

MINUTES

Meeting of the Board of Visitors
The College of William and Mary in Virginia

September 13-15, 2017
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, September 13-15, 2017.

On Wednesday, September 13, the Richard Bland College Committee met in the Board Room from 2:06 to 3:58 p.m. The Investments Subcommittee met from 2:30 to 3:40 p.m. and the Executive Committee met from 4:00 to 5:30 p.m. in the Board Conference Room. That evening the full Board convened for dinner in Plumeri House at 119 Chandler Court.

Those present on Wednesday evening were:

Mirza Baig
Warren W. Buck III
S. Douglas Bunch
Sue H. Gerdelman
James A. Hixon
Barbara L. Johnson
Anne Leigh Kerr
John E. Littel
Christopher M. Little

William H. Payne II
Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
Todd A. Stottlemyer
H. Thomas Watkins III
Brian P. Woolfolk

Absent: Thomas R. Frantz

Also present was William and Mary President W. Taylor Reveley III.

At 8:30 p.m., the Rector convened the full Board and asked Ms. Gerdelman to read the motion for closed session. Ms. Gerdelman moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to specific personnel, the performance and evaluations of specific executive employees, and to discuss specific recommendations related to future fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A.1. and 8., of the Code of Virginia. Motion was seconded by Mr. Hixon and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:30 p.m.

The Board reconvened in open session at 9:05 p.m. Ms. Gerdelman reviewed the topic 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. Hixon and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 9:05 p.m.

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On Thursday, September 14, the Committee on Audit and Compliance, the Committee on University Advancement, the Committee on Administration, Buildings and Grounds and the Committee on Student Affairs met in the Board Room, while the Committee on Academic Affairs met in Blow Hall Room 201, and the Committee on Athletics met in Room 221 of Kaplan Arena.

Those present on Thursday were:

Mirza Baig
Warren W. Buck III
S. Douglas Bunch
Thomas R. Frantz
Sue H. Gerdelman
James A. Hixon
Barbara L. Johnson
Anne Leigh Kerr
John E. Littel
Christopher M. Little

William H. Payne II
Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
Todd A. Stottlemyer
H. Thomas Watkins III
Brian P. Woolfolk
Faculty Representatives: Eric D. Chason
Student Representative: Elijah S. Levine

Others present were:

W. Taylor Reveley
Michael R. Halleran
Virginia M. Ambler
Kiersten L. Boyce
Henry R. Broaddus
Samantha K. Huger
Samuel E. Jones
Matthew T. Lambert

Jennifer B. Latour
Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Amy S. Sebring
Brian W. Whitson
Sandra J. Wilms
Timothy A. Wolfe

Also in attendance were Staff Liaison Terence A. Fassanella, University Counsel Deborah Love, Dean Kate Conley, Dean Carrie Cooper, Dean Dave Douglas, Dean Spencer Niles, Dean John Wells, and other William and Mary staff.

The Committee on Audit and Compliance met from 7:45 to 10:00 a.m. The Committee on Academic Affairs met from 9:32 to 10:09 a.m. The Committee on University Advancement met from 10:15 to 11:23 a.m.

At 11:30 a.m., the Board traveled to Kaplan Arena for a tour and lunch. The Committee on Athletics met in Room 221 of Kaplan Arena from 1:15 to 2:00 p.m. then the Board returned to the Board Room.

At 2:25 p.m., the Board convened as a committee of the whole for the Provost's Report and Faculty Presentation. Academic Affairs Committee Chair Karen Kennedy Schultz called on Provost Michael Halleran, who briefly commented on the start of the new

academic year, noting that campus would celebrate the 50th anniversary of African American students in residence. He also mentioned the terrific Convocation speech by the Honorable John Charles Thomas, unveiling of the new mural by Steve Prince at Swem, the Black Student Organization Founder's dinner honoring Warren Buck, and commended Professor Emerita Jacqui McLendon for leading the celebration efforts. The Provost reflected on the events in Charlottesville, as an intersection of three issues: public safety, inclusion and free speech – all of which are essential to a healthy university community. Provost Halleran discussed the latest *US News and World Report* rankings, as well as the formula categories and weights, highlighting the methodology used. A brief discussion ensued.

Faculty Assembly Vice President and Chair of the Faculty Liaison Committee Jack Martin introduced the faculty presentation on the AidData Center for Development Policy by Professor Michael Tierney, director of the Institute for the Theory and Practice of International Relations. A brief discussion ensued, and the Faculty Presentation concluded at 3:25 p.m.

At 3:30 p.m., Ms. Roday convened the Board as a committee of the whole for the **Committee on Student Affairs**, and presided as chair. She recognized the William & Mary students who will serve as committee representatives: Nicole Ng for Financial Affairs, Conor Rooney for Athletics, Annelise Yackow for Administration, Buildings and Grounds, and Elijah Levine for Academic Affairs. Ms. Roday commented on resources available to DACA students, the club sports audit and the Secretary of Education's recent comments on Title IX and investigating campus sexual assaults.

Also introduced was the new Associate Vice President for Student Affairs (Campus Living) and Director of Residence Life Maggie Evans.

