, 1992

Ross School, Director of Innovation Lab, 2012-2016  
Eugene Lang College, Assistant Professor of Physics, 2002-2012

**VANESSA STOUT**, Assistant Professor of Sociology, effective August 10, 2016:

Ph.D., Sociology, Trinity College, Dublin, Ireland, 2016  
Master Degree, Sociology, Trinity College, Dublin, Ireland, 2012  
Master Degree, University of California, Riverside, American & World History, 2009  
B.A., University of California, Riverside, American & African American History, 2007

Trinity College Dublin:  
Lecturer, 2014-2016  
Teaching Assistant, 2013-2016

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

**ADAM ZUCCONI**, Assistant Professor of History, effective August 10, 2016:

Ph.D., West Virginia University, 2016

M.A., History, Clemson University, 2011

B.A., Bridgewater Academy, 2009

Richard Bland College of William and Mary, Adjunct Instructor, 2015-2016

West Virginia University, History Instructor and Teaching Assistant, 2011-2015

Clemson University, Teaching Assistant and Student-Athlete Tutor, 2009-2011

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

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

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

**BETHANY HARRIS**, Director of Human Resources, effective August 25, 2016:

A.A.S., Summa Cum Laude, General Studies, Southside Virginia Community College, 2012

Southside Virginia Community College, Human Resource Manager, 2005-2016  
Nottoway Correctional Center, Human Resource Manager, 2000-2005  
Baskerville Correctional Unit:  
    Human Resource Assistant, 1994-2000  
    Office Services Assistant, 1992-1994

**KENNETH O. LaTESSA**, Chief Information, Strategy and Innovation Officer, effective June 13, 2016:

Post-doctoral Fellowship, Organic Chemistry, The Ohio State University, 1995  
Ph.D., Chemistry, University of Kansas, 1994  
B.S., Chemistry and Mathematics, Sam Houston State University, 1990

National Research Center for College & University Admissions:

    Chief Information Officer, 2013-2016  
    Director of Development Services, 2009-2013  
Premier Studios, Director of Technology Services, 2004-2009  
Datacore Marketing, Senior Development Manager/Lead Developer, 2000-2004  
American Crane and Tractor Parts, Lead Programmer/Analyst, 1998-2000

**RICHARD BLAND COLLEGE  
RESOLUTION TO APPROVE  
9C BOND SALE REQUEST**

**WHEREAS**, there have been passed by the General Assembly of Virginia and signed by the Governor an act entitled "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2016" (the "2016 Act"); and

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

**WHEREAS**, for Richard Bland College of William and Mary (the "Institution"), the revenue-producing capital project is the HSS Renovation to Residence Hall Space (the "Project"); and

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

**NOW, THEREFORE, BE IT RESOLVED, THAT:**

**Section 1.** The Board of Visitors of The College of William and Mary in Virginia (the "Board") requests the Treasury Board to sell and issue bonds (the "Bonds") or bond anticipation notes ("BANs") in an aggregate principal amount not to exceed \$ 2.650.000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the "Individual Project Bonds" or "Individual Project Notes" and, collectively, the "Individual Project Borrowing" and for all Projects, the "Project Bonds" or "Project Notes" and, collectively, the "Project Borrowings"). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

**Section 2.** With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a housing fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the housing fee ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the



Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

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

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

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

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

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

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

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

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

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

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

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

**Section 14.** This resolution shall take effect immediately upon its adoption.

The undersigned Secretary of the Board of Visitors of The College of William and Mary in Virginia does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors duly convened and held on September 23, 2016, at which a quorum was present and voting, and that such resolution is now in full force and effect.

Adopted:   September 23, 2016  

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

## FINANCIAL FEASIBILITY STUDY

### For the Biennial Budget for 2016- 18

Submission Date 7/22/16

Name of Agency/Institution Richard Bland College of William and Mary Agency Code 241

Project Name Renovation of HSS Building for Residential Living Project Code 241-241AA-000

Project Amount \$2,650,000

Proposed Financing Arrangement: Bond  X Capital Lease  Other (specify) \_\_\_\_\_

Requested Type of Financing  9(c) \*- Obligations secured by project revenues (e.g., dormitory, dining) and the full faith and credit of the Commonwealth. Submit to Treasury.  
 9(d) \*- Any other financing arrangement. Submit to SCHEV.

Submitted by: Name Eric Kondzielawa

Title Director of Property Management

E-mail ekondzielawa@rbc.edu

Telephone Number 804 862 6186

Fax Number 804 862 6261

The attached Financial Feasibility Study has been prepared using information and projections believed to be reliable and accurate for the purpose of estimating the demand and affordability of the proposed capital project.

  
Chief Financial/Fiscal Officer

Feasibility Studies may be submitted via e-mail to:

**9(c) Feasibility Studies**

Department of the Treasury  
leslie.english@trs.virginia.gov  
debora.greene@trs.virginia.gov  
DUE DATE: August 14, 2015

**9(d) Feasibility Studies**

State Council of Higher Education for Virginia  
RussellCarmichael@schev.edu  
DUE DATE: August 14, 2015

### Key Terms

**9(c) Debt** – Refers to bonds or other obligations authorized under the provisions of Article X, Section 9(c) of the *Constitution of Virginia*. Such debt is secured by (i) net project revenues and (ii) the full faith and credit of the Commonwealth (i.e., a general obligation pledge). Consequently, only revenue-producing capital projects are eligible (e.g., dormitories, dining facilities, etc.). Authorization for 9(c) bonds requires an affirmative vote of two-thirds of the members elected to each house of the General Assembly. Further, prior to its authorization by the General Assembly, and again prior to its issuance, the Governor must certify that the anticipated net revenues of the project will be sufficient to pay principal and interest on the debt. The FFS is a critical part of this determination. 9(c) bonds are issued by the Treasury Board.

**9(d) Debt** – Refers to bonds or other obligations authorized for issuance under the provisions of Article X, Section 9(d) of the *Constitution of Virginia*. Such debt may or may not be secured by state funds. Project authorization must be provided in the Appropriation Act or other Act of the General Assembly. A financial feasibility study should be completed for any project expected to be supported in whole or in part from project revenues or general revenues of the agency or institution. This includes projects to be financed under the Virginia College Building Authority (VCBA) Pooled Bond Program. The project may or may not be revenue producing. Capital leases and other obligations are included in this category.

FFS's for 9(d) projects must be submitted to State Council of Higher Education for Virginia by August 15<sup>th</sup> of each year. The State Council of Higher Education shall identify the impact of all projects requested by the institutions of higher education on the current and projected costs to students in institutions of higher education and the impact of the project on the institution's need for student financial assistance. The State Council of Higher Education for Virginia shall report such information to the Secretary of Finance and the Chairman of the House Appropriations and Senate Finance Committees no later than October 1 of each year.

**Capital Lease** – Capital leases are considered long-term obligations for accounting purposes. The State Comptroller defines capital leases as leases which meet any one (or more) of the following criteria:

- 1) transfer of ownership of the property to the lessee at the end of the lease term;
- 2) bargain purchase option at the end of the lease term;
- 3) lease term equal to 75% or more of the estimated economic life of the leased property; and
- 4) present value of the net minimum lease payments equal to or exceeding 90% of the fair market value of the property.

**Capitalized Interest** – Interest to be paid on the bonds during the period of construction that is financed as part of the bond issue. Capitalizing interest increases the overall cost of borrowing, but may be necessary in cases where project revenues are to be used to pay debt service. Conversely, where revenues are already being collected (i.e., a fee or fee increase has already been implemented), capitalized interest may not be appropriate.

**General Revenue Pledge** – A pledge of all general operating revenues of the institution of higher education (as opposed to a pledge of a specific revenue or revenue stream). The general revenue pledge is generally stronger than a specific revenue pledge. A general revenue pledge is required for the VCBA Pooled Bond Program. General operating revenues include: total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general fund appropriations and other revenues not required by law to be used for another purpose.

**Incremental Annual Operating Expenses** – The increase in annual operating costs attributable to the project.

**Non-recurring costs** – One-time project costs (e.g., land acquisition, special utility fees, permits, etc.) required for project completion.

**Private Use** – means any use by a trade or business that is carried on by persons or entities other than state or local governmental entities. Such use could involve ownership, management, service or incentive payment contracts, research agreements, leases, subleases, loans, or any other arrangement that conveys special legal entitlements or economic benefit to the non-governmental entity from the beneficial use of the project.

**Reserve Fund** – An amount set aside, usually from project revenues or bond proceeds, to mitigate the impact of fluctuations or interruptions in the flow of revenues to pay debt service. The presence of a reserve fund may enhance the credit. For the purposes of the feasibility study, reserve funds are generally for debt service and are funded from project or institutional revenues. 9(c) projects are expected to generate sufficient net revenues to fund a reserve at an amount equal to approximately 10% of the amount financed.

