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*Documents provided by the W&M Student Assembly*
## WILLIAM & MARY
### 2022-2028 CAPITAL PLAN - DRAFT

### 2022-2024 BIENNIAL

<table>
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<tr>
<th>PRIORITY</th>
<th>PROJECT INFORMATION</th>
</tr>
</thead>
</table>
| 1 | **Construct: Integrated Science Center 4 (ISC 4)**  
$76,580,000 GF  
This fourth phase of the Integrated Science Center (ISC) will house Mathematics, Computer Science, Kinesiology, and Design/Engineering. The project will construct 124,000 GSF of new space and renovate 10,000 GSF of existing space in order to connect to the adjacent ISC facility. |
| 2 | **Renovate: Swem Library for Studio for Teaching & Learning Innovation**  
$11,250,000 GF  
Renovation of the ground floor of the Earl Gregg Swem Library in order to create a collaborative teaching and learning center to replace underutilized, ineffective areas with spaces devoted to development and experimental teaching. |
| 3 | **Renovate: Dormitories**  
$8,000,000 NGF  
Continuation of the university’s ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, functional, and code compliant residential environment is maintained. This umbrella project will utilize proceeds from William & Mary’s 2020 debt issuance. |
| 4 | **Renovate: Ewell Hall**  
$23,500,000 GF  
Renovations to update life safety and other building systems, adhere to current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use. |
| 5 | **Improve: Accessibility**  
$5,850,000 GF  
Continues addressing accessibility needs among an increasingly diverse faculty, staff, and student population. Facility renovations assist with this, but are unable to keep pace with current needs in pathways, building access, interior floor accessibility, and office/classroom/lab requirements. |
6 **Renovate/Replace: Campus Center (including the Hyphen and Unity Hall)**  
$10,000,000 GF and $20,000,000 NGF

Renovation and/or replacement to create a functional multi-purpose space to include dining and retail operations and needed expansion for academic and administrative functions.

7 **Renovate/Expand: Andrews Hall, Fine Arts Phase 3**  
$43,500,000 GF

The third phase of the “Arts Quarter” contains the renovation of Andrews Hall (32,000 GSF) and expansion of that facility (GSF to be determined). This project will complete the co-location of the arts departments to foster interdisciplinary collaboration, coordination, and creativity.

8 **Construct: James Monroe’s Highland Visitor Center**  
$5,125,000 GF

Creation of a dedicated space to welcome visitors and serve as an educational exhibition area. Also includes retail space and will serve as an economic driver for Highland and the surrounding area.

9 **Construct: Utility Piping Extension for West Campus**  
$7,800,000 NGF

Extends utility piping from the West Utility Plant to other facilities in that region of campus. Enables those buildings to be connected centrally to gain efficiencies and maximize space.
2024-2026 BIENNium

PRIORITY PROJECT INFORMATION

10 Renovate: Dormitories
$15,000,000 NGF

Continuation of the university’s ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, functional, and code compliant residential environment is maintained.

11 Renovate: Washington Hall
$33,500,000 GF

Repair and replacement of deteriorated building systems, installation of a fire sprinkler system, upgrade of building accessibility, and other improvements to meet the demands of the modern teaching environment.

12 Construct: Ecology and Endocrinology Laboratory
$9,700,000 GF

Replacement of the Population Lab and Indoor Aviary with a 12,000-15,000 GSF facility. This facility allows students from a variety of disciplines to perform small animal studies and research, but needs to be replaced in order to enable accreditation, thereby providing improved opportunities for research grants.

13 Construct: Regional Economic/Entrepreneurial/Development Center
$20,000,000 GF

Construction of a multi-purpose facility geared towards nurturing economic and workforce development within the state. Envisioned as a hub designed to foster corporate collaboration, inspire cutting-edge research, and provide learning opportunities for working professionals.

14 Renovate: Adair Hall
$21,800,000 NGF

Renovation of the 1962-era building to update and reconfigure existing space to enable the facility to functionally meet recreation and athletic needs. Supports the 2015 Campus Master Plan to accommodate an increase in recreational programs and participants.
### 2026-2028 BIENNIIUM

#### PRIORITY PROJECT INFORMATION

15  **Renovate: Dormitories**  
$20,000,000 NGF  
Continuation of the university’s ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, functional, and code compliant residential environment is maintained.

16  **Replace: Jones & Morton Halls**  
$55,150,000 GF  
Consistent with the 2015 Campus Master Plan, combines two outdated academic buildings into one general academic facility.

17  **Improve: Athletic Facilities**  
$5,000,000 NGF  
Continuation of the university’s ongoing program of umbrella projects for various athletic facilities to address repair, renovation, and improvement of playing surfaces, building systems, lighting, scoreboards, and other facility needs.

18  **Replace: Facilities Management Complex**  
$11,200,000 GF  
Comprehensive solution for demolition and replacement of old facility maintenance shops in order to meet code compliance and create an area that is functional, efficient, accessible, and sustainable.

19  **Replace: Commons Dining Hall**  
$23,500,000 NGF  
Supports replacement of the current Commons Dining Hall with a more efficient, functional space to meet the needs of the campus community.

20  **Renovate: McGlothlin-Street Hall**  
$25,000,000 GF  
Renovations to update life safety and other building systems, adhere to current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use.
## 2022 - 2024 Capital Program Request

<table>
<thead>
<tr>
<th>Priority</th>
<th>Project Name</th>
<th>State Authorization Required?</th>
<th>Included in 2020-2026 Plan?</th>
<th>General Fund-Related Sources</th>
<th>Non-General Fund-Related Sources</th>
<th>Total Project Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Construct: Integrated Science Center 4 (ISC 4)</td>
<td>Yes</td>
<td>Yes</td>
<td>$76,580,000</td>
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<td>$76,580,000</td>
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<tr>
<td>2</td>
<td>Renovate: Swem Library for Studio for Teaching &amp; Learning Innovation</td>
<td>Yes</td>
<td>Yes</td>
<td>$11,250,000</td>
<td>-</td>
<td>$11,250,000</td>
</tr>
<tr>
<td>3</td>
<td>Renovate: Dormitories</td>
<td>No</td>
<td>N/A</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
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<td>4</td>
<td>Renovate: Ewell Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>$23,500,000</td>
<td>-</td>
<td>$23,500,000</td>
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<tr>
<td>5</td>
<td>Improve: Accessibility</td>
<td>Yes</td>
<td>Yes</td>
<td>$5,850,000</td>
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<td>$5,850,000</td>
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<td>6</td>
<td>Renovate/Replace: Campus Center (including the Hyphen and Unity Hall)</td>
<td>Yes</td>
<td>Yes</td>
<td>$10,000,000</td>
<td>$20,000,000</td>
<td>$30,000,000</td>
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<tr>
<td>7</td>
<td>Renovate/Expand: Andrews Hall, Fine Arts Phase 3</td>
<td>Yes</td>
<td>Yes</td>
<td>$43,500,000</td>
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<td>$43,500,000</td>
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<tr>
<td>8</td>
<td>Construct: James Monroe's Highland Visitor Center</td>
<td>Yes</td>
<td>Yes</td>
<td>$5,125,000</td>
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<td>$5,125,000</td>
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<tr>
<td>9</td>
<td>Construct: Utility Piping Extension for West Campus</td>
<td>Yes</td>
<td>No</td>
<td>-</td>
<td>$7,800,000</td>
<td>$7,800,000</td>
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</tbody>
</table>

### 2022-2024 Biennium Totals

- General Fund-Related Sources: $175,805,000
- Non-General Fund-Related Sources: $35,800,000
- Total Project Request: $211,605,000

## 2024 - 2026 Capital Program Request

<table>
<thead>
<tr>
<th>Priority</th>
<th>Project Name</th>
<th>State Authorization Required?</th>
<th>Included in 2020-2026 Plan?</th>
<th>General Fund-Related Sources</th>
<th>Non-General Fund-Related Sources</th>
<th>Total Project Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Renovate: Dormitories</td>
<td>Yes</td>
<td>Yes</td>
<td>$15,000,000</td>
<td>-</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>11</td>
<td>Renovate: Washington Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>$33,500,000</td>
<td>-</td>
<td>$33,500,000</td>
</tr>
<tr>
<td>12</td>
<td>Construct: Ecology and Endocrinology Laboratory</td>
<td>Yes</td>
<td>Yes</td>
<td>$9,700,000</td>
<td>-</td>
<td>$9,700,000</td>
</tr>
<tr>
<td>13</td>
<td>Construct: Regional Economic/Entrepreneurial/Development Center</td>
<td>Yes</td>
<td>No</td>
<td>$20,000,000</td>
<td>-</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>14</td>
<td>Renovate: Adair Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>$21,800,000</td>
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<td>$21,800,000</td>
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</tbody>
</table>

### 2024-2026 Biennium Totals

- General Fund-Related Sources: $63,200,000
- Non-General Fund-Related Sources: $36,800,000
- Total Project Request: $100,000,000

## 2026 - 2028 Capital Program Request

<table>
<thead>
<tr>
<th>Priority</th>
<th>Project Name</th>
<th>State Authorization Required?</th>
<th>Included in 2020-2026 Plan?</th>
<th>General Fund-Related Sources</th>
<th>Non-General Fund-Related Sources</th>
<th>Total Project Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Renovate: Dormitories</td>
<td>Yes</td>
<td>Yes</td>
<td>$20,000,000</td>
<td>-</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>16</td>
<td>Replace: Jones &amp; Morton Halls</td>
<td>Yes</td>
<td>Yes</td>
<td>$55,150,000</td>
<td>-</td>
<td>$55,150,000</td>
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<tr>
<td>17</td>
<td>Improve: Athletic Facilities</td>
<td>Yes</td>
<td>Yes</td>
<td>$5,000,000</td>
<td>-</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>18</td>
<td>Replace: Facilities Management Complex</td>
<td>Yes</td>
<td>Yes</td>
<td>$11,200,000</td>
<td>-</td>
<td>$11,200,000</td>
</tr>
<tr>
<td>19</td>
<td>Replace: Commons Dining Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>$23,500,000</td>
<td>-</td>
<td>$23,500,000</td>
</tr>
<tr>
<td>20</td>
<td>Renovate: McClothlin-Street Hall</td>
<td>Yes</td>
<td>No</td>
<td>$25,000,000</td>
<td>-</td>
<td>$25,000,000</td>
</tr>
</tbody>
</table>

### 2026-2028 Biennium Totals

- General Fund-Related Sources: $91,350,000
- Non-General Fund-Related Sources: $48,500,000
- Total Project Request: $139,850,000

### Grand Totals

- General Fund-Related Sources: $330,355,000
- Non-General Fund-Related Sources: $121,100,000
- Total Project Request: $451,455,000

Note: The state has changed the process for requesting maintenance reserve (MR) funds. It is no longer part of the Capital Outlay Plan. The state now calculates MR funding based on facility information provided by the university.
WILLIAM & MARY
CAPITAL OUTLAY PROJECT PROGRESS REPORT

204 – 18003 Improve Lake Matoaka Dam Spillway
Design Team: Draper Aden                  Biennium: 2012-2014
Budget: $5,118,913                      Contractor: TBD
Funding Source: State                    Obligated to date: $1,393,215

Description: State Dam Safety Regulations currently require that the spillways of all high-hazard dams must pass 90% of the probable maximum flood. This results in a 7-foot overtopping of existing earthen dam.

Progress: Pre-qualified four construction contractors for sealed bid solicitation. All permits are in hand. Evaluating design revision to mitigate impact to adjacent landowner.

204 – 18202 Construct West Utility Plant
Design Team: RMF Engineering                  Biennium: 2016-2018
Budget: $30,254,000                      Contractor: DPR
Funding Source: State, W&M debt            Obligated to Date: $28,947,751

Description: (Phase I) Construct an 11,500 GSF (gross square feet) utility plant building that will house three 1,200-ton chillers and three 9,900 MBH (million British Thermal Units per hour) boilers and connect to existing underground distribution networks. The plant is sized to accommodate one additional chiller and three boilers for future capacity demand. (Phase II) As the budget allows, chilled water and hot water lines will be piped into the West Campus area so that facilities and future projects may use this plant.

Progress: Given remaining available contingency, an additional hot water boiler is being added to improve redundancy of service as buildings are added to the central plant. Completion expected Summer 2021.
204 – 18100-010 & 204-18218 One Tribe Place Remediation

Design Team: Clark Nexsen, WDP & Associates,  McKinney and Company
Biennium: 2016-2018
Contractor: Kjellstrom & Lee
Budget: $16,015,385
Funding Source: W&M debt
Obligated to Date: $15,260,205

Description: Perform design and construction activities to remediate the structural issues identified in the Post-Tension Structural Slab Assessment and Water Testing Final Report by WDP & Associates, Consulting Engineers. Finalize switchgear replacement and upgrades to the Fire Protection Systems in the occupied areas of the building.

Progress: Original building work including roof replacement completed November 2020. All work associated with this project complete. Final report on this project.

204 – 90013-001 One Tribe Place Building Evaluation

Contractor: Kjellstrom & Lee
Budget: $216,000
Funding Source: W&M debt
Obligated to Date: $0

Description: Perform investigation of the integrity of the exterior façade and recommend repairs as appropriate. Perform updated assessment of current building conditions and identify any work required to maintain current occupancy.

Progress: Investigation and assessment to commence in Spring 2021 and continue through summer.