Ms. Ambler provided an update on the beginning of the year, then introduced Director of Student Leadership Development Anne Arseneau and Associate Professor of Education Jim Barber. Ms. Arseneau reported on fraternity and sorority life at William & Mary, showing student leadership development in action. Professor Barber reported on his research on fraternity learning environments and his experience as a faculty advisor to Sigma Phi Epsilon. A brief discussion ensued.

Student liaisons Nichole Ng and Conor Rooney reported on student leadership at William Mary from the students' perspective. A brief discussion ensued, concluding at 4:35 p.m.

The Committee on Administration, Buildings and Grounds met from 4:40 to 5:15 p.m.

The Board moved to the Wren Building and assembled in the Blue Room for the annual ceremony of the reading of the Board pledge, pinning of new members and signing of the Board Roster Book, as well as a Board photograph.

On Friday, September 15, the Board reconvened at 8:00 a.m. The Committee on Strategic Initiatives and New Ventures and the Committee on Financial Affairs met in the Board Room prior to the full Board meeting.

Those present on Friday were:

Mirza Baig
Warren W. Buck III
S. Douglas Bunch
Thomas R. Frantz
Sue H. Gerdelman
James A. Hixon
Barbara L. Johnson
Anne Leigh Kerr
John E. Littel
Christopher M. Little

William H. Payne II
Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
Todd A. Stottlemeyer
H. Thomas Watkins III
Brian P. Woolfolk
Faculty Representatives: Eric D. Chason
Student Representative: Elijah S. Levine

Others present were:

W. Taylor Reveley
Michael R. Halleran
Virginia M. Ambler
Kiersten L. Boyce
Henry R. Broaddus
Samantha K. Huger
Samuel E. Jones
Matthew T. Lambert

Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jennifer B. Latour
Brian W. Whitson
Amy S. Sebring
Sandra J. Wilms

Also in attendance were Staff Liaison Terence A. Fassanella, University Counsel Deborah A. Love, Dean Kate Conley, Dean Carrie Cooper, Dean Spencer Niles, Dean John Wells, and other William and Mary staff.

Mr. Frantz convened the Board at 8:00 a.m. as a committee of the whole for the **Committee on Strategic Initiatives and New Ventures** and presided as chair. Mr. Frantz briefly reviewed the agenda and provided an update on activities of the Go Virginia initiative and regional activity. A brief discussion ensued.

Mr. Broaddus and Provost Halleran provided an update on W&M 2026 and a brief discussion ensued.

Mr. Frantz moved that the Committee on Strategic Initiatives and New Ventures convene in Closed Session to discuss the evaluation of the performance of departments or schools, as provided for in Section 2.2-3711.A. 1., of the Code of Virginia. Motion was seconded by Mr. Littel and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 8:36 a.m.

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The Committee reconvened in open session at 10:09 a.m. Mr. Frantz reviewed the topic discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Littel and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

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

The Committee on Financial Affairs met in the Board Room from 10:19 to 10:42 a.m.

Following a short break, the Rector convened the meeting of the full Board at 10:50 a.m.

Those present were:

Mirza Baig
Warren W. Buck III
S. Douglas Bunch
Thomas R. Frantz
Sue H. Gerdelman
James A. Hixon
Barbara L. Johnson
Anne Leigh Kerr
John E. Littel
Christopher M. Little

William H. Payne II
Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
Todd A. Stottlemeyer
H. Thomas Watkins III
Brian P. Woolfolk
Faculty Representatives: Eric D. Chason
Student Representatives: Elijah S. Levine

Others present were:

W. Taylor Reveley
Michael R. Halleran
Virginia M. Ambler
Kiersten L. Boyce
Henry R. Broaddus
Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover

Samantha K. Huge
Samuel E. Jones
Matthew T. Lambert
Jennifer B. Latour
Amy S. Sebring
Brian W. Whitson
Sandra J. Wilms

Also in attendance were Staff Liaison Terence A. Fassanella, Richard Bland President Debbie L. Sydow, Richard Bland College Counsel Cynthia Norwood, University Counsel Deborah A. Love, Dean Kate Conley, Dean Spencer Niles, Dean John Wells, and other William and Mary staff.

Recognizing that a quorum was present, the Rector moved adoption of the minutes of the annual meeting of April 19-21, 2017. Motion was seconded by Mr. Littel and approved by voice vote.

In his opening remarks, Rector Stottlemeyer welcomed new Board members Mirza Baig, Barbara Johnson and Lincoln Saunders to their first meeting, acknowledged the work of the staff and the President and his team, recognized Warren Buck who spoke at the Black Student Organization Founders dinner, and expressed appreciation for Mr. Buck's founding of the organization. He thanked the Board members for their participation in the meetings.

In his opening remarks, President Reveley commented on the successful opening of the 2017-2018 academic year, and expressed his gratitude to the Board members for their input and willingness to give of their time and efforts.

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 involving specific employees pertaining to the appointments, promotions, tenure and leaves of specific instructional faculty; discussing specific personnel matters and the evaluation of the performance of departments or schools where such evaluation will necessarily involve discussion of the performance of specific individuals; discussing internal investigations involving identifiable students and/or employees; discussing investment matters relating to the investment of public funds; discussing specific recommendations related to fundraising initiatives, priorities and strategies and grants and contracts for services or work to be performed by the College, as provided for in Section 2.2-3711.A.1., 2., 6., 9., and 29. of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 10:58 a.m.