*Section 1 - General Information – To be completed for all projects.*

1. Describe the project in sufficient detail so that an uninformed reader has a clear understanding of the project. Indicate whether the project involves new construction or is a renovation/addition to an existing facility.

**Renovate: Humanities / Social Sciences Building**

**Supports the design, construction, and repurposing of the HSS Building (originally a hospital and configured well for repurposing to residential life) to enable a cost-effective and timely expansion of our residential facilities. The net usable area of HSS is 16,591 sq.ft., which will accommodate 80 to 100 additional students.**

2. Describe how the project is essential to fulfilling the institution's/agency's mission. What alternatives are available?

**Richard Bland College's Strategic Plan, RBC-19, calls for an enrollment of 2,000 students by 2019. Enrollment growth increased 8.29% in FY14, 15% in FY15, and 36% in FY 2016. Our brand recognition continues to gain strength in markets outside of our traditional three county territory. This can be seen by the increase of residential students who live outside of 30 miles. Last fall we had a waiting list of over 60 students, and currently, our waiting list is over 80 students (who will not be able to attend our College without housing). RBC needs to be able to meet the residential living needs of its growing student population.**

3. Was the project part of the agency's capital outlay submission? If so, include a copy of the project narrative.

**Yes. A copy of the project narrative is attached.**

4. Describe the effect the project will have on those students or users who will financially support the project.

**This project will make it possible for these additional out of area students to attend Richard Bland. Without housing, students from over 30 miles away will not find the college an attractive option.**

5. Describe the probable effects of the project on the community and environment, including changes to the value of property as a result of the project.

**With the completion of the new Social Science, Humanities, and English building in the fall of 2015, HSS will no longer be an E&G building. This historic structure will become dormant space unless repurposed. Using this space to meet the needs of our growing student population is an innovative approach to utilizing RBC's current assets to quickly address the urgent housing situation. With this building occupied for residential students, we will continue to have all assets fully utilized.**

6. Explain how the project and its impact have been conveyed to local officials and their reaction/response.

**Local officials are fully supportive of Richard Bland's commitment to educational excellence and, since the first dormitories opened on campus seven years ago, have recognized that the stability of the institution going forward is dependent upon its ability to attract and retain a significant resident population. In discussions with our local foundation board, our administration has found them to be excited about the project.**

7. Describe any other positive or negative aspects of the project.

**The project will allow RBC to pursue innovative approaches to residential education. Our current six-year plan includes the concept of beginning a new Work College model—the only one of its kind in Virginia—which would, in turn, help Richard Bland to continue its tradition of innovation.**

8. Briefly describe the financing proposal. Indicate if this proposal is for a bond financing, a capital lease, or some alternative financing arrangement.

**Bond funding.**

9. Are specific revenues planned to support debt service or lease payments? (If so, you will need to complete Section 3.)

**The facility will generate revenue from students paying the residential fee to stay in the dormitory. It will additionally produce revenue as it will increase the student population on campus, driving additional revenue in food service and in state aid based on increased FTE. Please see the *pro forma*, attached.**

10. Describe how the financing fits within your debt management policy?

**As our policy recommends cautious use of all funds, a project such as this, with a clearly self-supporting method of debt service, is clearly within our own guidelines.**

11. Provide your institution's debt ratios as estimated under your debt management policy:  
(a) as of June 30, 2016, including any authorized and unissued estimated debt; and  
(b) including the financing of this project.

**a) We currently service \$1.185 million as debt service, which is approximately 7% of our operation budget—well within our guidelines.**

**b) This project, which totals only \$2.65 million, will not change this percentage significantly: a twenty-year repayment would increase our debt service to 1.35 million, or 8% of our operating budget.**

Private Use

12. Will any person or entity other than the governmental unit provide (directly or indirectly) any part of debt service on the portion of the bonds issued for the project? For example, will a private foundation or federal agency be required (or expected) to make an annual contribution toward the payment of debt service.

Yes  No. If yes, please identify the person or entity and the percent of debt service to be provided.

13. Do you anticipate that any person or entity other than the state institution/agency will have a contractual right, different from the rights available to the general public or students, to use any part of the project or to use or buy goods or services produced at the project? For instance, have you contracted parking spaces in a parking deck to a nearby corporate office?

Yes  No If yes, briefly summarize the planned contractual agreement.

14. Do you contemplate any part of the project being managed or operated by any person or entity other than the state institution/agency under a management or service contract, incentive payment or other "privatized" arrangement? Examples include contracts for food service, parking service, dormitory management, bookstore management, etc.

Yes  No If yes, summarize the anticipated contractual arrangement (i.e., contract term, renewal options, compensation arrangements, etc.).

Note: These arrangements may impact whether the project is eligible for tax-exempt financing. Once tax-exempt bonds have been issued, entering into this type of contract or arrangement may affect the bond's tax-exempt status. So long as the bonds are outstanding, the terms of any such arrangement must be reviewed and approved by the State Treasurer prior to the execution

of any contract.

**Section 2 – Cost Information (complete for all projects)**

15. Do you anticipate the need for capitalized interest on any bond financing (i.e., to pay interest during construction)? If so, explain.

**Yes. Project generated revenue will be used to pay debt service, no other revenue will be available to do so.**

16. Itemize the capital costs of the project. Estimate the costs of issuance at 2% of the cost of the project. Please subtotal project costs net of the 2% cost of issuance and then show a gross cost of project including the cost of issuance. Note that the total cost should be used as the AMOUNT BORROWED field of the worksheet. Attach the CO-2 estimate or further estimate of project cost, if available. **Feasibility Study Attached**

A & E	\$225,000
Land Acquisition	N/A
Sitework/Utilities	\$50,000
Construction	\$1,633,314
Equipment/Furnishings	\$177,175
Contingencies and Other Costs	\$384,835
Subtotal	\$2,470,324
Costs of Issuance (2% of Subtotal)	\$49,406
Capitalized Interest (Estimate)	\$42,993
Total	\$2,562,723

17. What is the anticipated useful life of the project?

**50 years**

18. List and describe any initial Non-Recurring Costs related to the project and the source of funding for each of these items.

**None.**

19. List and estimate the **Incremental Annual Operating Expenses**. Provide any supporting documentation and illustrate how your estimate was made. These expenses include personnel costs, utilities, contractual services, supplies and materials, indirect costs, equipment, etc.

Using **2.0%** as the rate for investment of the Reserve Fund (reinvestment rate) and the following borrowing assumptions, complete Spreadsheet #1 – Cost Components

**The current Borrowing Rates are provided by the Department of the Treasury.**

<u>Term</u>	<u>9(c) Borrowing Rate</u>	<u>9(d) Borrowing Rate</u>
25 years	3.25%	3.40%
20 years	3.15%	3.15%
15 years	2.75%	2.90%
10 years	2.50%	2.65%
7 years	N/A	2.40%

**Section 3 Revenue Information. (Complete for all revenue-producing projects)**

20. Describe the Revenue Sources that will be used for payment of debt service and the expenses associated with these revenues. Consider what other expenses are planned to be supported by the revenues, and how much revenue will actually be available for debt service.



**The repayment of debt service will be made from the revenues generated by the facility itself, as students will be paying the institution the housing fee for their dormitory spaces. The revenues generated by the facility are not earmarked for any other use at this time.**

21. If revenues will be derived from a group of similar facilities (a system) and an increase in system revenues will be used to support the debt, provide justification for any system contribution and any marginal increase in system-wide fees.

**The debt for this facility will be supported by its own revenues.**

22. If revenues will be derived from just one facility of several similar facilities in a campus system, show all fees for all similar facilities and justify any differential in pricing between the facilities.

**Not applicable.**

23. Will project revenues or revenues pledged to the payment of debt service be available prior to completion of the project? Describe the timing of revenues and when they will be available and sufficient to begin servicing the debt.

**No. Revenues will begin to be available after the project is occupied by students who are paying housing fees.**

24. What studies have been completed to demonstrate the demand for the facility and the reliability of the revenue stream? (Attach copies if available.)

**As mentioned above, we have been turning students away from housing and therefore from the College due to our inability to offer them housing. This trend has been on the upswing for the past two years, and given our 20% increase in freshmen this fall, promises to be even greater going forward. We have our waiting list of 80 this year even after adding 48 additional beds to our current facility.**

25. If any portion of the revenues are already pledged or otherwise committed to other debt service payments, provide a schedule of debt service payments (by issue). Identify the portion of the revenue source that is committed or being used to pay debt

**Not applicable.**

26. If any revenues are projected to increase, explain how the projections were calculated. Do not use an automatic growth rate.

**Not applicable.**

27. If institutional reserves are to be used to service the debt, include the source of funds, balances for the last five years, and impact on future balances. Identify the authorization for using these funds to pay debt service and other costs.