204 – 18292 Construct Fine and Performing Arts Complex, Ph 1 and 2

Design Team: Moseley/HGA  Biennium: 2016-2018
Contractor: Whiting-Turner Construction
Budget: $138,805,000
Funding Source: State
Obligated to Date: $128,051,217

Description: Design and construct two phases of a three phase “Arts Quarter” program. Major project components are:

Music Building – New construction of 74,529 GSF of new teaching and performance space for Music. Key program elements include four classrooms/seminar rooms, 16 teaching studios, 32 practice rooms, 100-person choral and 117-person instrument practice rooms, a 125-seat recital hall, and a 441-seat recital hall.
Phi Beta Kappa Hall (PBK) Addition/Renovation - Adaptive reuse of PBK Hall for Theater, Speech, and Dance resulting in a 99,485 GSF facility (61,751 GSF new + 37,734 GSF renovation). Key components include a 205-seat dance recital studio, 98-seat student lab, a 246-seat black box theater, and a 495-seat renovated main theater.

Progress: Building permit issued and contract executed. Site and utility work are underway.

204 – 18329 Design Integrated Science Center, Ph 4
Design Team: Goody Clancy/Baskervill               Biennium: 2018-2020
Budget: $76,500,000                      Contractor: Skanska
Funding Source: State                          Obligated to Date: $3,386,091

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

Progress: Preliminary design, Construction Manager (CM) cost estimate, and value engineering are complete. Division of Engineering and Buildings (DEB) reviewed Preliminary Design (PD) documents for cost and design. DEB funding report authorized $57.5M for construction with a total project budget of $76.5M. State authorization is needed to complete design and begin construction.

204 – 18360 Sadler West Addition
Budget: $37,742,000                      Contractor: Kjellstrom & Lee
Funding Source: W&M debt                   Obligated to Date: $31,593,737

Description: Construct a 46,000 GSF addition to the Sadler Center. The addition will house administrative space for Student Affairs and student organization offices currently in the Campus Center. The program includes reuse of the Student Health Center.

Progress: Building permit has been received. Site and utility work are underway.
204 – 18112-003 Blow Hall IT Data Center Renovation &
204 – 18017 (MR) Blow Hall Generator Increase
Design Team: Clark Nexsen              Biennium: 2016-2018
Budget: $2,279,400                    Contractor: TBD
Funding Source: W&M debt, MR          Obligated to Date: $218,111

Description: Install new IT racks with in row cooling; install new HVAC system for computer rack cooling to correct the hot and cold aisle air mixing; install redundant power sources - two electrical buses (A&B) for scalability and ease of maintenance; and, for uninterruptible power supply, two new uninterruptable power supplies will be installed and backed up by a new generator power source. The generator will be sized to handle the loads currently on the existing generator plus additional emergency loads.

Progress: Three bids were received. Low bid was deemed non-responsive. Per Design and Construction Manual (DCM), negotiation with the second lowest bidder is in progress to bring project within budget.

204 – 90010 Plan Martha Wren Briggs Center for Visual Arts
Design Team: Odell/Pelli Clarke Pelli Biennium: 2016-2018
Budget: $30,000,000                    Contractor: Kjellstrom & Lee
Funding Source: Private funds          Obligated to Date: $3,547,339

Description: Through a combination of renovation and additional construction to the existing museum, create updated and functional exhibition and support spaces.

Progress: Schematic design nearly complete. Value engineering in progress to maintain project in budget.

204 – 90009 Design & Construct: Alumni House Addition/Renovation
Design Team: Glave & Holmes            Biennium: 2016-2018
Budget: $23,013,000                    Contractor: Kjellstrom & Lee
Funding Source: Private funds, Auxiliary funds Obligated to Date: $21,935,593

Description: A 35,000 GSF expansion of the Alumni Center which will include a welcome center, event spaces, and seated dining for 400 guests (795 seats for lecture seating).

Progress: All work has been completed. Closeout is in progress.
204 – 80001 Reveley Garden, Phases 1 and 2

Design Team: Draper Aden Associates  
Biennium: 2018-2020
Budget: $1,983,241  
Contractor: Branscome
Funding Source: Private funds, MR, Gift-in-kind  
Obligated to Date: $1,981,030

Description: Project includes creation of the 1926 Charles Gillette garden that was designed as part of W&M’s Beaux-Arts campus plan but never constructed. Project creates a compelling outdoor circulation space and garden as intended by the original designer while merging with a modern campus. W&M is partnering with the Garden Club of Virginia (GCV) for a portion of the project scope.

Progress: All work complete.

204 – 80002 Memorial to African Americans Enslaved by William & Mary

Design Team: Baskervill  
Biennium: 2020-2022
Budget: $455,500 (design)  
Contractor: Kjellstrom & Lee
Funding Source: Private funds  
Obligated to Date: $421,475

Description: Design and construction of a memorial to the enslaved persons and their families who supported the establishment of the university and subsequently maintained it. Selected from multiple entries in a multi-national competition, the chosen concept is a brick structure that represents a hearth. Located south of the Wren Building, it includes the names of enslaved workers and allows additional names to be added as new persons are identified.

Progress: Concept went through several iterations since the approval by the Design Review Board (DRB) in March 2020. Final concept was initially approved by DRB in September. The complexity of construction of this concept yielded a cost above budget. Project team was tasked to explore additional options. A third concept was developed that simplified construction, reduced cost and enhanced the design elements and intended impact advanced by the building committee. The revised concept was approved by DRB in January 2021 and the state’s Art and Architectural Review Board (AARB) in February. Working drawings are in progress.
204 – 90012 Kaplan Arena Renovation & Addition

Design Team: Moseley/HNTB               Biennium: 2020-2022
Budget: $32,000,000                    Contractor: DPR
Funding Source: Private funds           Obligated to Date: $4,505,382

Description: Renovate portions of existing structure, provide an addition on the north side to create a prominent entrance and construct a sports performance center and practice facility on the northwest side.

Progress: Moseley Architects in partnership with HNTB was selected as the architect and engineering design firm (A/E). DPR was selected as the project’s construction manager (CM). CM, A/E, and Athletics continue working to develop project within budget and compliance with donor intent.
204 – 12713 Maintenance Reserve (MR)

Funding Source: State/General funds

FY 2020  Carry Over  $6,382,749
FY 2021  Appropriation  $3,707,638

Total:  $10,090,387

Expenditures through 01/31/2021  $2,162,933
Encumbrances  $4,456,201
Available Balance  $3,471,253

Maintenance Reserve funds are provided by the state to support the repair and replacement of roofs, building components and systems, utility systems, and obsolete or irreparable building equipment. Funds may only be used for academic and administrative buildings that support E&G functions. Funds may not be used for buildings and infrastructure supporting auxiliary services.

Projects Currently Identified

<table>
<thead>
<tr>
<th>Number</th>
<th>Project Description</th>
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<tbody>
<tr>
<td>204 – 18005</td>
<td>Washington Hall Water Intrusion Repair</td>
</tr>
<tr>
<td>204 – 18006</td>
<td>Wren Building Water Intrusion Repair</td>
</tr>
<tr>
<td>204 – 18008</td>
<td>Samuel E. Jones House Fire Alarm Design</td>
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<tr>
<td>204 – 18009</td>
<td>Law School VAV/FCU Replacement (Original Bldg)</td>
</tr>
<tr>
<td>204 – 18010</td>
<td>Washington Hall HVAC Controls Repair</td>
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<td>204 – 18012</td>
<td>James Blair Mechanical Upgrades</td>
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<tr>
<td>204 – 18015</td>
<td>Swem Library Cooling Tower Replacement and Structural Repair</td>
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<tr>
<td>204 – 18017</td>
<td>Blow Hall Generator Increase</td>
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<td>204 – 18025</td>
<td>Main Utility Plant Heat Exchanger Repair</td>
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<td>204 – 19003</td>
<td>School of Education Rm 1011 Air Stratification Repair</td>
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<tr>
<td>204 – 19004</td>
<td>Admission Building Waterproofing</td>
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<td>204 – 19005</td>
<td>Wren Building Gutter Repairs</td>
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<td>204 – 19006</td>
<td>Lake Matoaka Art Studio Fume Hood Repair</td>
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<td>204 – 19007</td>
<td>McGloughlin Street Hall Vacuum Pump Skid Repair</td>
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<td>204 – 19008</td>
<td>McGloughlin Street Hall Attic HVAC Component Repair</td>
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<td>Swem Library Fire Pump Replacement</td>
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<td>204 – 19010</td>
<td>Swem Library Main Bldg Window Flashing Repair</td>
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<tr>
<td>204 – 19013</td>
<td>Morton Hall Control Air Compressor/Hot Water Pump Replacement</td>
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<td>204 – 19014</td>
<td>Facilities Management Bldg AHU2 &amp; Chill Water Valves Replacement</td>
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<td>204 – 19016</td>
<td>Swem Library Fire Alarm Replacement</td>
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<td>204 – 19018</td>
<td>ISC Lab Compressed Air System Repair</td>
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<td>204 – 19020</td>
<td>BMP Repairs</td>
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<tr>
<td>204 – 19022</td>
<td>Swem Library Terrazzo Floor Repair</td>
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<td>McGlothlin Street Hall Balcony Repair</td>
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<tr>
<td>204 – 19024</td>
<td>ISC Bi-Directional Antenna Installation</td>
</tr>
<tr>
<td>204 – 19025</td>
<td>Repair Building Automation Communication Trunk</td>
</tr>
<tr>
<td>204 – 19026</td>
<td>Alumni House Roof Replacement</td>
</tr>
<tr>
<td>204 – 19027</td>
<td>Pop Lab Boiler/FCU/Piping Replacement</td>
</tr>
<tr>
<td>204 – 19030</td>
<td>Stormwater Repairs/Renovations</td>
</tr>
<tr>
<td>204 – 20001</td>
<td>School of Education HVAC Component Replacement</td>
</tr>
<tr>
<td>204 – 20002</td>
<td>Wren Building HVAC Component Replacement</td>
</tr>
<tr>
<td>204 – 20003</td>
<td>Main Plant Floor Resurfacing and Seating</td>
</tr>
<tr>
<td>204 – 20004</td>
<td>Adair Hall – Repair Pool Leakage</td>
</tr>
<tr>
<td>204 – 20005</td>
<td>Replace Crim Dell Deck</td>
</tr>
<tr>
<td>204 – 20006</td>
<td>Main Plant Chilled Water Pump VFD Replacement</td>
</tr>
<tr>
<td>204 – 20007</td>
<td>James Blair Fire Pump Replacement</td>
</tr>
<tr>
<td>204 – 20008</td>
<td>Swem Library Loading Dock Ramp</td>
</tr>
<tr>
<td>204 – 20009</td>
<td>Blow Hall Fire Pump Replacement</td>
</tr>
<tr>
<td>204 – 20010</td>
<td>Blow Hall Fire Department Connection</td>
</tr>
<tr>
<td>204 – 20011</td>
<td>Brick Walkway Repair (Sunken Garden)</td>
</tr>
<tr>
<td>204 – 20012</td>
<td>Asphalt Paving 2020 (James Blair Drive, Alumni Drive &amp; Bright St.)</td>
</tr>
<tr>
<td>204 – 20013</td>
<td>Campus Wide Historic Area Roof Repairs</td>
</tr>
<tr>
<td>204 – 20014</td>
<td>Blow Hall Cupola and Roof Repairs</td>
</tr>
<tr>
<td>204 – 20015</td>
<td>Stormwater Repairs Best Mgmt Practices</td>
</tr>
<tr>
<td>204 – 21001</td>
<td>Swem Library Plant Chiller #1 Inlet Vanes</td>
</tr>
<tr>
<td>204 – 21002</td>
<td>ISC Exhaust Fan and Duct Repairs</td>
</tr>
<tr>
<td>204 – 21003</td>
<td>Jamestown Rd Houses – Asbestos Removal</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Blair Hall Fire Pump Controller Repairs</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Integrated Science Center Greenhouse Repairs</td>
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<tr>
<td>204 – 21XXX</td>
<td>Swem Library VAV Controls Replacement</td>
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<tr>
<td>204 – 21XXX</td>
<td>James Blair EPDM Roof Replacement</td>
</tr>
<tr>
<td>Project Code</td>
<td>Description</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Adair Hall – Roof Replacement</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Graduate Housing BMP Restoration</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Dillard Library Storage BMP Restoration</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Dillard Complex – Replace Underground Water Line</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Elevator Controls Replacement – Various buildings</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Swem Library Fire Sprinkler System Repairs</td>
</tr>
<tr>
<td>204 – 21XXX</td>
<td>Blow Hall Exterior Repairs</td>
</tr>
</tbody>
</table>
## 2022-2024 BIENNIAL TOTAL:

**$68,910,000 GF**
2024-2026 BIENNIAL

5. Construct Field Operations Complex, Phase II $6,300,000 GF
Supports the construction of a 4,000 square-foot vessel covered storage facility located in the Boat Basin. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus.

6. Construct Amphitheater Green Space $4,800,000 NGF
Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is sited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay.

7. Construct Outdoor Recreational Fields $3,000,000 NGF
Supports the health and wellness of all members of the VIMS community. Provides recreational space opportunities to include a soccer field, volleyball court, basketball court, horseshoe pit, and a softball field located on the perimeter of the VIMS campus.

8. Property Acquisitions, Gloucester Point & Wachapreague $1,300,000 GF
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.

2024-2026 BIENNIAL TOTAL: $7,600,000 GF
$7,800,000 NGF
Board of Visitors
Administration, Buildings and Grounds
Pre-Read
February 25-26, 2021

2026-2028 BIENNIAL

9  Construct Education and Research Building  $16,100,000 GF
Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute.

10  Expand and Modify Vessel Fleet Marina  $3,100,000 GF
Supports the expansion of the VIMS vessel fleet marina to accommodate the fleet’s growth, as well as, the acquisition of the latest research vessel.