The Board reconvened in open session at 11:04 a.m. Mr. Stottlemeyer moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Littel 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 reviewed the agenda. He thanked Richard Bland and William & Mary staff for working together on identifying opportunities for the College and the University to collaborate, noting that 2018-19 would be the last full year of the RBC-19 strategic plan and significant, measurable progress in the implementation of strategic goals has been achieved. Mr. Littel informed the Board that he has asked for recommendations in November from both Richard Bland and William & Mary staff that the Board can review and possibly adopt.

President Sydow thanked the members of the Board for their continued support and reported that Richard Bland has made positive strides in elevating the student profile, updating and expanding the curriculum, attracting highly qualified faculty, introducing inter-

collegiate athletics, modernizing instructional space, building partnerships with universities and launching innovative student success programs. In addition, the College now has a stronger and more engaged Foundation board and new auxiliary revenue streams that will be critical to future sustainability. The President acknowledged the weaknesses in financial reporting and IT security identified in the Auditor of Public Accounts audit. She expressed her appreciation for the support of the William & Mary finance team in making significant progress to ensure that deficiencies are addressed, and assured the Board of her commitment to securing the necessary resources to ensure full compliance going forward.

Following a brief review of the resolutions, noting the revision to the Six Year Plan on page 5, Mr. Littel moved adoption as a block of **Resolution 1**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 2**, Appointment to Fill Vacancy in the Professionals and Professional Faculty; **Resolution 3 REVISED**, 2018-2024 Six-Year Plan; **Resolution 4**, Resolution to Approve 2018-2024 Capital Outlay Plan; and **Resolution 5**, Resolution of the Board of Visitors of Richard Bland College of William and Mary: Virginia College Building Authority Financing Authorization Motion was seconded by Mr. Payne and approved by voice vote. (**Resolution 3(R)** is appended.)

Mr. Littel moved adoption of **HANDOUT Resolution 20**, 2018-2020 Operating Budget Requests. Motion was seconded by Ms. Gerdelman and approved by voice vote. (**Handout Resolution 20** is appended.)

Ms. Schultz asked the Board to be aware that William & Mary staff are spending significant amounts of time assisting Richard Bland College with some administrative functions. She expressed the hope that William & Mary functions would not be adversely impacted.

Mr. Little reported for the Committee on Audit and Compliance and briefly reviewed the agenda, commenting on the APA audit of Richard Bland and William & Mary. There were no action items.

Ms. Gerdelman reported for the **Committee on University Advancement**, and briefly reviewed the agenda, noting there were no action items.

Ms. Gerdelman reported for the **Committee on Athletics**, briefly reviewed the agenda, and thanked the Board members for participating in the Kaplan Arena tour. There were no action items.

Ms. Roday reported for the **Committee on Student Affairs**, and briefly reviewed the agenda. There were no action items.

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds**, and briefly reviewed the agenda.

Mr. Payne moved adoption as a block of **Resolution 10**, Resolution of the Board of Visitors of the College of William and Mary 9(D) Sale Pooled Bond Program: Replace

Busch Field Turf, Improve Rec Sports Pool, Renovate & Expand Zable Stadium, Improve Blow Hall Data Center, Construct West Utility Plant and Construct Integrative Wellness Center; **Resolution 11**, Resolution of the Board of Visitors of the College of William and Mary 2017 9(C) Revenue Bond Program Participation: Renovate Dormitories; **Resolution 12**, Resolution to Approve Capital Outlay Process for Construction Procurement; and **Resolution 13**, Resolution to Approve Revised Scope & Budget for McLeod Tyler Wellness Center. Motion was seconded by Ms. Roday and approved by voice vote.

Mr. Frantz reported for the **Committee on Strategic Initiatives and New Ventures**, and briefly reviewed the agenda. There were no action items.

Mr. Watkins reported for the **Committee on Financial Affairs**, and moved adoption as a block of **Resolution 14**, College of William and Mary 2018-2024 Six-Year Plan; **Resolution 15**, College of William and Mary 2018-2020 Operating Budget Requests; **Resolution 16**, Establishment of NCAA Quasi-Endowment; **Resolution 17**, Virginia Institute of Marine Science 2018-2024 Six-Year Plan; and **Resolution 18**, Virginia Institute of Marine Science 2018-2020 Operating Budget Requests. Motion was seconded by Mr. Littel and approved by voice vote.

Mr. Hixon reported for the **Investments Subcommittee**, and briefly reviewed the agenda, noting the subcommittee had discussed a change in asset allocation and in fund managers.

Ms. Schultz reported for the **Committee on Academic Affairs**. She welcomed Elijah Levine as the student committee representative and Mr. Bunch as Vice Chair, and thanked Eric Chason for returning as the faculty committee representative, then briefly reviewed the agenda.

Ms. Shultz moved adoption as a block of **Resolution 6**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 7**, Designated Professorships; **Resolution 8**, Faculty Leaves of Absence; and **Resolution 9**, Award of Academic Tenure. Motion was seconded by Mr. Littel and approved by voice vote.