**Not applicable.**

28. If any amounts currently used for debt service are expected to be available and used for debt service on this project (i.e., the existing debt will be retired), provide the project(s), the bond series, and the annual amount to be available. Address the status of the existing facility's physical condition and plans for repair or maintenance. Conversely, explain why any such amounts scheduled to be available are not planned for use for debt service on this project.

**Not applicable.**

Using the information described above, complete Spreadsheet #2 – Revenue Components

**Section 4 General Financial Condition - Complete this section for all projects**

29. Provide the following FTE enrollment and admissions information.

	Last 5 years				
Enrollment	2015-16	2014-15	2013-14	2012-13	2011-12
Undergraduate	1106	1,040	1,038	1,095	1,169
Graduate & 1st Prof.					
Total	1106	1,040	1,038	1,095	1,169
On-Campus	402	402	352	352	352
Off-Campus	704	638	686	743	817
Admissions					
Applications Received	2236	1,988	1,839	1,446	1,479
Applications Accepted	1093	1125	876	988	1,099
Students Enrolled	659	580	544	600	675

30. Provide the annual Per Student Fee(s) to be assessed to support the project

Student Level	Domicile	
	Virginian	Nonvirginian
Undergraduate	6100	6100
First Professional		
Graduate		
Unclassified		

31. Provide the Total Annual Student Fee(s) Revenue assessed to support the project

Student Level	Domicile	
	Virginian	Nonvirginian
Undergraduate	488,000	0
First Professional		
Graduate		
Unclassified		

**Section 5 Capital Lease Projects – Complete Items 32 through 35 only if the financing involves a capital lease.**

32. Discuss the alternatives that were considered before deciding that the capital lease structure was the best option.

33. Who is the Lessor? Who is the Lessee?

34. Who will manage the facility during and after construction?

35. Who will be issuing bonds or otherwise financing the project? Will it be tax-exempt debt?

Financial Feasibility Study - Part II  
Spreadsheet I - Cost Components  
Richard Blinn College of William and Mary  
241-241AA-000

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	
Debit Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Principal	97,126	100,185	103,341	106,597	110,000	113,418	116,991	120,676	124,477	128,398	132,443	136,615	140,918	145,357	149,936	154,659	159,530	164,556	169,739	175,086	0	0	0	0	0	0	0	0	0	0	0
Interest	83,475	80,416	77,260	74,004	70,647	67,183	63,610	59,925	56,124	52,203	48,158	43,986	39,683	35,244	30,665	25,942	21,071	16,045	10,862	5,515	0	0	0	0	0	0	0	0	0	0	0
Reserve Fund Payment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Reserve Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Debt Service	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	180,601	
Annual Expenses	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	
Recurring Initial Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Cost	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	311,601	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	3,612,020	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	

PV @ 3.15%	3,612,020	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
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(1) DEBT INFORMATION

Borrowing Year	2016
Amount Borrowed	2,650,000
Borrowing Rate	3.150%
Term (Years)	20
Reinvestment Rate	2.00%
Reserve Fund Target	0

(2) ANNUAL OPERATING EXPENSES

Personal Services	66,500
Contractual Services	26,000
Supplies and Materials	12,000
Indirect Cost	10,000
Utilities	16,500
Equipment	0
Other	0
<b>Total Annual Expenses</b>	<b>131,000</b>

Financial Feasibility Study - Part II  
Spreadsheet 2 - Revenue Components  
Richard Bland College of William and Mary  
241-241AA-000

	User Fees	Part Time User Fees	Other Student Fees	Indirect Cost Recoveries	Revenue From Operations	Institutional Reserves	Retirement of Existing Debt	Other	Total Revenues
2016									
2017	488,000	0	0	0	0	0	0	0	488,000
2018	502,640	0	0	0	0	0	0	0	502,640
2019	517,719	0	0	0	0	0	0	0	517,719
2020	533,251	0	0	0	0	0	0	0	533,251
2021	549,248	0	0	0	0	0	0	0	549,248
2022	565,726	0	0	0	0	0	0	0	565,726
2023	582,698	0	0	0	0	0	0	0	582,698
2024	600,178	0	0	0	0	0	0	0	600,178
2025	618,184	0	0	0	0	0	0	0	618,184
2026	636,729	0	0	0	0	0	0	0	636,729
2027	655,831	0	0	0	0	0	0	0	655,831
2028	675,506	0	0	0	0	0	0	0	675,506
2029	695,771	0	0	0	0	0	0	0	695,771
2030	716,644	0	0	0	0	0	0	0	716,644
2031	738,144	0	0	0	0	0	0	0	738,144
2032	760,288	0	0	0	0	0	0	0	760,288
2033	783,097	0	0	0	0	0	0	0	783,097
2034	806,590	0	0	0	0	0	0	0	806,590
2035	830,787	0	0	0	0	0	0	0	830,787
2036	855,711	0	0	0	0	0	0	0	855,711
2037	0	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0	0
	13,112,743	0	0	0	0	0	0	0	13,112,743
	9,332,367	0	0	0	0	0	0	0	9,332,367

USER FEE INFO

# of Units	80
Session Fee	6,100
Rate increase years 1-4	3.000%
Rate increase years 5+	3.000%

NET REVENUES FROM OPERATIONS

Net Sales	0
Cost	0
Profit	0
Operating Expenses	0
Selling	0
General Administrative	0
Lease Payment	0
Gross Operating Income	0
Rate increase years 1-4	0.000%
Rate increase years 5+	0.000%

SUMMER/PARTTIME USER FEES

# of Units	0
Session Fee	0
Rate increase years 1-4	0.000%
Rate increase years 5+	0.000%

Financial Feasibility Study - Part II  
Spreadsheet 3 - Net Revenues/Coverage  
Richard Bland College of William and Mary  
241-241AA-0010

	Total Cost	Reserve Fund Payment	Adjusted Total Cost	Total Revenues	Net Revenues	Coverage Percent
2016	0					
2017	311,601	0	311,601	488,000	176,399	156.61%
2018	311,601	0	311,601	502,640	191,039	161.31%
2019	311,601	0	311,601	517,719	206,118	166.15%
2020	311,601	0	311,601	533,251	221,650	171.13%
2021	311,601	0	311,601	549,248	237,647	176.27%
2022	311,601	0	311,601	565,726	254,125	181.55%
2023	311,601	0	311,601	582,698	271,097	187.06%
2024	311,601	0	311,601	600,178	288,577	192.61%
2025	311,601	0	311,601	618,184	306,583	198.39%
2026	311,601	0	311,601	636,729	325,128	204.34%
2027	311,601	0	311,601	655,831	344,230	210.47%
2028	311,601	0	311,601	675,506	363,905	216.79%
2029	311,601	0	311,601	695,771	384,170	223.29%
2030	311,601	0	311,601	716,644	405,043	229.99%
2031	311,601	0	311,601	738,144	426,543	236.89%
2032	311,601	0	311,601	760,288	448,687	243.99%
2033	311,601	0	311,601	783,097	471,496	251.31%
2034	311,601	0	311,601	806,590	494,989	258.83%
2035	311,601	0	311,601	830,787	519,186	266.62%
2036	311,601	0	311,601	855,711	544,110	274.62%
2037	0	0	0	0	0	0.00%
2038	0	0	0	0	0	0.00%
2039	0	0	0	0	0	0.00%
2040	0	0	0	0	0	0.00%
2041	0	0	0	0	0	0.00%
2042	0	0	0	0	0	0.00%
2043	0	0	0	0	0	0.00%
2044	0	0	0	0	0	0.00%
2045	0	0	0	0	0	0.00%
2046	0	0	0	0	0	0.00%
	6,232,020	0	6,232,020	13,112,743	6,880,723	

**RICHARD BLAND COLLEGE**

**2016-2022 SIX-YEAR PLAN UPDATE**

WHEREAS, the mission of Richard Bland College is to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of the College of William and Mary and to advance the Commonwealth's priorities through strategic partnerships, specialized programming, and scalable innovation; and

WHEREAS, the College's Six-Year Plan is rooted in the RBC-19 Strategic Plan and the goals set forth in the Governor's Enterprise Strategic Priorities for Building a New Virginia Economy, the Higher Education Opportunity Act (TJ21), and the SCHEV strategic plan; and

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

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

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

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

BE IT FURTHER RESOLVED, The Board recognizes that on August 26, 2016, the Governor of Virginia, at a joint meeting of the House Appropriations, House Finance, and Senate Finance committees of the General Assembly, identified a general fund revenue shortfall of approximately \$1.5 billion reflecting an FY 2016 shortfall in revenues and transfers of \$278 million and reduced revenue projections in both years of the 2016-18 biennium. The immediate impact on the college is to eliminate support for the state's share of the FY 2017 proposed 3%, merit-based salary increase for faculty and staff. To date, institutions of higher education have not been asked to develop budget reduction plans. When and if such a request will come is unknown.