11  Property Acquisitions, Gloucester Point & Wachapreague  $1,300,000 GF
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.

2026-2028 BIENNIAL TOTAL:  $20,500,000 GF

2022-2028 CAPITAL PLAN TOTAL:  $104,810,000 Total
<table>
<thead>
<tr>
<th>Priority</th>
<th>Project Description</th>
<th>Fund Year</th>
<th>General Fund - Related Sources</th>
<th>Non-General Fund-Related Sources</th>
<th>Total Project Request</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Construct New Fisheries Science Building</td>
<td>0100</td>
<td>Yes</td>
<td>$38,660,000</td>
<td>$0</td>
<td>$38,660,000 Research and Nunnally Ichthyology Collection</td>
</tr>
<tr>
<td>2</td>
<td>Construct Field Operations Complex, Phase I</td>
<td>0100</td>
<td>Yes</td>
<td>$8,200,000</td>
<td>$0</td>
<td>$8,200,000 Admin Office/Shop for Vessel and Field Research Operations</td>
</tr>
<tr>
<td>3</td>
<td>Expand &amp; Renovate Watermen's Hall</td>
<td>0100</td>
<td>Yes</td>
<td>$20,750,000</td>
<td>$0</td>
<td>$20,750,000 Classrooms, Conference rooms, and Community Space</td>
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<tr>
<td>4</td>
<td>Property Acquisitions, Gloucester Point and Wachapreague</td>
<td>0100</td>
<td>Yes</td>
<td>$1,300,000</td>
<td>$0</td>
<td>$1,300,000</td>
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<tr>
<td></td>
<td>2022-2024 Biennium Totals</td>
<td></td>
<td></td>
<td>$68,910,000</td>
<td>$0</td>
<td>$68,910,000</td>
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<tr>
<td>5</td>
<td>Construct Field Operations Complex, Phase II</td>
<td>0100</td>
<td>Yes</td>
<td>$6,300,000</td>
<td>$0</td>
<td>$6,300,000 Field Operations Equipment and Gear Storage</td>
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<tr>
<td>6</td>
<td>Construct Amphitheater Green Space</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Construct Outdoor Recreational Fields</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Property Acquisitions, Gloucester Point and Wachapreague</td>
<td>0100</td>
<td>Yes</td>
<td>$1,300,000</td>
<td>$0</td>
<td>$1,300,000 Supporting VIMS Health and Wellness</td>
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<tr>
<td></td>
<td>2024-2026 Biennium Totals</td>
<td></td>
<td></td>
<td>$15,400,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Construct Education &amp; Research Building</td>
<td>0100</td>
<td>Yes</td>
<td>$16,100,000</td>
<td>$0</td>
<td>$16,100,000 Education, Research, and Advisory Space</td>
</tr>
<tr>
<td>10</td>
<td>Expand and Modify Vessel Fleet Marina</td>
<td>0100</td>
<td>Yes</td>
<td>$3,100,000</td>
<td>$0</td>
<td>$3,100,000 Berthing for the new Research Vessel</td>
</tr>
<tr>
<td>11</td>
<td>Property Acquisitions, Gloucester Point and Wachapreague</td>
<td>0100</td>
<td>Yes</td>
<td>$3,100,000</td>
<td>$0</td>
<td>$3,100,000</td>
</tr>
<tr>
<td></td>
<td>2026-2028 Biennium Totals</td>
<td></td>
<td></td>
<td>$20,500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td></td>
<td></td>
<td>$104,810,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: The state has changed the process for requesting maintenance reserve (MR) funds. It is no longer part of the Capital Outlay Plan. The state now calculates MR funding based on facility information provided by VIMS.
VIRGINIA INSTITUTE OF MARINE SCIENCE
CAPITAL OUTLAY PROJECT PROGRESS REPORT

268-18344 Replace Oyster Hatchery
Appropriation Amount: $21,773,446
Design Team: Quinn Evans Architects, Inc.
Fund Sources: VCBA Bonds
Biennium: 2016-2018
Obligated to Date: $19,560,162
Contractor: Kjellstrom + Lee

Description: This appropriation funds the detailed planning and construction for a new state-of-the-art 22,000 square-foot Oyster Hatchery which will house space for research, education, and training as well as space for outreach activities with industry that promotes economic development.

Progress: Permit documents and the application for the building permit have been approved by Division of Engineering and Buildings (DEB). The Construction Manager (CM), Kjellstrom and Lee, has mobilized. Building and site demolition is complete. Site shoring and foundation work has begun. Project substantial completion is scheduled for December, 2021.

268-18320 Eastern Shore Laboratory Education, Administration and Research Complex
Appropriation Amount: $16,037,481
Design Team: VIA Design Architects, PC
Fund Sources: VCBA Bonds
Biennium: 2016-2018
Obligated to Date: $2,631,374
Contractor: E.T. Gresham Company

Description: This appropriation funds the detailed planning and construction for a new building complex totaling 22,218 square-feet that includes a new Administration Building, Education Building, Visiting Scientist/Student Center, Shellfish Aquaculture Hatchery, Maintenance Shop, and a Storage Building.

Progress: Permit documents and the application for the building permit have been approved by DEB. The General Contractor (GC), ET Gresham, is under contract and has mobilized. Demolition is being performed in a phased approach and is currently in progress. A pile foundation for the Aquaculture Hatchery is being set. Project substantial completion is scheduled for May, 2022.
268 - 18281 New Research Facility (Replace Chesapeake Bay Hall)

Appropriation Amount: $2,671,487  Biennium: 2016-2018
Design Team: Baskervill  Obligated to Date: $2,221,232
Fund Sources: VCBA Bonds  Contractor: Kjellstrom + Lee

**Description:** This appropriation funds the detailed planning activities to replace the existing Chesapeake Bay Hall building with a new approximately 65,000 square-foot building to provide research, education, and office space for the Departments of Aquatic Health Sciences, Biological Sciences, Fisheries Science, and Physical Sciences.

**Progress:** Preliminary Design documents have been reviewed by DEB for code analysis and comments have been distributed to Baskervill for action following budget approval. Preliminary Design cost estimates developed by the Architect/Engineers and CM, which were verified by DEB, have identified that the project exceeds the appropriated project budget which is inadequate to support the project. VIMS has submitted a budget amendment to the General Assembly requesting supplemental funding. Following further funding approvals, design and construction phases will be approximately 2 years for final completion.

268 - 16634 Property Acquisition: VA-NERRS

Appropriation Amount: $350,000  Biennium: 2000-2002
Fund Source: Federal Funds  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: $1,210,000  Biennium: 2000-2002
Fund Sources: VCBA Bonds  Obligated to Date: $1,208,972
Higher Education Operating

**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

Obligated to Date: $763,878

Description: This appropriation funds the purchase of properties contiguous to the Eastern Shore Laboratory campus at Wachapreague, Virginia.

Progress: No current properties available. The appropriation remains open for future acquisitions.

268 - 12331 Maintenance Reserve

Funding Sources: VCBA (0817)
E&G (0100)

<table>
<thead>
<tr>
<th>Year</th>
<th>Carry Over</th>
<th>Appropriation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$216,723</td>
<td>$811,261</td>
<td>$1,027,984</td>
</tr>
</tbody>
</table>

Spent-to-date

($257,503)

$770,481

Remaining Project Commitments

($369,336)

Maintenance Reserve Fund Balance

$401,145

Projects Currently Identified

<table>
<thead>
<tr>
<th>Number</th>
<th>Planned Project Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>268-2018-004</td>
<td>Boat Basin Bulkhead Repairs, Dredging, and Spoils Removal</td>
<td>Permit Review</td>
</tr>
<tr>
<td>268-2019-007</td>
<td>Andrews Hall Exhaust System Repair</td>
<td>Materials Ordered</td>
</tr>
<tr>
<td>268-2020-004</td>
<td>Andrews Hall Cooling Tower Replacement</td>
<td>Construction</td>
</tr>
<tr>
<td>268-2020-005</td>
<td>Watermen’s Hall Exterior Repairs</td>
<td>Design</td>
</tr>
<tr>
<td>268-2020-006</td>
<td>Andrews and SRL Boiler Replacements</td>
<td>Commissioning</td>
</tr>
</tbody>
</table>
FY20 total spend approached $175M

<table>
<thead>
<tr>
<th></th>
<th>Goods &amp; Services*</th>
<th>Construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>W&amp;M</td>
<td>$105,547,000</td>
<td>$53,125,500</td>
<td>$158,672,600</td>
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<tr>
<td>VIMS</td>
<td>$12,882,400</td>
<td>$2,984,800</td>
<td>$15,867,200</td>
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<tr>
<td>Total</td>
<td>$118,429,400</td>
<td>$56,110,300</td>
<td>$174,539,800</td>
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</tbody>
</table>

*Includes ‘non-discretionary’ transactions that are removed from discretionary base for diverse supplier reporting for the state
FY20 top 10 goods and services vendors accounted for almost 28% of spend

<table>
<thead>
<tr>
<th>Supplier Name</th>
<th>Spend Category</th>
<th>Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Sodexo Inc (sub)</td>
<td>(sub) Food and Catering Services</td>
<td>$14,721,000</td>
</tr>
<tr>
<td>2Everspring Inc</td>
<td>IT Software/Services</td>
<td>$4,884,100</td>
</tr>
<tr>
<td>3United Healthcare Insurance Company</td>
<td>Medical, Health, Wellness Supplies/Services</td>
<td>$3,760,000</td>
</tr>
<tr>
<td>4Air Clean Corp (S)</td>
<td>FM Services</td>
<td>$1,577,600</td>
</tr>
<tr>
<td>5EBSCO Industries Inc</td>
<td>Books, Periodicals, Databases, and Digital Media</td>
<td>$1,551,800</td>
</tr>
<tr>
<td>6America To Go LLC (sub)</td>
<td>(sub) Food and Catering Services</td>
<td>$1,449,900</td>
</tr>
<tr>
<td>7DELL</td>
<td>IT Hardware</td>
<td>$1,401,400</td>
</tr>
<tr>
<td>8Siemens Industry Inc</td>
<td>FM Services</td>
<td>$1,221,500</td>
</tr>
<tr>
<td>9Henry S Branscome (S)</td>
<td>Trades Services</td>
<td>$1,244,300</td>
</tr>
<tr>
<td>10SLAIT Consulting LLC</td>
<td>IT Software/Services</td>
<td>$1,083,800</td>
</tr>
<tr>
<td><strong>Total, Top 10 Goods/Services Vendors</strong></td>
<td></td>
<td><strong>$32,895,400</strong></td>
</tr>
</tbody>
</table>

(S) = Certified small business
(sub) = Subcontracts with diverse vendors
## FY2020 top 10 construction vendors account for 90% of spend

<table>
<thead>
<tr>
<th>Vendor</th>
<th>Diverse</th>
<th>Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Kjellstrom and Lee, Inc.</td>
<td>Sub</td>
<td>$22,777,000</td>
</tr>
<tr>
<td>2DPR Construction A General Partnership</td>
<td>Sub</td>
<td>$16,648,600</td>
</tr>
<tr>
<td>3Holder Construction Group LLC</td>
<td>Sub</td>
<td>$2,153,600</td>
</tr>
<tr>
<td>4Grimm And Parker Architecture Inc</td>
<td>Sub</td>
<td>$1,894,600</td>
</tr>
<tr>
<td>5Goody Clancy and Associates Inc</td>
<td>Sub</td>
<td>$1,684,500</td>
</tr>
<tr>
<td>6Vertex Corp</td>
<td>Sub</td>
<td>$1,565,700</td>
</tr>
<tr>
<td>7Moseley Architects</td>
<td>S</td>
<td>$1,331,300</td>
</tr>
<tr>
<td>8Baskervill &amp; Son PC</td>
<td>S</td>
<td>$1,275,000</td>
</tr>
<tr>
<td>9Quinn Evans Architects Inc</td>
<td>S</td>
<td>$637,000</td>
</tr>
<tr>
<td>10Draper Aden Associates</td>
<td>Sub</td>
<td>$554,500</td>
</tr>
<tr>
<td><strong>Total, Top 10 Construction Spend</strong></td>
<td></td>
<td><strong>$50,521,800</strong></td>
</tr>
</tbody>
</table>

(S) = Certified small business  
(sub) = Subcontracts with diverse vendors
>40% of Spend is with SWaM vendors – Includes Construction

- **SWaM -**
  - Small, Women-, & Minority-owned businesses
  - Defined by the Commonwealth
W&M’s FY20 SWaM spend fell just short of the state goal; most spend is “small”
Five-year trend shows mixed results for W&M

*Data pulled from Department of Small Business & Supplier Diversity's Dashboard*
The following pre-reads – pgs. 32-64 – are included from the William & Mary Student Assembly
The Buck Stops Here
Plan to Tackle Systemic Racial Injustices at William & Mary

At the College, slaves lived in the Wren Building (the kitchen), in the president’s kitchen, and in "outbuildings in the North Yard, service buildings in the South Yard, near the Brafferton, and in buildings near the College garden in the West Yard." **

** Excerpt from Terry L. Meyers’ A First Look at the Worst: Slavery and Race Relations at the College of William and Mary.
Dear William & Mary,

A lot of work has gone into this plan. Countless meetings with students, the Student Assembly, administration, faculty, and Williamsburg community members. Over the course of these past few months, we have seen the glaring, devastating consequences of institutional racism and confronted the deeply problematic past of our college. It is time for change — we owe it to those who face systemic racism on a daily basis in our campus community.