Mr. Little, reporting for the Monroe Legacy Working Group, introduced Sarah Bon-Harper, Executive Director of James Monroe's Highland, who provided an update on recent activities at Highland. A brief discussion ensued.

Ms. Roday report on the Race Relations Implementation Team, providing background for the benefit of the new members, reviewed accomplishments to date and commented on upcoming events, noting that the work of the implementation team will conclude at the end of this academic year. A brief discussion ensued.

Mr. Watkins provided an update on the Presidential Search, noting that the University of Virginia had just announced the appointment of James E. Ryan, dean of the Harvard

Graduate School of Education, as president effective July 1, 2018. Mr. Watkins stated that the William & Mary search has completed its first phase, released a presidential leadership profile and now moves into the second, more confidential phase working with the consultant on identifying potential candidates. Outreach on social media was illustrated with the showing of a short video to be released at the end of the month.

There was no Old Business.

Under New Business, the Rector called on Ms. Roday to review the formal resolution appointing student representatives to committees as discussed in July. Ms. Roday moved adoption of **Resolution 19**, Appointment of Student Representatives to Standing Committees of the Board of Visitors. Motion was seconded by Mr. Littel and approved by voice vote. (**Resolution 19** is appended.)

The Rector read the **Statement of Continuing Support by the Board of Visitors for DACA Students at William & Mary**, and moved its adoption. Motion was seconded by Ms. Roday and approved by voice vote. (**Resolution 21** is appended.)

Mr. Stottlemeyer moved that the Board of Visitors of the College of William and Mary convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees; for consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation; and consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, as provided for in Section 2.2-3711.A.1., 7. and 8., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. Observers were asked to leave the room and the Board went into Executive Session at 12:05 p.m.

The Board reconvened in open session at 12:27 p.m. Mr. Stottlemeyer moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Ms. Gerdelman and approved by roll call vote conducted by Mr. Stottlemeyer. (Certification **Resolution** is appended.)

There being no further business, the meeting adjourned at 12:28 p.m.

Board of Visitors

September 13, 2017

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: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:


Todd A. Stottlemyer
Rector of the College

September 15, 2017

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Strategic Initiatives and New Ventures 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 Strategic Initiatives and New Ventures, 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 Financial Affairs.

VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Thomas R. Frantz
Chair
Committee on Strategic Initiatives and
New Ventures

Board of Visitors

September 15, 2017

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;

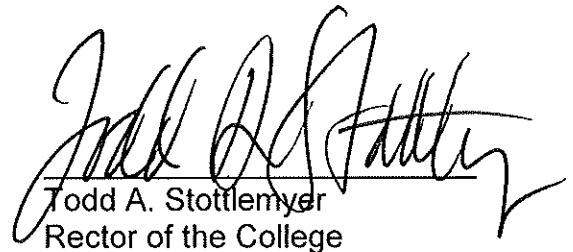
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

RICHARD BLAND COLLEGE OF WILLIAM AND MARY

SIX-YEAR PLAN

WHEREAS, the mission of Richard Bland College is to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of the College of William 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, 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.

**RICHARD BLAND COLLEGE OF WILLIAM & MARY
SIX-YEAR PLAN (2018-20 through 2024):**

Part II NARRATIVE

A. Institutional Mission

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

B. Strategies

1. Adequate Administrative Support / Risk Management

RBC will explore ways to adequately and efficiently respond to recurring APA (Auditor of Public Accounts) recommendations through administrative infrastructure upgrades (technology solutions and adequate staffing of RBC finance functions) to minimize risk to the College and the State.

The College intends to accomplish this, in part, through service-level agreements and in-house hiring based upon recommendations from a joint RBC and William & Mary Shared Services Work Group appointed by Presidents Sydow and Reveley. Recommendations to the Board of Visitors for shared services will be based upon a full review of best practices and close analysis of reasonableness of implementation.

To the extent that resources permit, the College will continue its painstaking efforts to establish adequate administrative staffing levels and a stable and efficient infrastructure. Based upon analysis conducted to date by William & Mary, external consultants, and RBC, an approximate \$1.8 million infrastructure investment (including personnel and technology) is needed to create a reliable, compliant administrative operation that minimizes risk to RBC, William & Mary, the BOV, and the Commonwealth of Virginia.

RBC intends to invest a minimum of \$295,000 of the anticipated \$580,000 proposed tuition and fee increase for FY 19 to build this administrative infrastructure as is outlined in the six-year plan. In future fiscal years, RBC will continue to provide a similar level of investment as funds from tuition and fee revenue are available.

RBC is cognizant of the level of risk that its current administrative infrastructure presents and has worked diligently over the last five years to balance investment in compliance with

investment in the academic and student support services necessary to fulfill the College's core educational mission. Throughout, the administration has pursued innovation and demonstrated an entrepreneurial spirit, achieving notable success in growing enrollment (and related revenue) and, at the same time, generating new revenue through auxiliary operations and development efforts.

An additional and ongoing \$552,250 in general fund support (salary and fringe) is necessary to build and maintain the administrative infrastructure required to address recurring APA and Internal Audit risk concerns and to ensure financial stability and sustainability. Without these funds, RBC is at risk of a protracted and potentially unsuccessful stabilization endeavor.