**RICHARD BLAND COLLEGE OF WILLIAM AND MARY  
SIX-YEAR PLAN (2016-18 through 2022)**

Richard Bland College of William and Mary provides an outstanding education for Virginia students as the Commonwealth's only residential junior college, providing an extremely affordable and rigorous academic experience as students prepare to transfer to four-year institutions in pursuit of gainful employment and fulfilling lives. Going forward, we intend to maintain and enhance an extraordinary form of education, offered by no other institution in the Commonwealth and few others in the country. In developing our six-year plan, we build on existing strengths, preserving an exceptional public educational experience while contributing to the Commonwealth's educational and economic development needs.

**INSTITUTIONAL MISSION**

**The Richard Bland College of William and Mary Mission Statement:**

To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William and Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

**The Richard Bland College of William and Mary Vision Statement:**

As an extension of William and Mary, Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education.

**Goals:**

In fulfilling its mission, Richard Bland College of William and Mary adopts the following specific goals:

- to attract students with outstanding potential from diverse backgrounds;
- to prepare students to continue their education at a 4 year institution with an innovative and rigorous liberal arts and sciences curriculum that encourages creativity, independent thought, and intellectual depth, breadth, and curiosity;

- to use predictive analytics to proactively identify students at risk of failing and proactively intervene with comprehensive support services coordinated by a learner mentor support; and
- to instill in its students an appreciation for the human condition, a concern for the public well-being, and a life-long commitment to learning.

### **2016-2022 UPDATED STRATEGIES**

#### **Priority 1— ESE@RBC**

Over the course of the last year and with agreement between the College and IBM-Portal, the College has ceased its partnership with the company and has brought in-house the development of a comprehensive student-centric engagement program that allows dedicated learner mentors (LMs), faculty and other highly involved staff to intervene intelligently at every stage in the student's educational journey. Supported by key systems (e.g., CANVAS, Drop-out Detective, Banner) as well as internally developed predictive analytics, the ultimate goal of the program is to operate in an efficient, data-driven environment that allows everyone involved to react in a proactive manner to keep the student on track from the crucially important first semester through graduation. To ensure the success of this now internal project, we have hired a highly qualified Chief Innovation, Strategy, and Information Technology Officer (CISIO) to build the links and strategies between all sections of the campus that impact this initiative.

The first semester of a student's educational journey is the most critical and it is vital that students begin on the right track. Guidance practitioners are new positions at the College that analyze placement test scores, as well as student interest and plans, to get students placed into pre-set schedules that are designed for success. Increasing enrollment in will require additional investment in the guidance practitioner positions. We had significant success with our pilot year, and have now hired four additional learner mentors and extended the programming to our sophomore students to ensure an end to end support process in transitioning them to their next school.



**Priority 2—Mission Aligned Academic Portfolio**

Through market/gap analysis and strategic partnerships, the College will expand its academic portfolio. Planned areas of growth are in online delivery, market-driven curricula and applied degree clusters (stackable credentials). Each strategic partner will lend resources and expertise to the development of a new set of academic program offerings. The vast majority of jobs are in small businesses, so the College seeks to drive entrepreneurship and economic development through the creation of a robust cluster of curricula in the following areas

The College will develop an e-Portfolio program to help students track their progress and development as learners. As one of three Virginia colleges approved by the United States Department of Education as an “experimental site” for prior-learning assessment and competency based education (CBE), the College will test portfolio-based assessment to accelerate the time to degree for students with certain competencies coming into the program and to reduce the redundancy that is built into the developmental education program.

1. **Work-Learning-Service (WLS) College Initiative:** RBC will investigate joining the Work College Consortium and beginning a pilot program for local, middle-income students. Work Colleges offer students enhanced learning opportunities by integrating Work, Learning and Service throughout their college experience. Students earn a valuable degree plus important life and professional skills.

The Work Colleges approach helps to develop advanced skills and key attributes like critical thinking, problem solving, teamwork, decision-making, leadership, professionalism and a quest for lifelong learning. Graduates go on to be effective and responsible leaders in business, community and government. They're thoughtful and smart—graduating with considerably less college debt than most of their peers. Member Colleges help students graduate with limited debt.

2. **Behavioral Science and Information Technology** (Cyber Security, Computer Modeling, Simulation and Gaming) – Building on a special appropriation from the Commonwealth in 2014, these programs will

focus on the technical side of design, allowing students to halt or prevent cyber-attacks.

### 3. **Environmental Science**

### 4. **Bio-Science**

All of these programs will provide students with marketable skills in niche industries and economies. The core competencies of entrepreneurship will allow for a common curriculum and programs of study that will provide students with the hands-on experience and stackable credentials necessary to secure gainful employment. The Academic Innovation and Resource Center will provide the workspace needed for meaningful and productive collaboration between curriculum designers and strategic partners, and it will serve as an innovation center to drive continuous improvement in learning outcomes.

## **Priority 3—Business Intelligence and Process Alignment**

The College remains focused on its key strategic planning goals of 1) developing and implementing financial and sustainability master plans; 2) collecting, analyzing, disseminating, and utilizing pertinent performance-related information to drive quality and continuous improvements; 3) developing and implementing revenue enhancement plans; and 4) deploying financial, physical, IT and human resources in direct support of the mission and vision.

The College has consistently reduced its overhead costs over the past several years with Institution and OandM costs reduced from 57% FY 12 to 38% FY15 and leveling out at 41% for FY16. Even as we reach a state of equilibrium for institutional and OandM spend, the College continues to focus on spans of controls, automating processes, and IT virtualization.

The College continues to drive auxiliary revenue through multiple uses of its campus facilities, with a focus on partnering with the surrounding community to more broadly advance the education mission. Richard Bland College hosted Jacob's Ladder this summer, a month long overnight program for over 60 high performing youth aged 10 through 14 from economically challenged backgrounds. They were very impressed with our campus facilities and support programming and will be returning next

summer. Tapping opportunities for increased brand awareness and also to raise auxiliary revenues through campus utilization by external entities and partners is a priority. This summer we hosted multiple campus events including a Music in the Grove series, weddings, company picnics, a boy scout day camp, and catering events.

Summer use of residence halls that opened in 2008 remains a largely untapped opportunity, but we did host Jacob's Ladder during their stay and another retreat program over a long weekend. The College also sees opportunities for new Equine Center programs to grow exponentially as RBC remains one of only two institutions nationwide with EAGALA-certified programs. In addition, utilizing residence halls in the summer to provide housing for summer school students (at reduced costs) to enable on-time degree completion is planned. We ran a pilot program this summer with one of RBC's athletic programs to see how it would work. They assisted with the Jacob's Ladder camp and attended some classes, and overall was a successful pilot.

IT focus will be on improving the reliability and consistency of infrastructure, improved continuity of operations, document management (digitize, store, retrieve transcripts, etc), and automating and simplifying critical IT processes. The College will continue to move infrastructure to cloud-based solutions as makes sense and improve IT security functions.

**KEY CAPITAL PROJECTS (2016-2022)**

In April 2015, the Board of Visitors approved a six-year capital plan. Key capital projects include:

- **Maintenance Reserve and Umbrella Maintenance Projects**  
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.
- **Renovate: Library Expansion**  
An expanded concept of the library as a modern tool for fostering innovation in scholarship while also providing renewed space for study and collaboration, calls for a re-design of our existing structure and mission. Our Center for Teaching and Learning will provide a unique cultural center that inspires, supports, and contextualizes our users' engagement with scholarship. A flexible, equipped space will inspire connected learning for a networked world through faculty development, student engagement, communities of practice, and technology enhanced active learning. A renewed building filled with natural light, innovative media and displays of artwork and views of campus will engage imaginations and inspire conversation and reflection. This plan calls for approximately 10,000 sq. ft. of library resources, 7,000 sq. ft. of Information Technology Services and data center and 7,000 sq. ft. for Academic Innovation and training. A new elevator will be necessary to access this change in space design. We were approved by the general assembly to proceed with planning for this project for the 2016-18 biennium. In addition, we have started renovations inside the current library space to create a student support center in which is housed the learner mentors, admission, counseling, etc.
- **Renovate: Humanities / Social Sciences Building**  
Supports the design, construction, and repurposing the HSS Building (which was originally a hospital and is configured well for repurposing to residential life) will enable a cost effective and timely expansion of our residential life facilities. The net usable area of HSS is 16,591 square feet which will allow for an additional 80 to 100 residential beds. The general assembly approved construction of this project with the sale of 9c bonds. Construction has begun as of July 1, 2016 and is anticipated to be complete for fall 2017 student occupancy.

Six-Year Plans - Part I (2016): 2016-18 through 2020-22  
Richard Bland College  
ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2016-2022)", please provide data to identify at least one goal in the Strategic Plan. Please use this table to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).