The Buck Plan will source policy ideas from the student body, be organized by the Student Assembly, and deliver demands to the administration and those in power. All of our elected and appointed representatives understand that this might be our most important contribution to our school. We have incorporated five committees: The Conversation on Reparations, The Police Policy Project, The Academic Diversity Project, The Students Rights Initiative, and The Community Reconciliation Initiative, along with a robust, detailed plan for communication and outreach. All of these committees have taken into account diversity representation and are co-led by the Student Assembly and student leaders. Each committee’s framework and goals have been derived from research, resource analysis, Student Assembly’s Juneteenth Town Hall and student feedback, and internal planning meetings. In addition to our committees, we are dedicated to solving systemic disparities that could exist within our operations, such as with financial budgeting.

Our goal is to host organic conversations, translate them into real, tangible ideas for change, and implement them with the social, political, and financial capital that the Student Assembly possesses. We are working tirelessly to overcome any setbacks and limitations that the Student Assembly has faced in the past; by creating a rigid information organization system and a flexible membership structure, we are embarking on this journey to make things right. This is our humble attempt to improve race relations on campus and honor the black indigenous people of color who carried the burden of William & Mary’s history.

Sincerely,
The 328th Session of the Student Assembly at William & Mary
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>The Conversation on Reparations (TCR)</td>
</tr>
<tr>
<td>03</td>
<td>The Police Policy Project (3P)</td>
</tr>
<tr>
<td>04</td>
<td>Student Rights Initiative (SRI)</td>
</tr>
<tr>
<td>05</td>
<td>The Academic Diversity Project (ADP)</td>
</tr>
<tr>
<td>07</td>
<td>The Community Reconciliation Initiative (CRI)</td>
</tr>
<tr>
<td>09</td>
<td>Projects in Preliminary Development</td>
</tr>
<tr>
<td>15</td>
<td>Words from AJ, Kyle, and Loni</td>
</tr>
</tbody>
</table>
The Conversation on Reparations (TCR)

In 1619 when the first enslaved people were forcibly taken from Africa, America profited from Black labor. For those 200 years, Black people were not compensated. Even after emancipation, laws and social practices ensured that Black people lived in a legal slavery, upheld by white supremacy and systemic racism. William & Mary is not absolved from this history. The campus where students enjoy the freedoms of movement, expression, and education is the very campus that was built by people who were given none of those things. While we cannot fix what the country has done to Black Americans, we can reconcile with our past as a university.

In the William & Mary community, the Commonwealth, and across the United States, reparations has always been a buzz word and a hard topic to discuss. Those against it often equate it with a check or handout, but to believe that a check is all that reparations entails could not be further from the truth. Reparations is active reconciliation and elevation of historically disenfranchised communities. At William & Mary, reparations might take shape in a number of ways, such as increased scholarship opportunities for BIPOC (Black, Indigenous, People of Color) students, increased representation in important decision-making groups, and increased access to much-needed economic, mental health, and entrepreneurial resources. Regardless of the form it takes, however, reparations should attempt to holistically elevate BIPOC (Black, Indigenous, People of Color) communities. It is in this spirit that the Student Assembly plans to engage in the discussion of reparations and how it pertains to our community.

This past spring, SA passed The Ad-Hoc Reparations Committee Act, sponsored by Senator William Wasson (J.D. ’21), which charged SA with beginning the conversation on reparations at William & Mary. The bill acknowledged the subjugation and oppression of Black students and called on William & Mary to take steps to atone for its involvement in slavery, the Confederacy, and Jim Crow. Recognizing the great work already published by the Lemon Project and the Task Force on Race & Race Relations, the Student Assembly wants to honor that work by turning it into action.

Currently, the Reparations Committee is restructuring to broaden perspectives and feedback. The composition of the committee will be expanded to better incorporate the student body, specifically students of color. As the committee discussed the possible meanings of reparations for William & Mary, the members decided that this conversation demanded significantly more community engagement, which includes the greater William & Mary community and advocacy groups in the greater Williamsburg area. The case for reparations is a long journey, but absolutely necessary and important to our integrity as a university. We hope you will join us on this journey.
The Reparations Committee

The Reparations Committee will incorporate the following guidelines into the committee's organization.

- Leadership opportunities for the student body at-large and non-SA affiliates within the committee; How much time each task would take to complete
- Limits on SA membership for increased student body influence within the committee;
- Simple steps to request membership to increase accessibility for the student body at-large;
- Incorporation of suggestions offered by previous works completed by the Lemon Project and the Task Force on Race & Race Relations;
- Frequent use of surveys, small and large group meetings, and other ways to gather feedback from the student body;
- Frequent updates regarding the status of the committee on SA media and communication forums;
- Faculty Adviser(s) to aid with scholarly research and investigation.
The Police Policy Project (3P)

The history of law enforcement and criminal justice in this country has always been one of double standards, repression, and criminalizing innocents. As communities across the country protest and speak out against injustice, students are one of the loudest groups amongst them. BIPOC William & Mary students, in particular, lead protests, organize their communities, and engage in the highest levels of activism, predominantly directed at police and criminal justice reform. Recognizing this movement for change, SA will tackle systemic injustices present within our community’s law enforcement institutions. By using recently produced studies of community-police programs throughout cities in the United States[1], SA will collaborate with at-large students and the local community to change discriminatory police practices and behavior.

The inspiration behind this project stems from successful programs in Birmingham, Alabama and Stockton, California that changed police policies, improved police-community relations, and facilitated productive discussions between police departments and advocacy groups for BIPOC individuals. The SA 3P team will use these reports and other scholarly work to effectively create a community-driven structure that will annually look at police policies and how they affect student life, especially within William & Mary’s BIPOC subcommunities. These reports can be found at the bottom of this page and will be linked at the end of the SA report.

The Police Policy Project team will also create a Student Advisory Group with the Williamsburg Police Department, the James City County Police Department and the William & Mary Police Department to review police policies related to any engagement with the community, specifically community members of color. The group will meet regularly with the departments and present a report of their suggested changes by the end of the academic year. The SA 3P team will further collaborate with the necessary parties to ensure that the Advisory Group will become a standing institution within the university and city’s bureaucracy.

The Advisory Group’s task will include, but will not be limited to, some of the following:

- Adjusting diversity and inclusion training, anti-racial profiling training, fair and impartial policing training, and any other trainings or guidelines for police to state and/or federal expectations;
- Implementing positive community policing policies and ideas;
- Advocating for body cameras;
- Developing ideas for diverse police recruitment;
- Establishing relationships with other police departments to collect data regarding interactions between students and officers;
- Analyzing, adjusting, and/or creating small trainings that will tailor diversity and inclusion training to William & Mary and the surrounding Williamsburg community.
Student Rights Initiative (SRI)

Student rights are foundational to student life and expression in a college town, for they ensure a feeling of safety, protection, and security for students on and off campus.

However, the relationship with the surrounding Williamsburg community can and has strained this relationship, leading to negative interactions and encounters with law enforcement as a result. For the past three years, student’s rights at William & Mary have been a constant topic of debate due to the significant increase in displays of student and community activism and because of an increase in student-police interactions. Relationships between students and the Williamsburg community are strained, largely due the difference in living styles between students and community members that make it difficult to cohabitate. This imbalance causes many problems, but the greatest is perhaps the large number of interactions between police and students. Murmurings of negative police interactions, especially from BIPOC students, have plagued student life for a long time.

The Student Rights Initiative intends to help shape narratives between students and the Williamsburg community, local police, and William & Mary police. This project stems from initial interest by Senator Jahnavi Prabhala (‘22) to create a student’s rights card that intends to help shape interactions between students and the police.

SRI will build off of this effort by doing the research necessary to create accessible paths for students to learn about their rights and have that information easily available.

The SRI team will examine some of the following, and potentially more, over the course of the academic year:

- Differences in WMPD & WPD stop policies based on information collected by the 3P Team;
- The rights that students have and how students can safely protect those rights when interacting with police or conduct council;
- The differences in rights between student sub-communities (e.g. US citizens, exchange students, study abroad students, DACA recipients and Dreamers, etc.);
- Ways to spread rights information through social media to the student body;
- Creation of a rights card that students will be able to carry on their person;
- Opportunities to integrate student’s rights FAQs or other infographics on the campus (e.g. QR codes).
The Academic Diversity Project (ADP)

Studies have consistently shown the value that all students, specifically minority students, gain from classes taught by diverse professors.

Still, William & Mary only started the process of standardizing faculty diversity recently. William & Mary only started this process fifty years ago, including a class within the course catalog titled “The Negro in the United States since 1861”. The Africana Studies Department, formerly known as the Black Studies Program, did not exist until 1997. The scholarly works and propositions of the Lemon Project and the Task Force on Race & Race Relations, though brilliant works, are also relatively young.[2] It will take until 2028 for these efforts to be as old as most efforts at William & Mary currently are.

However, the relative newness of academic diversity does not diminish its importance nor its necessity. In January of 2020, Secretary of Academic Affairs Clara Waterman (’20) and Undersecretary Raman Khanna (’21) submitted a memo to the Provost’s office advocating for the standardization of diversity and inclusion across departments. Under the leadership of the Vita-Thomas administration, the memo produced research demonstrating the necessity for student representation at all levels of the department, investment in diverse research opportunities, and implicit bias training for those involved in hiring. Most importantly, their research confirmed that William & Mary must change hiring structures, departmental organization, and curriculum to promote diversity in all facets of the educational process. This is an opportunity for the William & Mary community to improve upon the concept of a liberal arts education through implementing diverse perspectives as a staple in every classroom. William & Mary’s academic history—writings of pro-slavery and confederate professors; possible slave experimentation; and the ownership of slaves by the university, faculty, administrators, and students—demands that its entire academic structure should have a reconciled approach.

To assure these changes, SA establishes the Academic Diversity Project and creates a team to coordinate diversity and inclusion efforts in all of academic departments. The ADP team will collaborate with members of the student body and faculty to develop suggestions for structural changes to William & Mary academia. As aforementioned, the ADP team will base their work according to the suggestions outlined in the “Memorandum for Recruiting Faculty of Diverse Backgrounds”.
The Academic Diversity Project (ADP)

The ADP team will work on the following:

- A Diversity and Inclusion statement from candidates for hire;
- Implicit bias training for new and current faculty;
- The creation of a Diverse Faculty Network to allow diverse faculty to share advice and build strong relationships to one another throughout the institution;
- New procedures for hiring boards to include student representation;
- Campaigns oriented towards faculty promoting diversity and inclusion within their classrooms or office spaces;
- Curriculums that are diversified amongst departments;
- Required courses that will focus on William & Mary’s racist history;
- Continuous retention of faculty of diverse backgrounds.
The Community Reconciliation Initiative (CRI)

Every region across the country has a troubling history of police and community brutality against BIPOC.

The entire nation is founded on land pillaged from the indigenous tribes that lived here. In the early 1900s, many successful Black communities across the country were terrorized by Jim Crow. On May 21, 1921, a white mob—police and community alike—lynched, pillaged, and destroyed a thriving African American community in the Greenwood District of Tulsa: Black Wall Street.[3] It was not until 1924 that American Indians were finally granted citizenship in their own land, only after the nation denied them opportunities to engage in American life and forced them to remain on their reservations.

Shortly thereafter, William & Mary—residing on stolen land and forcing Christianity on natives—and the Williamsburg Holding Corporation (WHC) began to collaborate to slowly push out the successful BIPOC population in Williamsburg to restore the colonial city. As the City and William & Mary expanded, they pushed out BIPOC business and residential developments, as they were considered low value replaceable districts by the WHC, because BIPOC people lived there. [4] As William & Mary’s walls went up, the Black community was left on the outside.

The Community Reconciliation Initiatives Project will focus on rectifying the past transgressions of the university and the City of Williamsburg. Based on the research done by the TCR, 3P, CRI, and ADP teams, the CRI team will create events and opportunities focused on supporting the BIPOC community in Williamsburg and at William & Mary. These efforts will concentrate on building relationships amongst the various BIPOC organizations and groups within the area (i.e. York-James City-Williamsburg NAACP, Hulon Willis Alumni Association, and First Baptist Church) establish designated spaces for these communities, and produce meaningful dialogue towards community reconciliation. This mission is the most community driven project of the five and will instruct the CRI team to play a supporting role to BIPOC organizations at William & Mary.
The Community Reconciliation Initiative (CRI) Team

In collaboration with BIPOC student organizations, the CRI team will look at some, but not limited to, the following:

- Mentorship opportunities between student-community BIPOC organizations;
- Conversations on community reconciliation between BIPOC organizations, the police, and other sub-communities of Williamsburg;
- Engagement of BIPOC alumni in collaboration with the Hulon Willis African American Alumni Association;
- Exploration of entrepreneurship opportunities for BIPOC-owned business in collaboration with William & Mary and the City of Williamsburg;
- Revisit conversations regarding Colonial Williamsburg’s reenactment and contextualization of BIPOC history.
Projects in Preliminary Development

1. Equitable Treatment for W&M Staff

2. Working Group on Naming and Renaming at William & Mary (PNR)

3. SA Budget Process Review

4. Racial Justice & Social Reform Speaker Series
Equitable Treatment for W&M Staff

Since our charter, the staff (formerly slaves and indentured servants) have been the lifeblood of William & Mary. They cook the food, they clean the buildings, and they take care of all of the operational problems on campus that most members of the community would not even think about. In short, our campus would not operate without them.