The College remains focused on its key strategic planning goals of:

- a. Achieving optimal enrollment and delivering academic programs and services that respond to market demand;
- b. Collecting, analyzing, disseminating, and utilizing pertinent performance-related information to drive quality and continuous improvements;
- c. Developing and implementing revenue enhancement plans; and
- d. Deploying financial, physical, IT and human resources in direct support of the mission and vision.

Even as the College reaches a state of equilibrium for institutional and O&M spend, there is a continued focus on spans of controls, automating processes, and technical improvements (3, 5).

The College moved its payroll processing to the DOA Payroll Processing Bureau in FY16 and implemented the TAL (Time and Leave) mechanized solution for time reporting as well. With the planned Cardinal Finance integration conversion, the College is examining further process improvements related to purchasing and travel reimbursements. Conversations about shared service agreements with W&M are ongoing. These conversations include:

- o Aligning RBC more closely with William & Mary with regard to back office/administrative functions and academic/transfer programming;
- o Creating service level agreements (SLAs) for shared staffing/operations with William & Mary in areas such as financial reporting, procurement, technology, and human resources.

The College continues to drive auxiliary revenue through multiple uses of its campus facilities, with a focus on strategic partnerships that advance the educational mission. The Dinwiddie County Teen Expo, Master Gardener's workshop, Jacob's Ladder, Chrysalis, Camp Rainbow, VA Steam workshop, Pecan Festival and summer sports camps are just a few events recently hosted

by RBC. Tapping opportunities for increased brand awareness and raising auxiliary revenues are priorities.

2. The Exceptional Student Experience (ESE@RBC):

With a continuing emphasis on retaining and graduating students on-time and debt-free, RBC continues to expand and improve the ESE@RBC program, which was piloted in FY16 and fully launched in FY17. ESE@RBC combines highly personalized student support with predictive analytics, alerting appropriate faculty and staff members when student behaviors or other obstacles threaten their academic success. Each student is assigned a Learner Mentor who serves as coach, guide, mentor and advisor, using real-time information to keep students on track to graduation.

ESE@RBC enhancements include cross-training and customer service training in all functions of the student experience—making retention a campus-wide endeavor with all faculty and staff trained and bearing responsibility for student retention. In FY19 the College will develop a second-year experience course to build on the First Year Experience (FYE) piloted in FY 18. The goal of FYE is to equip students (42% of whom are first-generation) with study skills and life skills.

Expanding on collaborations and professional development made possible by the Complete College America initiative (spearheaded by SCHEV), RBC will build out a comprehensive program designed to prepare undecided students (over 70% at RBC) to identify a major and a transfer goal in the first semester of their second year. (\$50,000 in FY19 from Tuition and Fees, \$50,000 in FY 20 from Tuition and Fees).

3. Business Intelligence & Process Alignment

Business intelligence and process alignment will enable data-driven decision-making and improved efficiencies, thereby contributing to high-performance operations and institutional effectiveness. High-performance business processes will be established through:

- a. development of a comprehensive data warehouse repository that brings together all of the data necessary to research and analyze the effectiveness and efficiency of operations across functional units,
- b. Research and creation of analytical models that provide information in support of internal process improvements,
- c. Implementation of technologies that deliver metrics in real time through visualization and engagement at every level.

Merging the systems created as a part of ESE@RBC and the business intelligence initiative into a single, fluid structure can serve as a model for other institutions. Enhancements in real-time delivery and, more importantly, real-time data capture from discovered events that affect outcomes, will be a primary focus as the analytical models and processes are fine-tuned.

- o Staff three incremental FTE positions (Data Compliance Analyst for Institutional Research, a Database Developer and a Network Engineer). Two of the staff (Compliance Analyst & Network Engineer) are in direct support of Strategy #1 and funds are included as part of that line item, however the addition of those positions further allow us to advance BI initiatives [FY18 - \$92,750; 1 additional FTE (3 total FTE) in FY19 - \$162,750] (3, 5).

High-performance business processes are key differentiators between good and great institutions. The primary way of reaching the “great” pinnacle is to execute business processes with maximum efficiency and effectiveness, and to make the smartest decisions possible.

4. Mission Aligned Academic Portfolio – Work College

In FY 19, RBC will complete the discovery phase of a Work College initiative focused on providing students with real, hands-on knowledge and skills in data science through a work experience that is supplemental to their regular studies. RBC will explore opportunities to create a college environment where students, with proper supervision and training, will learn real skills while contributing as members of the College’s workforce to build out and improve on predictive modeling and analytics for the ESE@RBC Project. A pilot program with 20 students will be launched in FY 20.

RBC will utilize the existing Statesman Scholars program to reduce the cost to Virginia students with high-need and high potential. Currently, Statesman Scholars who are Federal Pell Eligible and have a high school GPA above a 3.5 are awarded a total financial aid package that includes federal, state, and institutional support. For these students the College packages grants and scholarships covering up to 80% of total out-of-pocket costs. Of this population, the College would select a pilot group of students who would receive the remaining 20% as work-study, making College free for this population.