Priority Number	Strategic Objectives	Strategic Goal	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)											
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
1	<p>1.1, 1.2, 1.4, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, 3.12, 3.13, 3.14, 3.15, 3.16, 3.17, 3.18, 3.19, 3.20, 3.21, 3.22, 3.23, 3.24, 3.25, 3.26, 3.27, 3.28, 3.29, 3.30, 3.31, 3.32, 3.33, 3.34, 3.35, 3.36, 3.37, 3.38, 3.39, 3.40, 3.41, 3.42, 3.43, 3.44, 3.45, 3.46, 3.47, 3.48, 3.49, 3.50, 3.51, 3.52, 3.53, 3.54, 3.55, 3.56, 3.57, 3.58, 3.59, 3.60, 3.61, 3.62, 3.63, 3.64, 3.65, 3.66, 3.67, 3.68, 3.69, 3.70, 3.71, 3.72, 3.73, 3.74, 3.75, 3.76, 3.77, 3.78, 3.79, 3.80, 3.81, 3.82, 3.83, 3.84, 3.85, 3.86, 3.87, 3.88, 3.89, 3.90, 3.91, 3.92, 3.93, 3.94, 3.95, 3.96, 3.97, 3.98, 3.99, 4.00, 4.01, 4.02, 4.03, 4.04, 4.05, 4.06, 4.07, 4.08, 4.09, 4.10, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, 4.17, 4.18, 4.19, 4.20, 4.21, 4.22, 4.23, 4.24, 4.25, 4.26, 4.27, 4.28, 4.29, 4.30, 4.31, 4.32, 4.33, 4.34, 4.35, 4.36, 4.37, 4.38, 4.39, 4.40, 4.41, 4.42, 4.43, 4.44, 4.45, 4.46, 4.47, 4.48, 4.49, 4.50, 4.51, 4.52, 4.53, 4.54, 4.55, 4.56, 4.57, 4.58, 4.59, 4.60, 4.61, 4.62, 4.63, 4.64, 4.65, 4.66, 4.67, 4.68, 4.69, 4.70, 4.71, 4.72, 4.73, 4.74, 4.75, 4.76, 4.77, 4.78, 4.79, 4.80, 4.81, 4.82, 4.83, 4.84, 4.85, 4.86, 4.87, 4.88, 4.89, 4.90, 4.91, 4.92, 4.93, 4.94, 4.95, 4.96, 4.97, 4.98, 4.99, 5.00, 5.01, 5.02, 5.03, 5.04, 5.05, 5.06, 5.07, 5.08, 5.09, 5.10, 5.11, 5.12, 5.13, 5.14, 5.15, 5.16, 5.17, 5.18, 5.19, 5.20, 5.21, 5.22, 5.23, 5.24, 5.25, 5.26, 5.27, 5.28, 5.29, 5.30, 5.31, 5.32, 5.33, 5.34, 5.35, 5.36, 5.37, 5.38, 5.39, 5.40, 5.41, 5.42, 5.43, 5.44, 5.45, 5.46, 5.47, 5.48, 5.49, 5.50, 5.51, 5.52, 5.53, 5.54, 5.55, 5.56, 5.57, 5.58, 5.59, 5.60, 5.61, 5.62, 5.63, 5.64, 5.65, 5.66, 5.67, 5.68, 5.69, 5.70, 5.71, 5.72, 5.73, 5.74, 5.75, 5.76, 5.77, 5.78, 5.79, 5.80, 5.81, 5.82, 5.83, 5.84, 5.85, 5.86, 5.87, 5.88, 5.89, 5.90, 5.91, 5.92, 5.93, 5.94, 5.95, 5.96, 5.97, 5.98, 5.99, 6.00, 6.01, 6.02, 6.03, 6.04, 6.05, 6.06, 6.07, 6.08, 6.09, 6.10, 6.11, 6.12, 6.13, 6.14, 6.15, 6.16, 6.17, 6.18, 6.19, 6.20, 6.21, 6.22, 6.23, 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19.63, 19.64, 19.65, 19.66, 19.67, 19.68, 19.69, 19.70, 19.71, 19.72, 19.73, 19.74, 19.75, 19.76, 19.77, 19.78, 19.79, 19.80, 19.81, 19.82, 19.83, 19.84, 19.85, 19.86, 19.87, 19.88, 19.89, 19.90, 19.91, 19.92, 19.93, 19.94, 19.95, 19.96, 19.97, 19.98, 19.99, 20.00, 20.01, 20.02, 20.03, 20.04, 20.05, 20.06, 20.07, 20.08, 20.09, 20.10, 20.11, 20.12, 20.13, 20.14, 20.15, 20.16, 20.17, 20.18, 20.19, 20.20, 20.21, 20.22, 20.23, 20.24, 20.25, 20.26, 20.27, 20.28, 20.29, 20.30, 20.31, 20.32, 20.33, 20.34, 20.35, 20.36, 20.37, 20.38, 20.39, 20.40, 20.41, 20.42, 20.43, 20.44, 20.45, 20.46, 20.47, 20.48, 20.49, 20.50, 20.51, 20.52, 20.53, 20.54, 20.55, 20.56, 20.57, 20.58, 20.59, 20.60, 20.61, 20.62, 20.63, 20.64, 20.65, 20.66, 20.67, 20.68, 20.69, 20.70, 20.71, 20.72, 20.73, 20.74, 20.75, 20.76, 20.77, 20.78, 20.79, 20.80, 20.81, 20.82, 20.83, 20.84, 20.85, 20.86, 20.87, 20.88, 20.89, 2</p>													

Six-Year Plans - Part 1 (2016): 2016-18 through 2020-22  
Richard Bland College  
ACADEMIC AND FINANCIAL PLAN

Institutions in the column entitled "Academic and Support Service Strategies for Six-Year Period (2016-2022)", please provide items to identify strategies (for the three biennium periods associated with goals in the Statements Strategy Plan. Please use the box to identify a more detailed description of the strategy in the separate word document (Part II - Narrative).

Priority Activity	Strategic Short-Term	Y/P/E Goal	Biennium 2016-2017 (7/1/16-6/30/17)			Biennium 2017-2018 (7/1/17-6/30/18)			Biennium 2018-2019 (7/1/18-6/30/19)			Biennium 2019-2020 (7/1/19-6/30/20)			Biennium 2020-2021 (7/1/20-6/30/21)			Biennium 2021-2022 (7/1/21-6/30/22)		
			Total Amount	Percent New Dollars	Total Amount	Percent New Dollars	Total Amount	Percent New Dollars	Total Amount	Percent New Dollars	Total Amount	Percent New Dollars	Total Amount	Percent New Dollars	Total Amount	Percent New Dollars	Total Amount	Percent New Dollars		
Increase Tier Faculty Salaries (rate authorized salary increase)			\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%	\$45,000	2.00%
Increase Tier Faculty Salaries (additional NGE salary increase)																				
Tier Faculty Salary Increase Rate (additional NGE salary increase rate)			2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase Admin. Faculty Salaries (rate authorized salary increase)			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Increase Admin. Faculty Salaries (additional NGE salary increase)																				
Admin. Faculty Salary Increase Rate (additional NGE salary increase rate)			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase Classified Staff Salaries (rate authorized salary increase)			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Increase Classified Staff Salaries (additional NGE salary increase)																				
Classified Staff Salary Increase Rate (additional NGE salary increase rate)			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase University Staff Salaries (rate authorized salary increase)			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Increase University Staff Salaries (additional NGE salary increase)																				
University Staff Salary Increase Rate (additional NGE salary increase rate)			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase Number of Full-Time Faculty (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Increase Number of Full-Time Adjunct Faculty (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Increase Number of Full-Time Admin. Faculty (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Increase Number of Part-Time Faculty (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Increase Number of Part-Time Adjunct Faculty (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Increase Number of Classified Staff (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Increase Number of University Staff (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Increase Number of University Staff (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Library Enhancement (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Library Enhancement (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Technology Enhancement (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Technology Enhancement (FTE)			0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Cost for New Facilities (FTE)			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Cost for New Facilities (FTE)			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Utility Cost Increase			\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%
Utility Cost Increase			\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%	\$10,000	0.00%
NGF share of state authorized salary increases/bonus			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Fringehealth insurance benefits increase			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
VRS Increase			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Additional In-State Student Financial Aid Form Tuition Revenue			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Others (Specify, insert line below)			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Salary and Security Enhancement			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Salary and Security Enhancement			\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
<b>Total Additional Funding Need</b>			<b>\$114,000</b>		<b>\$779,000</b>		<b>\$968,000</b>		<b>\$1,191,342</b>		<b>\$444,838</b>		<b>\$1,326,342</b>		<b>\$1,077,688</b>		<b>\$1,077,688</b>		<b>\$1,077,688</b>	

Note:  
(1) Please ensure that these items are not double-counted if they are already included in the requested copy of the institution's plan.  
(2) Entry should be made in the appropriate column. Any salary increase expected there will be double-counted when calculating the gap to reach the 0.0% goal in the future.  
(3) Enter number of FTE change over the FY2015 level in appropriate column.