In the past several weeks, the Student Assembly has heard concerns regarding the treatment of BIPOC staff on campus. Staff contributions to William & Mary are unparalleled, as they are integral to all facets of student life on campus. Since their work truly makes the student experience, and William & Mary should continue to work towards affording them care and treatment that truly acknowledges their sacrifices.

Goals/Objectives

President Anthony Joseph, in conjunction with other SA members, will work on some, but not limited to, the following:

- Collaborating with Staff Assembly and various other organizations to determine a plan to advocate for staff needs;
- Advocating increased staff representation in important decision-making bodies that directly affect their work;
- Working with Staff Assembly and administrative departments to determine a way for employees to effectively address discrimination claims, particularly towards students;
Working Group on Naming and Renaming at William & Mary (PNR)

A working group of administrators, alumni, students, faculty and staff has been established to develop principles on the naming and renaming of buildings, spaces and structures at William & Mary. Rector John E. Littel P’22, on behalf of the Board of Visitors, charged President Katherine A. Rowe with establishing the working group. The Board, the university’s governing body, holds ultimate responsibility for the campus landscape, including building names. The working group, which will be advisory to the president, will be chaired by Warren W. Buck III M.S. ’70, Ph.D. ’76, D.Sc. ’13. Buck stepped down from the Board of Visitors June 30 and will serve W&M in a new volunteer role as special advisor to the president for equity in the 21st century.
PNR Goals/Objectives

The working group’s charge from President Rowe includes the following actions:

- The group will codify principles for a) naming and renaming buildings, spaces or structures and b) developing commemorative/explanatory markers throughout campus. Rowe has asked the group to prepare a preliminary outline of such principles in a report to the president, in advance of the August Board of Visitors retreat.
- The university took action in 2015 to remove the most visible manifestations and iconography of the Confederacy from campus, including a Confederate plaque that hung in the hallway of the Wren Building and two emblems on the College Mace carried at William & Mary’s signature events. By early August, the working group will review any others and recommend actions to address, rename or contextualize them.
- Based on research by the Lemon Project and in consultation with our historically linked Indigenous communities, the working group will prepare a prioritized list of appropriate new names for any buildings the Board may wish to name as they come online for consideration.
- The working group will conduct a comprehensive landscape review to identify additional structures that may be perceived as barriers to a welcoming and inclusive environment. A final report is due to the president by the February 2021 Board meeting.

Note: This is not an SA-led initiative, but President Anthony Joseph sits on the working group to convey student opinion. Any feedback regarding the working group and its charge can be emailed to him or submitted on the working group’s page on the W&M website.
SA Budget Process Review

Over the past several years, SA has received a lot of feedback and concerns regarding the annual budgeting process and the Executive Appropriations Committee. While SA has made recent progress to ensure equity in the budgeting process for all organizations, multicultural organizations still have many issues regarding the process. This year the Finance Department and Senate Finance Committee will take a deep dive into the budgeting process to determine areas for improvement.

Goals/Objectives

The Student Assembly’s financial entities will work on some, but not limited to, the following:

- Reviewing budget data from the past several years to use as indicators for policy review;
- Reviewing policies that seem to most affect multicultural organizations based on the data that is collected;
- Establishing relationships with all multicultural organizations to help walk them through the budgeting process and other sources of funding through the Student Assembly.
Racial Justice & Social Reform
Speaker Series

After the vicious murders of Breonna Taylor, Ahmaud Arbery, Sean Reed, George Floyd, Tony McDade and countless other Black Americans, cities around the country and even the world called for reform in American police operations. Many Americans protested, raising their voices against the injustice that Black Americans faced in their normal lives. In an effort to educate the W&M community and beyond, the Student Assembly, in conjunction with the Student Bar Association and the office of the Provost, offer a Speaker Series on Racial Justice & Social Reform. The intent of this series is to create a safe space to educate the community on the world Black Americans face every day, how we can better that world, and how we can all maintain our health and safety in this extraordinary time of change.

The Speaker Series has many events planned for the summer, but will not stop there. During the academic year, the Series will continue to hold at least one session every month. You can find out more, view past sessions, and/or submit your thoughts on the Speaker Series website.
In Closing,

As we endure this pandemic, we witness the raw power of the long-preserved systems of white supremacy in the United States. These are not isolated events, they are all connected to the systems of oppression that this country has gleefully preserved. Change needs to happen systematically for actual tangible progress. Black lives matter today, should have mattered yesterday, and need to matter all the time. The uprising and protests across the country today do so because of systemic injustices that have plagued our society for centuries, and they refuse to endure them longer. In this spirit, we must respond and act within our sphere of influence to challenge these prejudiced systems. William & Mary must lead this charge. Our plans are focused on finding ways to enact durable systemic change. Your suggestions have added crucial thoughts to their design. What we hope to accomplish with you this year are foundational changes that will allow future SAs and student bodies to continue to improve. Diversity and Inclusion is not just an injection or infusion, but something that requires constant practice. Our active engagement is the only way this works.

You are essential to this mission. We cannot do this without you and welcome your support, your feedback, and your advice. Nothing here is written in stone and will change through your suggestions. We understand that for some of you these plans may not be holistic enough and we value your input and ideas. Feel free to send us or your representatives an email, fill out the feedback form on our website, or make a comment during a Senate meeting. We consider these plans as foundational because we hope that future sessions of SA will improve upon them and broaden the scope, and we hope that you will be there to hold future sessions accountable.

These efforts can be organized by us, but only effective if the entire community is driven by these ideals. William & Mary is a predominantly white institution that has slavery and the confederacy embedded into the bedrocks of its very existence and, as such, we have an obligation to do this hard work. We owe it to all the Black, Indigenous, People of Color of the past and present that have suffered in some way at our university—which also involves the explicit and implicit attitudes and actions of its students.
We have to recognize our responsibility too. Allyship demands acknowledging hard truths and a willingness to put in the work necessary to become better. We can no longer settle with being allies, we must actively seek out and destroy bigotry, oppression, and injustice. We know William & Mary will rise to the challenge.

Continue to push this university, continue to push us. We are working hard to correct injustices both within William & Mary and the Student Assembly so that we can live to the mission of our organization: to serve our fellow students. Drive this community to live up to its Values: Belonging, Curiosity, Excellence, Flourishing, Integrity, Respect, and Service. This is a litmus test. This is a holistic effort. Let’s harness our fear and anger to create closer communal ties to one another. As the inheritors of this world, we owe it to the future and to ourselves to dig in deep and rise to the occasion. This is a moment in history that requires analytical thought, resolute resilience, resolute and endless compassion—all things that we are known for and make us who we are as a community.

Yours,
AJ, Kyle, and Loni
Endnotes


Academic Diversity Project Semester Update

**Intro**
The Academic Diversity Project (ADP) was tasked with coordinating diversity and inclusion efforts in all of academic departments. Our role is ensuring that diversity is integrated in every student’s academic experience.

In order to do this effectively, we invited members from the Student Assembly as well as community members to be a part of our team. The community members were selected very deliberately to represent voices and perspectives from across campus.

While initially we had expected faculty diversity would be our key priority, our priorities shifted as working groups and committees were appointed by President Rowe and Provost Agouris over the summer that met our requests and were better suited to implementing them. These working groups and committees have Student Assembly participation.

Additionally, ADP leadership works in close partnership with the provost’s Curriculum Enhancement Working Group (CEWG).

Our priorities shifted and can be best represented by the three working groups that we split into:

- Department and Faculty
- Structural Reform
- Beyond the Curriculum

Each of these working groups are in the “Research and Information Gathering” phase. Beginning in February, we will move to the “Proposal Implementation” phase. At the implementation phase we will be inviting faculty partners, campus offices, and additional student members to join the ADP team. We feel strongly that in order for our proposals to be successful we must have support from all areas of campus. This includes the administration and faculty. For that reason, we are intentional with involving them in these discussions and grateful for their support of our shared mission to make William & Mary more inclusive.

**Working Group Updates**
The Department and Faculty Working Group (DFWG) of ADP began by first performing an audit of the community. A survey was sent to the student body and received over 130 responses with a strong mix between undergraduate and graduate students. The survey was created to assess the diversity and inclusion practices within each department, discover effective ways professors were implementing diversity into their curriculum, and identify key faculty partners.

This data will be anonymized, aggregated, and analyzed and will be used in reports to the SA, the W&M community at large, W&M administrators, the BOV, and academic departments and programs to help
create a better understanding of which current course offerings serve W&M’s diversity, inclusion, and social justice aims.

The Structural Reform Working Group (SRWG) of the ADP has been crafting several key reforms after conversations with students and faculty. In this phase, the team has been meeting with community stakeholders, examining peer institutions, and writing specific proposals.

We want to highlight some of the key proposals we are working on:

- **Diversity Peer Educator program**
  - Peer educators will be trained on issues of diversity and will be paid
  - These peer educators will staff a mentorship program for a select group from underrepresented backgrounds in various modules (time management, study skills, financial literacy, etc)
  - They will serve as freshman residence hall advisors to facilitate conversation on topics of diversity, inclusion, and social justice
  - Serve as a resource to faculty interested in getting a student perspective on inclusive practices, run through syllabus, discuss the best way to teach certain topics, etc.

- **Reforming bias reporting system**
  - Goals: 1) respond to incidents of bias that happen in both our academic and personal communities in a timely fashion, 2) hold students, staff, and faculty accountable for incidents of bias as well as provide educations resources to prevent repeated incidents, and 3) produce a more robust understanding of our campus diversity climate
  - Creation of a bias response team that emphasizes education and restorative practices
  - Response team would operate within existing college frameworks/policies and campus offices (would not have any additional authority) and would be mindful of freedom of speech concerns

- **Advocacy & Anti-Racism research fund**
  - Creating a fund to support student advocacy and student activists working on issues of racial equity, voting rights, healthcare, etc. in the Williamsburg community
  - Creating a fund that student and professors could access for antiracism research
  - Considering ways to better engage donors to support students and faculty of color

- **Increasing the number of students from underrepresented backgrounds that are doing research in STEM**
  - Creating a cohort of students from underrepresented backgrounds that would have early access to a research internship program
  - Considering ways to build pipeline from local middle schools and high schools

- **Building a diverse faculty network**
  - Focus would be on retention of faculty of color

- **Considering additional courses that could be added to curriculum that go beyond the COLL 350**
  - Taking a closer look at summer offerings as well as COLL 100s and COLL 150s
Additionally, the Beyond the Curriculum Working Group (BCWG) has been focused on identifying partner organizations on campus and building community partnerships.

**Conclusion**

We are very grateful to our team members as well as the support we have received in this agenda from the student body and from the administration.

Our community was inspired to action after the brutal murder of George Floyd. The ADP was created in response to that. Our hope is that the passion, emphasis, and urgency for these issues does not taper or fade away.

We are inspired by the student activists who have protested. We are inspired by the community members who have joined our mission. And we are encouraged by the support we have received from the President and the Provost.

Overall, we are hopeful that one day our students and alumni will be able to take pride in the fact that a school that was built by slaves will soon have diversity & inclusion at the core of what it stands for. We will not stop working until that is a reality.

Please feel free to send us your thoughts by accessing the feedback from.
The Police Policy Project convened Friday, September 18, 2020 to analyze two reports on reconciliation efforts across the United States: *Reconciliation between Police and Communities: Case Studies and Lessons Learned* and the *National Initiative for Building Community Trust and Justice and the Public Safety and Equity Circle*. Stemming from former President Obama’s Task Force on 21st Century Policing, these explained the processes, successes, and challenges of communal law enforcement policy analysis and reconciliation between communities of color and the police. The team met with former police Captain Scott Meadors and Sustainable Equity Executive Susan Glisson, who both focused on this work as well as contributed to the reports aforementioned. After analyzing the reports and listening to parties that conducted that work, the team underscored important lessons, themes, and important implications for William & Mary and Williamsburg.

The findings and principles put forth by this committee encourage persistence by the community and urge willingness from law enforcement. This is a pathway towards reconciliation that requires constant attention to acknowledging past and present shortcomings, active truth telling, and reflecting on factual history. Williamsburg may not be Minneapolis, Ferguson, or any other city that has been affected by severe racial violence, but these current fortunes must not be taken for granted. As a community, we must double down on efforts that promote dialogue between law enforcement and marginalized communities that will create tangible changes to police policy to continue to guarantee the safety and wellbeing of our community.

Below are guideposts that the team will use to coordinate the work done by the Student Advisory Group with the campus police department. Further, these serve as official recommendations that the team will hand to the campus police department and will work actively to implement these into the Student Advisory Group and its processes.

**Guideposts**

**Open & Honest Acknowledgment of Historical Harm**

Successful policy reform and reconciliation efforts demand an upfront and candid discussion about shared histories between law enforcement and marginalized communities. As the students within the Advisory Group and police officers begin this journey, it is imperative that they establish an environment that promotes truth telling and discussion surrounding those truths. This must be initiated by the police officers involved, as their willingness to confront ugly truths about their departments will determine the overall success of the project. Law
enforcement within the room must be willing to openly and honestly acknowledge the past and current harm towards the BIPOC community and other marginalized voices on campus, as it is the surest way to establish mutual trust.

A common argument offered against this guidepost is that the current members of the agency are not beholden to the darker underscores of this history. While this may be technically true, history is a second shadow. The badge and the uniform that the officers wear has a legacy that cannot be detached from the department, no matter the individual. The police officers inherit a system that perpetuates injustice against the BIPOC community, and true progress demands that the system and its history is forthrightly criticized.