These students would be employed in the IT/Institutional Research office, learning coding and utilizing data science to improve on predictive models for student success and other critical processes. (\$50,000 in FY19, \$100,000 in FY 20). To ensure that skills and experiences are relevant to the workforce, RBC will create a Business Council that meets at least two times each year to create a direct business link. RBC will also convene work sessions so that staff and faculty can hear directly from business leaders about the workforce needs of the region and state.

5. BANNER (ERP) Replacement

To deliver streamlined operations and control costs, the College will initiate a project to transition to a new Enterprise Resource Planning (ERP) system and Student Information System (SIS). The existing platform—Banner—is costly, inflexible and inappropriately scaled to RBC.

Costs anticipated for FY19 (\$50,000) include consulting services for the selected ERP/SIS vendor to conduct necessary analysis and configuration. Costs anticipated for FY20 (\$300,000) include closing out consulting costs coupled with product licensing costs for the new solution, as well as ongoing maintenance costs for the legacy system for the transition year.

Implementation of the ERP/SIS product would occur in FY20. Expected gains include substantially improved user experiences, reduced costs, and more effective utilization of the ERP/SIS product.

C. Evaluation of Prior Six-Year Plan

SEM Plan: During the 2017 & 2018 Biennium, the College continued the implementation on a Strategic Enrollment Management (SEM) plan that increased student headcount to 2,256 (well above the FY 19 target of 2,000), and 1,342 FTE toward a target of 1,500.

Centralized One-Stop: In 2017 the College fully implemented a new Exceptional Student Experience program that goes well beyond centralized services. This model assigns a caseload of students to a Learner Mentor who becomes a primary point of contact and an advocate for the student throughout the learner journey.

Predictive analytics through Nuro Learning and Canvas are being used to identify students who are at-risk to ensure that they receive all appropriate resources in support of their success.

Learning Outcome Culture: The College completed its 5th Year Interim Report to SACSCOC in 2015 and a monitoring report in 2016. A second monitoring report will be submitted in Fall 2017. A broad-based, course-level learning outcomes assessment program is now in place for all courses. Further, RBC is now assessing program-level outcomes for all identified curriculum goals in all programs at the College. The intent is to build learning outcomes assessment processes to ensure that course-level outcomes roll up into department-level outcomes, which roll up into program-level outcomes. Faculty will continue to receive appropriate training as needed, with training scheduled to be completed during the Faculty Development workshop days in Fall 2017.

Academic Portfolio: The College was recently approved by the Department of Education as an "Experimental Site" for Prior Learning Assessment and Competency Based Education (CBE) Credit (1 of only 3 colleges in Virginia). A recent redesign of the Associate of Arts and

repackaging of the Associate of Science degrees has facilitated the delivery of CBE. The General Education core will require an e-Portfolio for all students. Students will have the opportunity to utilize portfolio assessments to receive credit without having to complete an entire 3-credit hour course. This will eliminate so-called "momentum blockers" that students experience when taking a class in which they have already mastered some or all of the content. They can bridge the gap with online content toward the College's Associate Degrees.

The College has expanded online course offerings with the majority of the Associate of Business degree available online, providing students the convenience they need to successfully complete a degree or certificate. The College has also implemented certificates of Liberal Arts, Project Management and Logistics.

Resource Alignment: Between 2012 and 2016, the College underwent an extensive re-organization to reduce administrative expenses and to reinvest in the core academic program of the institution. In FY 16 and 17, the investment focused on the Exceptional Student Experience, an innovative and highly promising student-success model. It also focused on strengthening core back office functions, an effort that must continue over the next several fiscal years in order to achieve financial stability.

D. Tuition Rate Increases

As part of a gradual, multi-year tuition-reset that is necessary to address severe underfunding, the College began and will continue with annual in-state tuition and E&G fee increases of approximately 9.9% in each of the years in the current six-year plan. This represents a \$590 annual increase (\$19 per credit hour) in year one of the biennium, and a \$630 annual increase (\$21 per credit hour) in year two.

After an extended period (20+ years) in which the College virtually froze tuition and fees at rates that were woefully insufficient to support basic operations and compliance, let alone keep up with inflation, this tuition/fee increase accomplishes two things. First, it brings the College into alignment with other residential colleges that provide robust student support services to promote student success, including the innovative ESE@RBC program. It also advances institutional effectiveness and compliance, providing necessary funding for baseline administrative support as dictated by best practices and the increasing volume of reporting required by state and federal entities.

Financial Aid

The College currently allocates \$60,000 per year from tuition and fee revenue to offset the impact of tuition and fee increases on low- and middle-income students. This amount will continue in future years. However, instead of further investment, the College will utilize unfunded scholarships (waivers) to advance SEM goals and to assist the high-need student

demographic, which is increasing. The utilization of unfunded scholarships (waivers) will allow the College to assist more students by awarding additional institutional scholarships. The additional waivers to be awarded from incremental tuition and fee increases in FY 19 and 20 is \$200,000 (work college and academic) each year.