COLLEGE OF WILLIAM AND MARY  
RESOLUTIONS



COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointment of the following individuals to fill these positions effective with the 2016-17 academic year:

ELYAS BAKHTIARI, Assistant Professor of Sociology

B.A., Trinity College, 2004  
Ph.D., Boston University, 2016

Boston University  
Instructor, 2014-2015  
Teaching Fellow, 2011-2012

MICHELLE S. BERTOLINI, Clinical Assistant Professor of Business

B.B.A., Oglethorpe University, 1988  
J.D., Stetson University College of Law, 1997  
L.L.M., Thomas Jefferson School of Law, 2008

University of South Carolina Upstate  
Assistant Professor, 2015-2016

Nova Southeastern University  
Assistant Professor, 2012-2015

University of Hartford  
Assistant Professor, 2009-2012

Florida Atlantic University  
Assistant Professor, 2002-2009

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JAY BUTLER, Assistant Professor of Law

B.A., Harvard University, 2006  
B.A., University of Oxford, 2008  
J.D., Yale Law School, 2011

Columbia Law School  
Academic Fellow, 2014-2016

Yale Law School  
Visiting Lecturer in Law, 2014

The George Washington University Law School  
Visiting Associate Professor, 2012-2014

Government of Japan  
Legal Advisor, 2013

International Court of Justice  
Law Clerk, 2011-2012

PASITA CHAIJAROEN, Assistant Professor of Economics

B.A., Chulalongkorn University, 2008  
M.A. (2013) and Ph.D. (2016), University of Washington

University of Washington  
Instructor, 2014-2015  
Teaching Assistant, 2011-2014

Chulalongkorn University  
Instructor, 2010-2011

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

MYRIAM L. COTTEN, Associate Professor of Applied Science

B.S., Université Pierre et Marie Curie, 1991  
M.S., Ecole Supérieure de Chimie Organique et Minérale, 1993  
Ph.D., Florida State University, 1999

Hamilton College  
Director, Biochemistry and Molecular Biology Program, 2010-2016  
Associate Professor, 2008-2016

Rensselaer Polytechnic Institute  
Visiting Scientist, 2011-2012

National Institutes of Health  
Visiting Scientist, 2012

University of Washington  
Postdoctoral Scholar, 1999-2002

DAVID A. DOMINIQUE, Assistant Professor of Music

B.A., New York University, 2001  
M.M., California State University, Northridge, 2010  
M.F.A. (2013) and Ph.D. (2016), Brandeis University

Brandeis University  
Primary Instructor and Teaching Fellow, 2011-2016

Brandeis Institute of Music and Art  
Assistant Director, Brandeis Electroacoustic Music Studio, 2012-2013  
Technical Coordinator for High School Summer Arts Program, 2011-2013

Middlesex Community College  
Adjunct Lecturer, 2011-2013  
Music Technology Lab Coordinator, 2011-2013

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JOZEF DUDEK, Assistant Professor of Physics

M.Phys. (2001) and D.Phil. (2004), University of Oxford

Old Dominion University  
Associate Professor, 2012-2016  
Assistant Professor, 2006-2012

Thomas Jefferson National Accelerator Facility  
Staff Scientist, 2006-2016  
Postdoctoral Research Fellow, 2004-2006

AUDREY J. HORNING, Professor of Anthropology

B.A., College of William & Mary, 1989  
M.A. (1990) and Ph.D. (1995), University of Pennsylvania

Queen's University Belfast  
Head of School, School of Geography, Archaeology and  
Palaeoecology, 2014-2016  
Professor, 2011-2016  
Leverhulme Trust Visiting Research Fellow, 2000-2001  
Research Fellow, 1998-1999

University of Leicester, England  
Director, Centre for Historical Archaeology, 2009-2011  
Reader in Archaeology, 2009-2011  
Senior Lecturer, 2007-2009  
Lecturer, 2005-2007

College of William & Mary  
Assistant Professor, 2002-2005

University of Ulster  
Visiting Research Fellow, Academy for Irish Cultural Heritages, 2004

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

AUDREY J. HORNING (Cont'd)

Colonial Williamsburg Foundation  
Research Fellow, 1998-2002  
Project Archaeologist, 1991-1993

Shenandoah University  
Assistant Professor, 1997-2000

ZHENMING LIU, Assistant Professor of Computer Science

B.Eng., The Hong Kong University of Science and Technology, 2005  
M.S. (2006) and Ph.D. (2012), Harvard University

Two Sigma Investments  
Machine Learning Researcher, 2014-2016

Princeton University  
Postdoctoral Research Associate, 2012-2014

CLAIRE PAMMENT, Assistant Professor of Theatre, Speech and Dance

B.A., Cambridge University, 2001  
M.Phil., National College of Arts, Lahore, 2010  
M.A. (2002) and Ph.D. (2013), University of London

Yale University  
Postdoctoral Associate, 2015-2016

Kinnaird College for Women  
Assistant Professor, 2014-2015

Beaconhouse National University, Lahore  
Assistant Professor, 2013-2014  
Higher Education Commission Foreign Faculty, 2010-2013  
Assistant Professor, 2003-2004

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

CLAIRE PAMMENT (Cont'd)

National College of Arts, Rawalpindi  
Head, Theatre Department, 2007-2010  
Higher Education Commission Visiting Scholar Programme, 2007

JELENA H. PATEL, Assistant Professor of Biology

B.A., The University of Chicago, 2003  
Ph.D., The University of Texas at Austin, 2009

Centre d'Ecologie Fonctionnelle et Evolutive, France  
Postdoctoral Researcher, 2015-2016

University of Leuven, Belgium  
Postdoctoral Research Fellow, 2012-2015

St. Edwards University  
Adjunct Faculty, 2012

The University of Texas at Austin  
Specialist Instructor, 2012

University of Illinois at Urbana-Champaign  
Postdoctoral Research Associate, 2009-2011

BIN REN, Assistant Professor of Computer Science

B.S. (2006) and M.S. (2008), Beihang University, China  
Ph.D., The Ohio State University, 2014

Pacific Northwest National Laboratory  
Postdoctoral Research Associate, 2014-2016

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

EMILY B. RIVEST, Assistant Professor of Marine Science

B.S., Cornell University, 2008  
Ph.D., University of California, Santa Barbara, 2014

University of California, Davis  
Guest Lecturer, 2015-2016  
Postdoctoral Scholar, 2014-2016

University of California, Santa Barbara  
Teaching Assistant, 2013-2014  
Field Operations Analyst, 2012-2014

WILLIAM SOTO, Assistant Professor of Biology

B.S., California State University, Fresno, 1998  
Ph.D., New Mexico State University, 2009

Michigan State University  
National Science Foundation BEACON Distinguished Postdoctoral Fellow,  
2014-2016

University of Minnesota-Twin Cities  
Howard Hughes Medical Institute Postdoctoral Fellow, 2012-2014

Reedley College  
Adjunct Faculty, 2012

West Hills College Lemoore  
Adjunct Faculty, 2011

University of Arizona  
Postdoctoral Research Fellow, 2010

New Mexico State University  
Research Fellow, 2002-2009

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JUSTIN R. STEVENS, Assistant Professor of Physics

B.S., Elmhurst College, 2007  
Ph.D., Indiana University, 2012

Thomas Jefferson National Accelerator Facility  
Staff Scientist, 2015-2016

Massachusetts Institute of Technology  
Postdoctoral Associate, Lab for Nuclear Science, 2012-2015

Indiana University  
Research Assistant, Nuclear Physics Group, 2007-2012

JOSEPH WILCK, Clinical Associate Professor of Business

B.S. (2004) and M.S. (2005), Virginia Polytechnic Institute and State  
University  
Ph.D., The Pennsylvania State University, 2009

United States Air Force Academy  
Operations Research Faculty Member and Operations Research  
Major, 2015-2016  
Assessment Coordinator, 2015-2016

Northwestern University  
Adjunct Lecturer, 2015-2016

East Carolina University  
Associate Professor, 2015  
Assistant Professor, 2012-2015

The University of Tennessee, Knoxville  
Adjunct Assistant Professor, 2012-2014  
Assistant Professor, 2008-2012



COLLEGE OF WILLIAM AND MARY  
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2016-2017 academic year:

ARTHUR L. KNIGHT, Clark G. and Elizabeth H. Diamond Term Associate Professor of English and American Studies

JOHN T. LOMBARDINI, III, Vera Barkley Term Associate Professor of Government

BARBETTE S. SPAETH, Robert F. and Sara M. Boyd Term Associate Professor of Classical Studies

SILVIA R. TANDECIARZ, Alfred Ritter Term Associate Professor of Modern Languages and Literatures

COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or with partial pay during the 2016-2017 academic year for the reasons given.