This is not meant to be an open attack or combative towards the police as individuals, but to respectfully criticize the institution itself and how its policies empower discrimination and racism. Understanding one’s own history is very important, especially for this project, as it will aid in uncovering the reasons for tensions between communities of color and the police. The Advisory Group will strive to have this guidepost first and foremost in every discussion that they undertake.

**Lead with Integrity**

In this instance, leading with integrity means to have a full commitment to the principals and values established from discussions with the Advisory Group, in and out of the meeting. What is said and acted on within the meeting is important, but what is more important is the follow through after a meeting; how a police officer informs their colleagues about what they learned in order to make the department better. Following a willingness to bear the truth of past wrongdoings is a desire to consistently adhere to new practices that emerge from the group, as that is integral to tangibly fixing the system and negative cultural norms within the police department as well.

This also requires an attention to language and mannerisms used in and out of meetings. Integrity is holistic, and all those involved with the Advisory Group must actively embody the values that emerge from those discussions. This process will involve many physical quantitative data that they will rely on to reform policy, but the immeasurable aspects of culture change within the department are some of the most important of this project. In other words, practice what you preach at all times.
Respect for the Lives Affected & Suspend Judgement

No matter the police protocol or regulation, no matter the crime or incident, someone’s life was changed forever. Current dialogue in regards to incidents with African Americans and the police aim to demean the victim by criticizing their character flaws. However, this work urges a suspension of that judgement, to boil it down to the fundamental rights of citizens enshrined in the Constitution. For instance, it does not matter that George Floyd gave the store a counterfeit dollar. He still did not deserve to die. As the Advisory Group engages in this work, these questions are important ones for law enforcement to consider: Did the crime demand the consequence? How do we balance enforcing the law and still valuing the innate worth of human life?

Williamsburg may not have had an incident on similar scale to George Floyd, Breonna Taylor, Ahmaud Arbery, and/or countless others, but we must remember this simple truth: at any point in time, we are one wrong call away. This also does not mean that problems between law enforcement and the BIPOC community on campus do not exist. In short, all of this means that law enforcement officials involved with this process should not be quick to discount experiences. They should suspend judgement in order to get to the root of the problem and of reconciliation.

Next Steps

Student Advisory Group Meetings

The 3P team recently completed its review of applications received from students interested in being on the Student Advisory Group and is currently working to convene the Group once or twice by the end of the semester to establish process and purpose. The 3P team will also begin to construct agendas for the first several meetings that aim to create an environment apt for the difficult conversations regarding student interactions with police officers.

Solicit Student Feedback

Following the creation of the Advisory Group, the 3P team will look to solicit feedback from the student body regarding general comfort level with the police department. This climate survey will measure the overall feeling of safety on our campus and will help indicate areas necessary for the Advisory Group to review. This survey will most likely be shared with the W&M community in the next semester, Spring 2021.
Reparations Committee Fall 2020 Report
By: Ifeoma Ayika

Please see below a review of our semester, as well as some insight into our goals for next semester. In short, we accomplished quite a lot as a committee and expanded in number. We are very diverse, which allows several perspectives, and allows our community work to be even further streamlined. While we haven’t totally dug into the full extent of the strategies for reparations we can employ, we are looking to do that next semester. Most important to us is to stay community-focused and provide long-lasting action.

Our committee is currently made up of

Community - 7
Alton Coston III, Anne Arseneau, Shassata Fahim, Salli Sanfo, Victor Adejayan co-chair, Haarika Reddy, Nick Agyevi-Armah

Student Assembly - 7
Charde Reid, Loni Wright, Will Wasson, Vicky Morales, Nick Matuszeqs, Peter Hayden, Ifeoma Ayika co-chair

Our goals for the semester were

Scholarly research
I. We read a couple of different articles and watched videos around this topic, to allow us to learn about this topic and observe what other Colleges are thinking about!
II. If you want more detail into what we did each meeting, here is a brief summary.

The Case for Reparations
University Response to Reparations
Lemon Project Report: Exec Summary, pg 33-37
Video of Baldwin debate

Soliciting community feedback
I. We solicited a survey directed at multicultural students and delivered to MCOs to:
   A. Receive feedback from MCOs about what reparations could look like on campus
   B. Increase awareness of the reparations committee
   C. Increase community participation
II. Interesting findings from the survey (reach out to me to see the responses)
A. To the question - do you believe Black students on Williams & Mary’s campus suffer from institutionalized oppression?
   1. Yes - 96.3%, (the other two responses were not ‘no’ but were ‘I believe Black students suffer from social oppression generally’ ‘Yes but I think that this is largely coming from outside of William and Mayr. I believe that William and Mary is a force good at dismantling these institutions’

B. To the question - Please explain your answer to the previous question. Why did you answer the way you did 45 responses total: I’m choosing a couple of responses here that illuminate wider areas
   1. **Professors/Academia**: Black students look around and see professors and faculty who don't look like them, a curriculum that is not particularly diverse, but all the contracted staff and housekeepers are Black. That right there has implicit understandings that the people who make decisions and guide my academic outcomes don't look like me, and are embedded in a culture that doesn't know where I'm coming from. W&M's high income culture irrespective of race (the ignorance that comes with wealthy privilege) is also exhausting and damaging to low-income students, which may have overlapping experiences with Black students and exacerbate feelings of racial othering.
   2. **Black students are undervalued**: William and Mary still operates as a PWI. Cultural organizations do what they can to foster a more openly diverse space, but it’s clear from even looking at first-year experience (where the majority of OAs are white, upper-middle class, Greek life) or even from the way WM tokenizes its diverse population on their website that there is a long way to go. This past year has really shown that WM admin does not value its student population or its staff considering their response to COVID and worker demands during a situation that more harshly affected POC, particularly the black staff members. More recently with the Tribe Athletics issue, it was clear by the way they prioritized that while continuously ignoring a years-long conversation with students regarding BLM and the institution’s engagements in slavery that they simply don’t care and they won’t listen. A reparations committee led by the students (and faculty and staff, I think) would be the best way to make sure that WM truly faces its history and makes conscious and intentional efforts to right their wrongs.
   3. **The history of the college and its racist past**: The university was built by slaves and only recently begun to acknowledge this. I personally feel that this university has failed to even welcome and speak out for its black students properly.
4. Staff workers: I think it's evident with the people employed in service positions such as cleaning of working in dining halls there's a clear racial divide.

C. To the question - what form do you think restorative justice should take?
   1. 87% Scholarship fund
   2. 74.1% Permanent positions on W&M’s administration
   3. 72.2% Permanent position on BOV

True North Strategies
I. This is where we will continue to develop over the semester, some ideas we have had are:
   A. Scholarships for WM workers/relatives
      1. Specifically Black staff
      2. Specified criteria
   B. Priority for things like housing, class schedule, applications
   C. Waving fees i.e. application
   D. Pipeline programs
   E. Partnership with high schools to build relationships with black students and possibly give college credits - no cost to the students
   F. Summerlong programs for high school students that reward college credit
   G. Tuition tax for white faculty & students that will go into funding for black scholarships and etc
   H. Quota; hold the university more responsible for diversity percentages; a closer look at the race factor in the holistic process

Winter
I. Meet with multicultural/Black organizations in the Williamsburg area and seek feedback from them on what needs to be done
   A. Reached out to several community organizations and built relationships with Williamsburg communities
   B. Reconsidered/reenvisioned how community members interact with the community + its overall goal. The intention is to incorporate community members in 2022 of this committee.

Our goals for next semester are

Spring
I. Finalize true north strategies and chart a strategic path for the next 2-3 years
II. Reach out to the major campus community
   A. Reparations style events - i.e. reading series
   B. Major speaker
   C. Campus survey
D. Townhall

III. Consolidate feedback from Williamsburg + William and Mary community
SRI Fall 2020 Report

SRI Project Lead: Jahnavi Prabhala, ‘22
SRI Content Lead: Lauren Miller, ‘22
SRI Logistics Lead: Salli Sanfo, ‘22
SRI Advocacy Lead: Yasmeen Attia, ‘22

Students’ Rights Initiative (SRI)

The Students’ Rights Initiative aims to inform WM students of their rights to ensure that students are confident in asserting their rights when confronted with police interaction. Over the last year, we have mobilized over 100 students to change the conversation on the topic of students’ rights. Our two-pronged approach is first, to create an informational card/apple wallet that clearly outlines a student's WM Student Conduct rights and individual constitutional rights (regardless of citizenship status), and secondly, to educate students through eFYI, ResLife, and RSO's, exposing students to discussions concerning the implications of minority status on WM students’ rights. In order to execute our goals, we have the SRI Content, SRI Logistics, SRI Advocacy, and SRI Marketing branches.

SRI Content & SRI Logistics

There are currently eight teams working to gather resources on students’ rights in different content areas: Citizen, Non-Citizen, Undocumented, Student Conduct, Black and Brown, LatinX, East Asian, LGBTQIA+, and Neurodiversity. Each content team is composed of a lead and two to five other members who collaboratively work to research students’ rights and resources in their specific area. For instance, the Citizen and Non-Citizen teams researched the constitutional rights one has when stopped on foot or in a car. Further, each SRI Content Team works with the SRI Logistics team to reach out and coordinate with registered student organizations (RSOs), faculty, and administrators related to their focus. For example, the LGBTQIA+ team set up a meeting with Chief Cheesebro to work on addressing gaps in William & Mary Police Department (WMPD) policies and procedures through the formation of a working group to include SRI members, LGBTQIA+ community members, and WMPD representatives. Another example includes our SRI Logistics Team working with FSL to implement a holistic SRI training next semester, with a large focus on bystander intervention and anti-bias education.

The teams are also working to revise a Student Rights Resource Guide which was made for Fall 2020 Orientation Aide training. The goal is to revise and expand this document by broadening its focus beyond the freshman experience to include information helpful for all undergraduate and graduate students. The Content and Logistics teams are working to expand their content and adjust programming methods based on a qualitative and quantitative survey that received over 140 responses. These teams are also working on compiling training materials so that different departments and RSOs can begin implementing students’ rights and bystander training sessions in the spring semester, similar to the FSL example. Finally, we will create a card with essential student rights that can be kept in one’s wallet as well as a website with more detailed information.

SRI Advocacy
There are currently three advocacy teams: LGBTQIA+, Protestor’s rights, and Wellness. Each of these teams has set out short- and long-term goals, have discussed streamlining and communication, team structure, and logistics help.

With the LGBTQIA+ rights lead, we have discussed getting basic content distributed. The lead had a meeting with the Williamsburg and William and Mary Police Department chiefs regarding LGBTQIA+ rights when interacting with police and how accountability works. We also discussed how the community has anxiety interacting with police and addressing gaps that have led to these anxieties. Some short-term goals include setting up a meeting with the rest of the team (four to five people) and having policies solidified in place by the end of 2020. Some long-term goals include getting more people involved and creating infographics for a Students Rights Initiative Instagram.

With the Protestor’s rights lead, we have discussed concrete goals that include creating infographics with the SRI protester’s rights team, which includes students who are organizing the Black Lives Matter Protests every Saturday catered towards William and Mary students. The team wants to break down the policy that allows protests on William and Mary campus without the need for permits. The policy is very nuanced and specific. This policy will be posted in an infographic and widely shared on social media for the community to know. Some long-term goals include an electronic card that gives students immediate access to their protestor’s rights based on their identity.

With the Wellness Lead, we are working with the Health and Wellness Center, who have already expressed interest, to come up with de-escalation situations and bystander techniques. Some concrete goals include communication with the center to gather content on these techniques as well as how to share this important information with the William and Mary community.

We are in the process of creating an undocumented student rights advocacy team.
Decades of research have shown that diverse and inclusive classrooms, workplaces and research environments are essential for excellence in higher education. Full participation of all employees and students from diverse backgrounds are important contributors to organizational success in every register by which we define success at William & Mary. In Virginia’s rapidly changing communities and workplaces, where many are boldly taking a stand against racism and injustices brought on by discrimination, Virginia universities are taking a closer look at the messaging, policies and practices underlying our current diversity, equity and inclusion (DEI) efforts.

To prepare ourselves and our graduates for a globally competitive workplace and networked world, we must be effective in improving DEI in the key registers outlined in this plan. Deep and sustained efforts to recover the stories and voices that have been erased during that history are part of our identity as an institution of learning and knowledge. We aim to lead in inclusive teaching, inclusive research, social mobility and access. We aim to work and live-in ways that enhance the wellbeing and full participation of all. Finally, for more than a decade, William & Mary has been a leader in addressing our legacy as a colonial university. Our response to this legacy is to innovate to advance what we value most.
Executive Summary

William & Mary’s DEI 20-21 goals, created under President Katherine Rowe, was shared with the Board of Visitors in Fall 2020. This document integrates the goals of that plan into the Commonwealth of Virginia’s DEI reporting format. The university’s vision, mission and values statements foreground “belonging” and guide our Action Plan. These statements were created via a nine-month, university-wide process and approved by SCHEV in 2019.

Vision, Mission, Values

Vision  William & Mary transcends the boundaries between research and teaching, teaching and learning, learning and living. People come to William & Mary wanting to understand and change the world – and together we do.

Mission  A preeminent, public research university, grounded in the liberal arts and sciences since 1693, William & Mary is a vibrant and inclusive community. Through close mentoring and collaboration, we inspire lifelong learning, generate new knowledge, and expand understanding. We cultivate creative thinkers, principled leaders, and compassionate global citizens equipped for lives of meaning and distinction. William & Mary convenes great minds and hearts to meet the most pressing needs of our time.