E. Contributions to Economic Development

The College is an economic driver in the depressed Petersburg region. According to a recent study by the Weldon Cooper Center at UVA, College expenditures in FY 2015 had an employment effect of 255 personnel and generated \$14 million in state GDP and \$1 million in state revenues. These estimates include the direct economic effect of college-related spending, as well as the economic indirect and induced effects (i.e., multiplier effects) that result from purchases and payroll turnover when money changes hands in the state economy. Human capital improvements are estimated to contribute a present value of \$7 million in GDP and approximately \$1 million in state tax revenue. The total economic contribution resulting from RBC operations during FY 2015 was \$21 million in GDP and total state tax.

Academic programming developed in response to high demand fields like logistics and project management have been added in recent years. The College is actively engaged with regional Chambers of Commerce, the Crater Planning District Commission and Petersburg Area Regional Tourism, providing a venue for their events as well as student and employee volunteers. The College's Pecan Festival, which attracted more than 7,500 visitors to campus last fall, generated significant tourism dollars for the Petersburg region. The Comprehensive Economic Development Strategy (CEDS)—a federal program—contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process. The College is represented on the CEDS board. Additional opportunities to stimulate economic development in the surrounding region through community involvement and partnerships with Virginia's Gateway Region and Crater Planning District Commission are currently being explored.

F. Capital Outlay

The College's Board of Visitors approved priorities for the institution's six-year plan, including the following items, as part of the FY16–18 Biennium.

**Construct/Renovate: Academic Innovation Center/Library Expansion
\$12,421,253 GF**

Approved for detailed planning during FY 2018, the project provides an expanded concept of the library as a modern tool for fostering innovation in scholarship while also providing renewed

space for study and collaboration. The Center for Teaching & Learning will provide a unique cultural center that inspires, supports, and contextualizes users' engagement with scholarship. A flexible, equipped space will inspire connected learning for a networked world through faculty development, student engagement, communities of practice, and technology-enhanced active learning. A renewed building filled with natural light, innovative media and displays of artwork and views of campus will engage imaginations and inspire conversation and reflection. This plan calls for approximately 10,000 sq. ft. of library resources, 7,000 sq. ft. of Information Technology Services and data center and 7,000 sq. ft. for Academic Innovation and training. A new elevator will be necessary to meet ADA requirements and to accommodate the change in space design.

G. Restructuring

Richard Bland College is steadily building its administrative capacity to either restructure to a Level II institution in the next two years, or to become a part of William & Mary's Level III structure during their next renewal cycle. In the interim, RBC seeks the ability to do the following in some structured capacity independent of the Level I institution requirements.

1. **Procurement.** In an effort to better manage RBC's limited resources (both personnel and fiscal) and create efficiencies by leveraging an already proven concept and pre-approved set of contracts, RBC seeks to use VASCUPP (Virginia Association of College and University Procurement Personnel) contracts without additional approval from the Department of General Services (DGS).
2. **Tuition Management.** Given the fluctuations in state funding and declining growth in overall state support over the last decade, it is essential to Richard Bland College's health that the Board of Visitors maintain the ability to set tuition and fees for its students. The Board of Visitors is uniquely positioned to understand the institution's operational model, financial needs, and market position relative to peer institutions both within and outside of the Commonwealth.
3. **Carryforward of E&G Funds.** The College's ability to carry forward E&G funds from year to year is essential given the uncertainties of state funding and the volatility of higher education markets. Institutions must be able to manage funds prudently without fear of penalty if they spend less than budgeted in a given year. With that assurance, institutions can more effectively manage and establish reasonable reserves to ensure they remain financially solvent during economic downturns and do not have to seek additional state support or burden students with additional costs to cover those gaps.

RICHARD BLAND COLLEGE

2018-2020 Operating Budget Requests

Responding to guidance from the Governor's Office and the Virginia Department of Planning and Budget (DPB) as well as comments on Richard Bland College's (RBC) Six-Year Plan by the State "Op 6" review committee, the administration of the College recommends 2018-2020 operating budget requests as follows:

Priority 1- Provide Adequate Resources to Improve Richard Bland College Financial and Administrative Infrastructure

Proposed Request:

<u>FY 2018-19</u>	<u>FY 2019-20</u>
\$ 552,250 GF	\$ 552,250 GF
6.00 FTE	6.00 FTE

It is critical that Richard Bland effectively respond to recurring APA (Auditor of Public Accounts) findings as documented in the FY 2016 audit. The just released draft of the FY 2016 audit provides some sense of the scope of this issue. At this point the State Auditor of Public Accounts has identified 13 internal control issues at RBC including 2 material weaknesses. Areas of concern noted by the APA range from Financial Reporting and Information Technology/Security to compliance with various financial, procurement and human resource policies and procedures.

Administrative infrastructure upgrades (IT systems, incremental staffing and appropriate training) are necessary to correct the internal control issues while minimizing risk to RBC and the State. To address this issue the Board of Visitors supports the administrations of William & Mary and Richard Bland College developing one or more memoranda of understanding allowing William & Mary to assume operational responsibility for management of certain non-instructional programs or activities as necessary.

While details of these agreements must be developed, prior studies have documented the need for significant infrastructure investment. To this end, in FY 2019 Richard Bland will invest a minimum of \$295,000 of an anticipated \$580,000 in incremental tuition increase to correct the identified deficiencies and build its administrative infrastructure. While similar investments are expected in the out-years, funding this request will allow significant progress over the biennium. The additional \$552,250 in base general fund support is necessary to build and maintain the administrative infrastructure required to address recurring APA and Internal Audit risk concerns and to ensure financial stability and sustainability. Without these funds, RBC is at risk of a protracted and potentially unsuccessful stabilization effort.