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

JOHN B. GILMOUR, Professor of Government, to accept a Fulbright Fellowship with the Czech Republic

GREY GUNDAKER, Duane A. and Virginia S. Dittman Professor of American Studies and Professor of Anthropology, to accept a visiting appointment at Teacher's College, Columbia University

ELIZABETH M. LOSH, Associate Professor of English and American Studies, to participate in the University of Leiden Exchange Program

XIN WU, Assistant Professor of Art & Art History, to accept a Kluge Fellowship at The John W. Kluge Center of the Library of Congress

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE PROPERTY ACQUISITION:  
6 Riverview Avenue**

**WHEREAS**, from time to time, the Virginia Institute of Marine Science has the opportunity to purchase property that is adjacent to the campus, of strategic interest to the Virginia Institute of Marine Science, at a bargain price to the institution, or for some other equally compelling reason; and

**WHEREAS**, the 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 renewed in 2009 and 2013, allows the Board of Visitors to use its non-general funds to purchase property without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

**WHEREAS**, the Agreement authorized the Virginia Institute of Marine Science to establish its own policies and procedures for the purchase of property, using the Commonwealth's due diligence policies as a model template; and

**WHEREAS**, the Virginia Institute of Marine Science has been negotiating with the owners of 6 Riverview Avenue and have come to agreement on purchase price; and

**WHEREAS**, the property is adjacent to Virginia Institute of Marine Science holdings and of strategic interest to the Virginia Institute of Marine Science to allow for future expansion of the Eastern Shore Campus by providing septic drain field capacity outside of the 100 year Special Flood Hazard area; and

**WHEREAS**, the Virginia Institute of Marine Science is performing its due diligence activity on the property and has determined the land is in good condition and also is in the process of obtaining a secure title; and

**WHEREAS**, the Virginia Institute of Marine Science has determined to use indirect cost recoveries, a non-general fund source to purchase the land; and

**WHEREAS**, the Dean/Director of the Virginia Institute of Marine Science recommends approval of the property acquisition, with an anticipated closing date in the Fall 2016;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to purchase 6 Riverview Avenue at the agreed-upon price, and in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

**BE IT FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and the University General Counsel are authorized to execute any and all documents pertaining to the acquisition.

**VIRGINIA INSTITUTE OF MARINE SCIENCE**

**RESOLUTION TO APPROVE  
LAND USE PERMIT FROM THE VIRGINIA DEPARTMENT OF TRANSPORTATION  
FOR UNDERGROUND SALTWATER UTILITIES  
AT SPENCER ROAD (ROUTE 1203)**

**WHEREAS**, the Virginia Institute of Marine Science requests the Board of Visitors to approve the following land use permit from the Virginia Department of Transportation (VDOT) to relocate two existing saltwater pipes out of the Consolidated Scientific Research Facility building site and under Spencer Road (Route 1203); and

**WHEREAS**, William & Mary 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*; and

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

**WHEREAS**, the Agreement authorizes the Board of Visitors to approve easements locally; and

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

**WHEREAS**, it becomes necessary from time to time for the Virginia Institute of Marine Science to obtain land use permits from the Virginia Department of Transportation to install, construct, maintain and operate certain utilities projects along, across over and upon highway systems of the Commonwealth of Virginia; and

**WHEREAS**, expense, damage or injury may be sustained by the Commonwealth of Virginia growing out of granting to the Virginia Institute of Marine Science by the Department of Transportation of said permits for the work aforesaid;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William and Mary in Virginia; that

**Section 1:** In accordance with the provisions of Section 24VAC30-151-720 of the Land Use Permit Regulations of the Virginia Department of Transportation, the Virginia Institute of Marine Science does hereby grant assurances to the Virginia Department of Transportation (VDOT) that it shall in all respects comply with all of the conditions of the permit or permits that have been, or will be granted to the Virginia Institute of Marine Science and that said jurisdiction does hereby certify that it will carry liability insurance for personal injury and property damage that may arise from the work performed under permit and/or from the operation of the permitted

September 21-23, 2016

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activity as follows: up to one-million dollars (\$1,000,000) each occurrence to protect the Commonwealth Transportation Board members and the Virginia Department of Transportation's agents or employees; seventy-five thousand dollars (\$75,000) each occurrence to protect the Commonwealth Transportation Board, the Virginia Department of Transportation or the Commonwealth of Virginia in the event of suit.

**Section 2:** The Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs or designees, be, and hereby are authorized to execute on behalf of the Virginia Institute of Marine Science all land use permits and related documents of the Virginia Department of Transportation.

**Section 3:** This resolution shall be a continuing resolution and shall not be revoked unless and until sixty (60) days written notice of any proposed revocation be submitted to the Virginia Department of Transportation.

**Section 4:** The Virginia Institute of Marine Science shall, if requested by the Virginia Department of Transportation, provide a letter that commits to using the surety provided by its contractor or to have the contractor execute a dual obligation rider that adds the Virginia Department of Transportation as an additional obligee to the surety bond provided to the Institute, with either of these options guaranteeing the work performed within the state maintained right-of-way under the terms of the land use permit for that purpose.

**BE IT FURTHER RESOLVED,** That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, and their staffs are authorized to provide evidence of the insurance required by Section 1 herein in the College's name and keep the insurance in force for the life of the seawater utility in the state maintained right-of-way.

Adopted: September 23, 2016

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia



**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
DECLARING THE INTENTION TO REIMBURSE  
THE COST OF CERTAIN EXPENDITURES  
FROM 9(D) BOND PROCEEDS:  
RENOVATE/EXPAND ZABLE STADIUM**

**WHEREAS**, the College of William and Mary (the “Institution”) has undertaken the construction of its project, Renovate/Expand Zable Stadium (204-18112-001) (the “Project”); and

**WHEREAS**, the Institution has made or will make expenditures (the “Expenditures”) in connection with the Project; and

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

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

- 1. The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**
- 2. The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 3,553,000.**
- 3. This Resolution shall take effect immediately upon its adoption.**

Adopted: September 23, 2016

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
DECLARING THE INTENTION TO REIMBURSE  
THE COST OF CERTAIN EXPENDITURES  
FROM 9(D) BOND PROCEEDS:  
REPLACE BUSCH FIELD TURF**

**WHEREAS**, The College of William and Mary (the “Institution”) has undertaken the construction of its project, Replace Busch Field Turf (204-17809-007) (the “Project”); and

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

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

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

- 1. The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.**
- 2. The maximum principal amount of Indebtedness expected to be issued for the Project is \$ 781,387.**
- 3. This Resolution shall take effect immediately upon its adoption.**

Adopted: September 23, 2016

\_\_\_\_\_  
Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia



**RESOLUTION OF THE BOARD OF VISITORS OF  
THE COLLEGE OF WILLIAM AND MARY  
9(d) POOLED BOND SALE:  
RENOVATE/EXPAND ZABLE STADIUM  
AND  
REPLACE BUSCH FIELD TURF**

**WHEREAS**, pursuant to and in furtherance of Chapter 3.2, Title 23 of the Code of Virginia of 1950, as amended (the “Act”), the Virginia College Building Authority (the “Authority”) developed a program (the “Program”) to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia (“Participating Institutions” and each a “Participating Institution”) to finance or refinance projects of capital improvement (“Capital Projects” and each a “Capital Project”) included in a bill passed by a majority of each house of the General Assembly of Virginia (the “General Assembly”);

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

**WHEREAS**, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 3, Title 23 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

**WHEREAS**, the Board of Visitors (the “Board”) of *THE COLLEGE OF WILLIAM AND MARY* (the “Institution”) from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the “Note”) to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the “Loan Agreement”), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the

General Assembly: the Renovate/Expand Zable Stadium (204-18112) and Replace Busch Field Turf (204-17809) (collectively, the "Project"); and

WHEREAS, the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement, the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:**

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

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

**Section 3.** The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in

connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed **\$4,334,387** as the same may be so increased; (c) the aggregate interest rate payable under the Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index, as of the date that the interest rates are determined, taking into account any original issue discount or premium; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

**Section 4.** The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23-30.29:3 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

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

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

changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

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

Adopted: September 23, 2016

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Sue H. Gerdelman, Secretary  
The Board of Visitors  
The College of William and Mary in Virginia

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE 2016 MASTER PLAN  
OF JAMES MONROE'S HIGHLAND**

The President's Commission for James Monroe (the Monroe Commission) and the Monroe Legacy Working Group (appointed by Rector Stottlemeyer) have developed a 2016 Master Plan (the "Plan") to ensure the future of James Monroe's Highland.