Values  Accomplishing our mission requires that the entire community work together as stewards of the core values that infuse our collective effort:

  Belonging. We create a welcoming and caring community that embraces diverse people and perspectives.

  Curiosity. We foster an open academic environment that champions intellectual agility and inspires creativity in the discovery, preservation, application, and advancement of knowledge.

  Excellence. We aim for the extraordinary, recognizing that personal growth and meaningful accomplishment require bold and innovative aspirations, courageous risk-taking, and focused effort.

  Flourishing. We create conditions that ensure William & Mary will thrive for all time coming, and we empower those who live, learn, and work here to make choices toward a healthy and fulfilling life.

  Integrity. We are honorable, equitable, trustworthy, and committed to the highest ethical standards in all that we do.

  Respect. We treat one another with mutual respect, recognizing and upholding each person's inherent dignity and worth. We engage with individuals and communities both near and far, devoting our knowledge, skills, and time to serving the greater good.

William & Mary is a community that fosters deep human connection. We reflect on the lessons of history to meet the challenges of a rapidly changing world. We engage diverse perspectives and seek wisdom in bridging differences. Together, we are unceasing in our efforts to make a meaningful difference in our communities, the state, the nation, and the world.
The Inclusive Excellence Framework at William & Mary

Consistent with the Commonwealth of Virginia’s DEI strategy, William & Mary follows the Inclusive Excellence framework outlined by the Association of American Colleges & Universities (AAC&U). To borrow their definition (with light adjustments), Inclusive Excellence is a framework designed to help organizations integrate diversity and quality efforts. As a model, Inclusive Excellence incorporates diversity efforts into the core of organizational functioning.

Applying Inclusive Excellence concepts infuses diversity into an organization’s recruiting and hiring processes; into its training; and into its administrative structures and practices. Inclusive Excellence means an organization has adopted mechanisms for the cohesive, coherent, and collaborative integration of diversity, inclusion and equity into its definitions of mission success. William & Mary, like the AAC&U, views DEI as “catalysts for organizational excellence … and not as isolated initiatives.” They are essential to and distributed throughout our operations.

In addition, William & Mary has for nearly two decades engaged in historical justice and reconciliation efforts. The university’s groundbreaking Lemon Project, among other initiatives, has steadily uncovered hidden stories of enslaved women, men, and children who built, worked, and lived in the Williamsburg campus. For that reason, the university organizes its DEI strategy under a sixth heading, “Innovation, Community Engagement and Reconciliation.”

Definitions The Inclusive Excellence framework provides specific definitions for the terms diversity, equity, and inclusion. Throughout this document, we use them as follows:

Diversity The term diversity is used to describe the various mix or combinations of human differences (e.g., personality, learning styles and life experiences) and group/social differences (e.g., race/ethnicity, class, gender/gender identity, sexual orientation, country of origin and ability as well as cultural, political, religious or other affiliations) that can be engaged in the service of learning and working together.

Equity The creation of opportunities for historically underrepresented populations to have equal access and equitable opportunity to and participate in educational programs designed to reduce the academic/opportunity gap in student success and completion. Equity is also the process of allocating resources, programs and opportunities to staff, faculty and students without historical discrimination and addressing imbalances.

Inclusion The term inclusion is used to describe the active, intentional and ongoing engagement with diversity – in people, in the curriculum, in the co-curriculum and in communities (intellectual, social, cultural, geographical) with which individuals might connect – in ways that increase one’s awareness, content knowledge, cognitive sophistication and emphatic understanding of the complex ways individuals interact with and within systems and institutions.
1: Recruitment and Retention

Goal: Achieve and maintain a more diverse and inclusive undergraduate, graduate/professional, student body, faculty and staff

Objective 1: Achieve increased undergraduate student enrollment from historically underrepresented and underserved populations (VP of Strategic Initiatives, AVP for Enrollment and Dean of Admission)

Strategies

1. Implement new gateway initiatives to make W&M a preferred destination for underserved populations (Posse Foundation Partnership, Transfer Admission Pathways)
2. Make application process more inclusive and equitable
3. Increase financial aid to diversify student population
4. Increase yield for admitted first-time-college or transfer students from underrepresented and underserved populations
5. Strengthen partnerships with diverse alumni groups for admission and inclusion initiatives.

Metrics and Indicators (disaggregated by demographics where possible)

1. Number of gateway program participants enrolling
2. Yield rate for admitted first-time-college and transfer students
3. Undergraduate enrollment

Objective 2: Increase retention and academic success of historically underrepresented and underserved undergraduate students (Provost, VP of Student Affairs, VP for Advancement)

Strategies

1. Identify specific barriers to the academic progress and success of underrepresented and underserved undergraduates
2. Ensure broad participation of underrepresented and underserved undergraduates in research and experiential learning opportunities or other high-impact programs
3. Assess the effectiveness of academic support and high-impact programs to ensure efforts are aligned with goals. Identify opportunities for continuous improvement
4. Continue to seek external funding to support the WMSURE program to increase the number of participants.

Metrics and Indicators (disaggregated by demographics where possible)

1. Participation rates in academic support programs
2. First to second year retention rates
3. Second to third year retention rates
4. Four- and six-year graduation rates
5. Results of program evaluation/assessments
Objective 3: To increase the recruitment and retention of diverse graduate and professional students (Deans, Graduate Deans and Admission Officers, Chief Diversity Officer).

Strategies

1. Join local, state, and national organizations that provide access to potential diverse graduate and professional students
2. Assess and enhance existing programs designed to recruit diverse graduate and professional student populations (i.e., become an institutional member of the SREB Doctoral Scholars program)
3. Implement new programs to encourage underrepresented and underserved undergraduates to attend graduate/professional programs
4. Assess, enhance or design new programs that provide academic support and professional development including for underrepresented and underserved graduate students
5. Connect underrepresented/underserved graduate and professional students with programs that provide faculty and alumni mentors

Metrics and Indicators (disaggregated by demographics where possible)

1. Enrollment in graduate and professional programs
2. Degrees awarded
3. Placement rates in postdoctoral, faculty and non-academic positions

Objective 4: Recruit and retain a diverse faculty and staff (Provost, Deans, Chief Diversity Officer, Chief Human Resources Officer)

Strategies

1. Launch 3-year Faculty Hiring Plan to recruit and retain excellent faculty
2. Develop a comprehensive recruitment and retention plan for all levels of staff
3. Use exit interviews and climate surveys to improve workplace experience
4. Create leadership programs for employees including from underrepresented and underserved groups
5. Develop a robust New Employee Orientation program and collaborate with external local officials to ensure a seamless onboarding process for new hires
6. Examine tenure and promotion processes for barriers to success for faculty from underrepresented and underserved populations
7. Assess diversity in managers, executives and tenured faculty to identify opportunities to remove barriers to advancement
8. Examine salaries for equity issues
9. Develop and evaluate strategies to recruit and retain individuals with disabilities.
10. Ensure that accommodations for students, employees and the public are accessible
11. Develop and evaluate strategies to recruit and retain more veterans

Metrics and Indicators (disaggregate by demographics where possible)

1. Faculty and staff count and percentages
2. Review of 3-year faculty hiring proposal
3. Managerial and executive staff counts and percentages
4. Retention rates for faculty and staff
5. Tenure and promotion rates
6. Leadership development participation for faculty and staff

2: Campus Climate

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations

Objective #1: Create a climate that is supportive and respectful while valuing a myriad of perspectives and experiences and aligned with the university’s mission, vision, and values. (Provost, VP Student Affairs, Chief Diversity Officer, Chief Human Resources Officer)

Strategies

1. Ongoing campus landscape review to eliminate structures that may be perceived as barriers to a welcoming and inclusive environment
2. Use climate surveys and focus groups periodically to assess student, faculty and staff feedback related to the climate for diversity and inclusion
3. Create meaningful dialogue between and among groups that increases understanding of varied perspectives and the nature of social and economic inequalities
4. Educate the university community on the prevention of harassment, discrimination and identity-based violence as well as related equity policies. Promote productive ways to resolve conflict. Effectively address concerns and complaints
5. Offer educational and celebratory events for students, faculty and staff, and the community that recognize, value and honor diversity and promote inclusion. Evaluate programs for their impact on climate for diversity and inclusion
6. Increase recognition programs that acknowledge contribution made to advance diversity, equity and inclusion
7. Support physical spaces that address the needs of multicultural and underrepresented / underserved populations

Metrics and Indicators (disaggregate by demographics where possible)

1. Perceptions of climate for diversity an inclusion as measured by a climate survey and other sources of information
2. Awareness and understanding of campus resources related to harassment, discrimination and identity-based violence as measured by climate surveys and evaluations. Results from number of reports and actions taken (2015, 2017, 2018, 2019)
3. Results of program evaluations designed to facilitate intergroup dialogue and trust
4. Triangulation of institutional results with national benchmarking
3: Academic Excellence

**Goal:** Engage students, faculty, staff, alumni and the community in learning varied perspectives of domestic and international diversity, equity, inclusion and social justice

**Objective 1:** Offer courses, curricula, events and learning opportunities at the undergraduate, graduate and professional levels that achieve DEI learning goals (Provost, Deans)

**Strategies**

1. Establish DEI competencies for students, faculty and staff
2. Expand COLL 350 general education requirement offerings
3. Establish incentives, provide learning experiences and resources for faculty, graduate students and academic units to adapt existing courses and programs as needed
4. Develop opportunities that help faculty, staff and instructional graduate students assess the achievement of DEI learning outcomes in class or co-curricular activities
5. Hire faculty and staff with content expertise in areas of study that examine diverse identities and cultures
6. Build opportunities for students to learn about diverse identities and cultures
7. Establish incentives for research conducted by undergraduates, graduate/professional students and faculty in areas related to diversity, equity and inclusion
8. Provide multifaceted training and education for faculty, staff and students on “courageous conversations” in various settings, e.g., classrooms, living environments, organizations, offices, etc.

**Metrics and Indicators (disaggregate by demographics where possible)**

1. Participation by faculty, instructional graduate students and staff in professional development programs related to curricular transformation, diversity and inclusion
2. Participation by students in co-curricular opportunities tied to inclusive excellence
3. Research output related to DEI topics
4. Evaluation of programs related to inclusive teaching
5. Student participation in co-curricular opportunities related to DEI
6. Self-reported improvement in knowledge and skill related to teaching and curricula

**Objective 2:** Increase the cultural competencies of faculty and staff (Chief Diversity Officer, Chief Human Resources Officer, Chief Compliance Officer)

**Strategies**

1. Establish virtual and in-person professional development opportunities designed to improve awareness and competencies of faculty and staff with regards to DEI
2. Assist faculty and instructional graduate students in assessing diversity related learning goals

**Metrics and Indicators (disaggregate by demographics where possible)**

1. Participation in professional development opportunities
2. Self-reported growth in awareness and competencies
3. Faculty and instructional graduate students assessing diversity related learning goals through individual contributions
4: Organizational Culture and Accountability

**Goal:** Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity, equity and inclusion goals in the University strategic plan

**Objective 1:** Develop a robust and durable infrastructure to address long-standing institutional challenges and sustain the journey toward inclusive excellence (Executive Leadership Team)

**Strategies**

1. Incorporate diversity, equity and inclusion in all strategic planning efforts
2. Increase the diversity of applicant pool for senior-level administrator positions
3. Conduct a qualitative and quantitative review of university DEI initiatives
4. Complete cyclical comprehensive staff salary studies and benchmark progress
5. Incorporate employee exit interviews
6. Each administrative and academic unit should complete a diversity action plan
7. Create university-wide and unit-level DEI committees
8. Conduct annual training for senior leadership in alignment with values
9. Incentivize collaboration across units

**Metrics and Indicators (disaggregate by demographics where possible)**

1. Documentation of mission and scope for Chief Diversity Officer and DEI councils
2. Documented processes for reporting progress towards the DEI goals established in the Inclusive Excellence framework
3. Evidence of DEI integration in the university-wide and unit-level strategic plans
4. Report on where the use of shared resources and dispersion of best practices have been implemented
5. Number of formal cross-campus collaborations

**Objective 2:** Create a culture of evaluation and continuous improvement for administrators and senior leaders (President, Provost, Chief Diversity Officer, Chief Human Resources Officer)

**Strategies**

1. DEI goal attainment is part of all senior leadership assessments
2. Engage senior leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing challenges for underrepresented/underserved students, faculty and staff
3. Establish systems of reporting and accountability
4. Set expectations for campus leaders that metrics related diversity, equity and inclusion are vital measure of institutional excellence
5. Evaluate internal policies, processes and practices in alignment with the university Affirmative Action plan

**Metrics and Indicators (disaggregate by demographics where possible)**

1. Annual reports from school and administrative units to Chief Diversity Officer demonstrating progress towards DEI goals outlined in the unit DEI Plan
2. Work groups dedicated to analyzing disaggregated data related to DEI
3. Number of policies and processes evaluated and redesigned using an equity lens
Objective 3: Sustain and increase university-wide efforts designed to amplify to potential secure gifts, grants and opportunities to advance the DEI goals in the Inclusive Excellence framework (President, Provost, VP for Advancement, Chief Operating Officer, Chief Diversity Officer)

Strategies

1. Incorporate DEI interests into philanthropic campaign efforts
2. Seek corporate and foundation support for key gateway and academic support programs that facilitate access by international students, underrepresented/underserved populations, veterans and those with diverse abilities
3. Engage alumni groups in DEI efforts