It should be noted that improvement will take time. The draft audit report deals with FY 2016, FY 2017 is already in the books, and we are almost through one quarter of FY 2018. While RBC staff has taken actions to move it along the way in these areas, much more improvement is necessary.

Priority 2 – Improve Information Technology Systems

Proposed Request:

FY 2018-19
\$ 50,000 GF

FY 2019-20
\$ 300,000 GF

To deliver streamlined operations and control costs, the College will initiate a project to review its current use of the Banner Enterprise Resource Planning (ERP) as its system of choice. Funding in FY 2019 supports consulting services to review both current and optimal systems options given the size, scope and scale of Richard Bland College. Implementation and/or enhancements will occur during FY 2020.

Expected gains include substantially improved user experiences, reduced costs, and more effective utilization of the ERP/SIS product.

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the administration's proposed operating budget requested as outlined above.

**APPOINTMENT OF STUDENT REPRESENTATIVES
TO STANDING COMMITTEES OF THE BOARD OF VISITORS**

WHEREAS, since 2004 the Code of Virginia has permitted a student representative on the Board of Visitors, and since that time the *Bylaws* of the Board of Visitors have permitted the Rector to annually appoint the President of the Student Assembly of the College of William & Mary and a Richard Bland College student nominated by the College President to the position of non-voting, advisory representatives on the Board of Visitors; and

WHEREAS, since 2000 the Richard Bland student representative has served as a non-voting ex officio member of the Richard Bland College Committee; and

WHEREAS, the Rector, the William & Mary President and the Vice President for Student Affairs have determined that student participation on committees would be helpful and welcome, similar to the service of faculty committee representatives; and

WHEREAS, members of the Board of Visitors have recently approved the appointment of a William & Mary student representative as a non-voting member on four standing committees of the Board, specifically, Academic Affairs; Administration, Buildings and Grounds; Athletics; and Financial Affairs, similar to the committee membership now served by William & Mary faculty; and

WHEREAS, the students serving on these committees would be excused from closed sessions dealing with personnel or legal matters, or any other issue as determined by the chair of the respective committee;

THEREFORE, BE IT RESOLVED, That annually the Rector of the College, in consultation with the William & Mary President, the Vice President for Student Affairs, and the Student Assembly President, shall appoint one William & Mary student from among the Student Assembly President, the Vice President of the Student Assembly and the two student liaisons to the Board, to the position of a non-voting, advisory student representative to the Committee on Academic Affairs, the Committee on Administration, Buildings and Grounds; the Committee on Athletics; and the Committee on Financial Affairs, with the understanding that such student shall serve for a term of one academic year; and

BE IT FURTHER RESOLVED, That in the event a student representative is not able to complete a term, the Rector, acting in concert with the President of the university and the President of the Student Assembly, will appoint a replacement from among the student positions noted above; and

BE IT FINALLY RESOLVED, That the Board of Visitors of the College of William & Mary hereby approves the appointment of such student committee representatives effective with the 2017-2018 academic year.

**STATEMENT OF CONTINUING SUPPORT BY THE BOARD OF VISITORS
FOR DACA STUDENTS AT WILLIAM & MARY**

WHEREAS, the protections provided under the Deferred Action for Childhood Arrivals (DACA) program are slated to be phased out in March 2018, creating intense uncertainty for students enrolled in higher education under this program; and

WHEREAS, William & Mary currently enrolls 23 students under this program, and these students as well as those who enrolled under this program before them have been and remain exemplary and valued members of the university community; and

WHEREAS, “Who comes here, belongs here” remains a hallmark of the university community, the students who came to William & Mary under the DACA program belong at the university as much as any other current or former student.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William & Mary in Virginia expresses its steadfast support of all students enrolled at the university under the Deferred Action for Childhood Arrivals program; and

BE IT FURTHER RESOLVED, That the Board of Visitors of the College of William & Mary in Virginia expresses its support for the ability of all students enrolled in higher education institutions throughout the United States of America under the Deferred Action for Childhood Arrivals program to continue their studies; and

BE IT FURTHER RESOLVED, That the Board of Visitors of the College of William & Mary in Virginia calls on our elected officials to work together to find a bipartisan solution that will allow our students to continue their studies uninterrupted at the university; and

BE IT FINALLY RESOLVED, That this resolution be spread upon the minutes of the Board and the President share this resolution with the university’s student body and the campus community.

Board of Visitors

September 15, 2017

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;

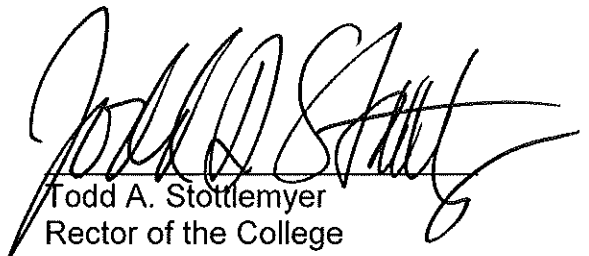
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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