With the rediscovery of the archaeological remains of the original 1799 Monroe main house, and the identification of the standing house as the 1818 Presidential Guest House, the understanding of the historic site has fundamentally changed. With this knowledge, the master plan intends to guide development of the property along three primary uses: 1) historic site visitation (tourism); 2) private use of the facilities (for rental revenue); and 3) engagement with William & Mary and other potential communities in James Monroe's legacy through ways that are still being defined.

The master plan, completed by Waterstreet Studio of Charlottesville, creates a re-alignment of visitor experience of the historic core of the property through two perpendicular axes, providing a more intentional visitor arrival sequence, offering visitor amenities, and expanding the potential for visitor exploration and discovery of Monroe's legacy and the history of the site.

A core feature of the master plan is the focus on archaeological excavation on the site of the 1799 main house, to be covered with a pavilion. The plan also envisions the relocation of the Massey house, which will be placed near the 2011 events barn.

The master plan surrounds the historic core with ways for visitors to engage with the landscape, including a set of walking trails within the property, and connector trails to neighboring historic sites Monticello and Morven. It is intended that these trails engage visitors with both history and ecology through signage as well as access to the property.

Conservation agriculture is suggested for areas around the historic core, and natural grasses are used near a sensitively expanded parking area.

The events portion of the property is supported by new outdoor events spaces, including a grassy amphitheater.

The master plan is a framework for the development of Highland in its next phase. It has left many points undefined, such as the size, scope, and architectural details of a visitor pavilion. It is intended that these develop along with the availability of funds for the project.

The Plan is incorporated herein by reference and can be found on the James Monroe Highland and the William & Mary websites.

**THEREFORE, BE IT RESOLVED**, That upon recommendation of the President, the Board of Visitors hereby endorses and adopts the “2016 Highland Master Plan;” and

**BE IT FURTHER RESOLVED**, That the Board directs the College administration to oversee implementation and ensure compliance with the Plan; and

**BE IT FINALLY RESOLVED**, That the Plan can only be changed by vote of the Board of Visitors.

**COLLEGE OF WILLIAM AND MARY**

**2016-18 SIX-YEAR PLAN UPDATE**

WHEREAS, the College of William & Mary has a long tradition of providing an excellent liberal arts education to the citizens of the Commonwealth and the nation.

WHEREAS, the Governor’s Commission on Higher Education has indicated “the Commonwealth’s commitment . . . to having a distinctive ‘public ivy’ at William & Mary;”

WHEREAS, consistent with the requirement of the Higher Education Opportunity Act (the Act), William & Mary developed its 2016-18 Six-Year Plan rooted in this commitment, the goals set out in its Strategic Plan, and the objectives of the Act. This Six-year Plan was approved by the Board of Visitors of the College of William and Mary in September, 2015.

WHEREAS, the Board of Visitors remains committed to the William & Mary Promise as a business model to enhance the quality of its education while improving predictability and affordability for in-state undergraduate students.

WHEREAS, the Commonwealth’s planning process requires an update to the six year-plan on an annual basis, incorporating funding actions by the Commonwealth as reflected in the FY 2017 budget approved by each institution’s Board of Visitors.

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

WHEREAS, the university continues to evaluate opportunities to improve the effectiveness and efficiency of its academic/administrative programs and activities.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary, approves the College’s Six-year Plan Update to reflect FY 2017 expenditures and tuition and fee charges consistent with the College’s FY 2017 operating budgets as approved by the Board in April, 2016.

BE IT FURTHER RESOLVED, That the Board of Visitors recognizes the incremental state support for operations provided by the Commonwealth for FY 2018 and as a result, the update reduces the planned in-state undergraduate tuition increase for incoming students from 7.5% to 4.4%. The Board will take formal action on in-state undergraduate tuition for FY 2018 at its November 2016 meeting.

BE IT FURTHER RESOLVED, That FY 2018 expenditures as proposed in the College's original Six-Year Plan are adjusted to reflect the impact of FY 2017 budget actions. Planned FY 2018 expenditures include \$11 million in College support supplemented by state funding.

BE IT FURTHER RESOLVED, That in response to the Commonwealth's direction that the Virginia Institute of Marine Science prepare a separate Six-Year Plan, the Board of Visitors of the College of William and Mary approves the Institute's Six-Year Plan Update to reflect FY 2017 expenditures consistent with the Institute's FY 2017 operating budget as approved by the Board, and FY 2018 expenditures as proposed in the Institute's original Six-Year Plan adjusted to reflect the impact of any state funding actions.

The Board recognizes that on August 26, 2016, the Governor of Virginia, at a joint meeting of the House Appropriations, House Finance, and Senate Finance committees of the General Assembly, identified a general fund revenue shortfall of approximately \$1.5 billion reflecting an FY 2016 shortfall in revenues and transfers of \$278 million and reduced revenue projections in both years of the 2016-18 biennium. The immediate impact on the university is to eliminate support for the state's share of the FY 2017 proposed 3%, merit-based salary increase for faculty and staff. To date, institutions of higher education have not been asked to develop budget reduction plans. When and if such a request will come is unknown.



*College of William & Mary***FY 2017-18 INCREMENTAL FUNDING**

	<u>Total</u>
1. William & Mary Promise	\$2,047,800
2. Faculty Salaries	\$4,719,800
3. Staff Salaries	\$2,400,700
4. Enrollment Growth	\$275,000
5. Undergraduate Curriculum	\$700,000
6. Retention of Under- Represented Population	\$25,000
7. Engineering and Design Initiative	\$200,000
8. eLearning Platform	\$25,000
9. Academic Program Initiatives	\$376,000
10. Base Operations*	\$1,648,300
11. Fringe Benefits	\$600,000
Southeast VA Cybersecurity	
12. Consortium**	\$500,000
	<hr/>
Total	\$13,517,600
Nongeneral Fund	\$11,023,400
General Fund	\$2,494,200

\*Base Operations includes funding for library materials, technology, operation and maintenance

\*\*Proposed partnership with ODU that would only move forward with state funding

VIRGINIA INSTITUTE OF MARINE SCIENCE  
SIX-YEAR PLAN UPDATE  
INCREMENTAL EXPENSE BY PRIORITY

Priority	Strategy	FY 2017-18
1	Support Graduate Financial Aid	\$245,000
2	Increase Faculty Salaries	\$408,022
3	Increase Staff Salaries	\$329,352
4	Enhance Chesapeake Bay Water Quality Modeling and Monitoring	\$506,163
5	Increase Base Operating Support	\$903,398
6	Management of Marine Diseases	\$353,336
7	Monitor Bay Grasses	\$266,809
8	Implement a Post-Graduate Commonwealth Coastal & Marine Fellowship Program	\$309,377
9	Develop and support new management and policy approaches at state and local government levels	\$381,787
10	Systematic Survey of Virginia Seafloor for Energy and Mineral Resource Interests	\$507,572

## CLOSED MEETINGS

The Board of Visitors may consider in closed session certain matters, including those listed below. The Code is very specific as to how these matters will be described in public session and in closing the meeting the motion must be specific as to the matters to be considered in closed session. There may be no discussion in closed session of matters not identified in the original motion.

I move that the \_\_\_\_\_ Committee convene in Closed Session for the purpose of discussing \_\_\_\_\_, as provided for in Section 2.2-3711.A., \_\_\_\_ .

<u>Code Section</u>	<u>Topic</u>
2.2-3711.A.1.	Personnel matters involving identifiable college employees (i.e., appointments, performance evaluations, leaves, etc.) or discussion of candidates for employment.
2.2-3711.A.2.	Matters concerning any identifiable student
2.2-3711.A.3.	Acquisition of real property for a public purpose or disposition of publicly held real property
2.2-3711.A.4.	Protection of individual privacy in personal matters not related to public business
2.2-3711.A.6.	Investment of public funds where bargaining or competition is involved
2.2-3711.A.7.	Consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation or consultation with legal counsel regarding specific legal matters requiring legal advice
2.2-3711.A.8.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.10.	Honorary degrees
2.2-3711.A.19.	Reports or plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure
2.2-3711.A.29.	Public contracts involving the expenditure of public funds

§2.2-3712.D. - At the conclusion of any closed meeting, the Board of Visitors shall immediately reconvene in open meeting and shall take a roll call or other recorded vote to be included in the minutes, certifying that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Any member of the public body who believes that there was a departure from the requirements of subdivisions (i) and (ii), shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place. The statement shall be recorded in the minutes.

## **BOARD OF VISITORS MEETING DATES**

### **2016**

September 21-23

November 16-18 (11/17 half day at Richard Bland College)

### **2017**

February 8-10 (Charter Day 2/10)

April 19-21 (W&M and RBC Commencement 5/13)

**SEPTEMBER 2016**