Metrics and Indicators (disaggregate by demographics where possible)

1. Funding support for DEI initiatives from fundraising efforts
2. Increased initiatives aimed at women and multicultural alumni cultivation
3. Annual reports on the satisfaction or the engagement of multicultural alum

Objective 4: Meet/exceed 42% use of Small, Women- & Minority-owned (SwaM) businesses (plus micro and Service-Disabled Veteran businesses). (President, Chief Operating Officer, Chief Diversity Officer)

Strategies:

1. Provide spend overview to cabinet members for evaluation and accountability
2. Additional visibility of W&M SwaM vendors for all departments
3. Continuation of W&M Supplier Diversity Expo
4. Continuation of educational opportunities for campus

Metrics and Indicators (disaggregate by demographics where possible)

1. Results of review of comprehensive dashboard
2. Dollars spent on SwaM annually
3. Impact of education and awareness on community outcomes (i.e., Vendor Fairs, Commonwealth Database, Incentives)
4. Monitor SwaM efforts through quantitative and qualitative metrics
5. Measure progress in diversifying the SwaM vendor pool in terms of gender, race, nationality, veteran status, etc.
6. Assess progress toward annual goals by senior leaders

5: Innovation, Community and Reconciliation

Goal: Grow institutional philanthropy and community partnerships to improve outcomes in local / regional communities

Objective 1: Evaluate and expand community engagement and partnerships to create collective impact with other community organizations (VP for Strategic Initiatives, VP Student Affairs, Chief Diversity Officer)
Strategies:

1. Assess existing engagement and partnerships to determine how best to use the university’s resources to bring about the conditions of collective impact
2. Partner with local community organizations and area HBCUs and Tribal leaders
3. Expand Community Engagement programming using new platforms

Metrics and indicators (disaggregate by demographic where possible)

1. Results of assessment
2. Number of partnerships
3. Number of students participating
4. Impact of partnerships on community outcomes

Objective 2: Evaluate and increase philanthropy in support of diversity, equity and inclusion
(President, Provost, VP of Advancement, Chief Diversity Officer)

Strategies:

1. Conduct a review of existing philanthropic efforts and make adjustments to further the DEI goals in the community
2. Identify new and pursue DEI-specific funding priorities for University Advancement and all units
3. Build on the success of William & Mary’s 2020 Day of Giving (One Tribe One Day) to develop fundraising efforts dedicated to advancing DEI initiatives
4. Expand on William & Mary’s track record of success in securing funding from corporate and foundation funders whose philanthropy focuses on advancing DEI
5. Continue to train Advancement staff on best practices in DEI fundraising, and expand this training to academic leadership with fundraising responsibilities
6. Continue to provide education for fundraisers and University Advancement staff about current DEI initiatives across campus to facilitate donor conversation
7. Identify DEI champions (academic leaders, faculty, students) and engage them in supporting DEI fundraising efforts (through proposals, donor visits, alumni events)

Metrics and Indicators (disaggregate by demographics where possible)

1. Results of review
2. Actual dollars spent on DEI-related philanthropy
3. Impact of philanthropy on community outcomes
4. Monitor success of DEI fundraising through quantitative and qualitative metrics
5. Measure progress in diversifying the donor pool in terms of gender, race, nationality, veteran status, etc.
6. Assess engagement in DEI fundraising of faculty, students and academic leaders

Objective 3: Advance the history of human beings enslaved and exploited on W&M’s campus and in our region (Provost, Chief Operating Officer)

Strategies:

1. Via campus naming, renaming, and contextualization, improve belonging and increase equity in what we memorialize
2. Partner with Colonial Williamsburg and the City of Williamsburg to create destinations for African American history
3. Invest in the Lemon Project and related research initiatives

**Metrics and indicators (disaggregate by demographic where possible)**

1. Research goals met (highlighting those established by descendants)
2. Number of visitors to partnership research sites: Highland, Bray, First Baptist Church, Brafferton, etc.
3. Press coverage and media for new discoveries, new partnerships
4. Elevate under-represented and hidden histories in formal occasions: centenaries, annual ceremonies
## Revenue

### General Funds

### Nongeneral Funds
- **Student Aid**: 39,995,668 in 2018-2019, 43,478,196 in 2019-2020, 45,351,100 in 2020-2021, 45,551,100 projected in 2020-2021, 25,014,102 year-to-date.
- **Sponsored Programs/Eminent Scholars**: 49,033,316 in 2018-2019, 48,080,064 in 2019-2020, 54,675,000 in 2020-2021, 54,675,000 projected in 2020-2021, 25,445,574 year-to-date.

### Subtotal, University Revenues

### Expenditures

### Instruction

### Research and Advisory Services

### Public Service

### Academic Support

### Student Services

### Institutional Support

### Plant Operations

### Student Aid

### Auxiliary Enterprise

### Other

### Sponsored Programs/Eminent Scholars

### COVID-19 Expenses
- - $ in 2018-2019, - $ in 2019-2020, 2,422,300 $ projected in 2020-2021, 4,000,000 $ year-to-date.

### E&G Debt Service

### Total Expenditures

1. Projected changes to initially approved budget reflect already known revenue and expenditure decreases. Pending status of campus operation and/or any fee reductions, revenue could decrease.
2. Local Funds are expensed based upon cash available from the related Foundation or available generated revenue.
3. COVID-19 Expenses for the fall are dispersed across the programs the occurred in. This amount is projected expenses for the fall for testing, PPE, cleaning, etc.
4. Debt service expenditures related to auxiliary enterprises and sponsored programs are included in those fund expense totals above.
## Revenue

### General Funds
- **Educational/General**
  - **2018-2019**: 44,464,414
  - **2019-2020**: 50,098,252
  - **2020-2021 Projected**: 51,274,900
  - **2020-2021 Year-to-Date**: 54,774,900
- **Student Aid**
  - **2018-2019**: 4,521,322
  - **2019-2020**: 4,907,326
  - **2020-2021 Projected**: 4,904,200
  - **2020-2021 Year-to-Date**: 4,904,200
- **Sponsored Programs**
  - **2018-2019**: 126,416
  - **2019-2020**: 133,200
  - **2020-2021 Projected**: 131,900
  - **2020-2021 Year-to-Date**: 131,900

### Nongeneral Funds
- **Educational/General**
  - **2018-2019**: 167,064,324
  - **2019-2020**: 176,620,079
  - **2020-2021 Projected**: 172,596,850
  - **2020-2021 Year-to-Date**: 173,311,010
- **Student Aid**
  - **2018-2019**: 39,995,668
  - **2019-2020**: 43,478,196
  - **2020-2021 Projected**: 45,551,100
  - **2020-2021 Year-to-Date**: 45,551,100
- **Auxiliary Enterprise**
  - **2018-2019**: 121,425,697
  - **2019-2020**: 115,472,671
  - **2020-2021 Projected**: 127,072,006
  - **2020-2021 Year-to-Date**: 103,023,079
- **Sponsored Programs**
  - **2018-2019**: 28,029,649
  - **2019-2020**: 28,851,690
  - **2020-2021 Projected**: 31,350,000
  - **2020-2021 Year-to-Date**: 14,891,222
- **University Private Funds**
  - **2018-2019**: 15,291,864
  - **2019-2020**: 13,880,133
  - **2020-2021 Projected**: 13,381,900
  - **2020-2021 Year-to-Date**: 13,122,900
- **Local Funds**
  - **2018-2019**: 29,907,232
  - **2019-2020**: 31,799,087
  - **2020-2021 Projected**: 7,178,529
  - **2020-2021 Year-to-Date**: 7,178,529

### Subtotal, University Revenues
- **2018-2019**: 450,826,586
- **2019-2020**: 465,240,634
- **2020-2021 Projected**: 453,241,385
- **2020-2021 Year-to-Date**: 438,659,578

### Expenditures
- **Instruction**
  - **2018-2019**: 126,085,350
  - **2019-2020**: 130,564,070
  - **2020-2021 Projected**: 130,385,644
  - **2020-2021 Year-to-Date**: 67,307,105
- **Research**
  - **2018-2019**: 3,603,529
  - **2019-2020**: 4,453,115
  - **2020-2021 Projected**: 3,347,731
  - **2020-2021 Year-to-Date**: 2,020,132
- **Public Service**
  - **2018-2019**: 100,019
  - **2019-2020**: 80,814
  - **2020-2021 Projected**: 65,020
  - **2020-2021 Year-to-Date**: 65,020
- **Academic Support**
  - **2018-2019**: 37,427,848
  - **2019-2020**: 38,057,111
  - **2020-2021 Projected**: 37,325,544
  - **2020-2021 Year-to-Date**: 37,318,652
- **Student Services**
  - **2018-2019**: 16,056,979
  - **2019-2020**: 15,419,583
  - **2020-2021 Projected**: 11,096,060
  - **2020-2021 Year-to-Date**: 11,096,060
- **Institutional Support**
  - **2018-2019**: 35,774,893
  - **2019-2020**: 36,426,377
  - **2020-2021 Projected**: 32,349,734
  - **2020-2021 Year-to-Date**: 32,340,647
- **Plant Operations**
  - **2018-2019**: 19,050,505
  - **2019-2020**: 20,902,179
  - **2020-2021 Projected**: 20,760,944
  - **2020-2021 Year-to-Date**: 20,760,944
- **Student Aid**
  - **2018-2019**: 53,641,924
  - **2019-2020**: 59,653,796
  - **2020-2021 Projected**: 56,996,205
  - **2020-2021 Year-to-Date**: 57,174,239
- **Auxiliary Enterprise**
  - **2018-2019**: 119,562,610
  - **2019-2020**: 114,785,894
  - **2020-2021 Projected**: 122,736,241
  - **2020-2021 Year-to-Date**: 109,422,911
- **Other**
  - **2018-2019**: 197,369
  - **2019-2020**: 204,862
  - **2020-2021 Projected**: 91,921
  - **2020-2021 Year-to-Date**: 91,921
- **Sponsored Programs**
  - **2018-2019**: 28,156,065
  - **2019-2020**: 28,984,890
  - **2020-2021 Projected**: 31,481,900
  - **2020-2021 Year-to-Date**: 14,924,554
- **COVID-19 Expenses**
  - **2020-2021 Projected**: 2,422,300
  - **2020-2021 Year-to-Date**: 4,000,000
- **E&G Debt Service**
  - **2018-2019**: 4,289,058
  - **2019-2020**: 4,283,121
  - **2020-2021 Projected**: 4,161,687
  - **2020-2021 Year-to-Date**: 4,161,687

### Total Expenditures
- **2018-2019**: 443,946,150
- **2019-2020**: 453,522,862
- **2020-2021 Projected**: 453,220,931
- **2020-2021 Year-to-Date**: 441,437,400

### Financial Affairs Pre-Read

1. Projected changes to initially approved budget reflect already known revenue and expenditure decreases.
2. Local Funds are expensed based upon cash available from the related Foundations or available generated revenue.
3. COVID-19 Expenses for the fall are dispersed across the programs they occurred in. This amount is projected expenses for the fall for testing, PPE, cleaning, etc.
4. Debt service expenditures related to auxiliary enterprises and sponsored programs are included in those fund expense totals above.
### WILLIAM & MARY

#### Education and General

#### 2020-2021 Operating Budget Summary¹

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>General Funds</td>
<td>44,464,414</td>
<td>50,098,252</td>
<td>51,274,900</td>
<td>54,774,900</td>
<td>24,894,937</td>
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<tr>
<td>Nongeneral Funds</td>
<td>167,064,324</td>
<td>176,620,079</td>
<td>172,596,850</td>
<td>173,311,010</td>
<td>107,938,387</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$211,528,738</td>
<td>$226,718,331</td>
<td>$223,871,750</td>
<td>$228,085,910</td>
<td>$132,833,324</td>
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<td><strong>Expenditures</strong></td>
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</tr>
<tr>
<td>Instruction</td>
<td>113,928,209</td>
<td>118,312,933</td>
<td>125,252,300</td>
<td>125,252,300</td>
<td>63,351,825</td>
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<td>Research</td>
<td>1,689,605</td>
<td>1,871,989</td>
<td>1,710,700</td>
<td>1,710,700</td>
<td>936,646</td>
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<td>Public Service</td>
<td>11,574</td>
<td>8,476</td>
<td>7,900</td>
<td>7,900</td>
<td>2,260</td>
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<td>Academic Support</td>
<td>32,453,456</td>
<td>32,865,283</td>
<td>34,144,300</td>
<td>34,144,300</td>
<td>19,688,071</td>
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<td>Student Services</td>
<td>9,670,044</td>
<td>9,739,960</td>
<td>10,051,200</td>
<td>10,051,200</td>
<td>5,443,659</td>
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<tr>
<td>Institutional Support</td>
<td>27,701,674</td>
<td>26,562,457</td>
<td>28,330,300</td>
<td>28,330,300</td>
<td>20,554,376</td>
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<tr>
<td>Plant Operations</td>
<td>18,491,452</td>
<td>18,908,191</td>
<td>18,988,400</td>
<td>18,988,400</td>
<td>9,562,282</td>
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<tr>
<td>Debt Service³</td>
<td>4,289,058</td>
<td>4,283,121</td>
<td>4,161,687</td>
<td>4,161,687</td>
<td>3,557,485</td>
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<tr>
<td>COVID-19 Expenses⁴</td>
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<td>-</td>
<td>2,422,300</td>
<td>4,000,000</td>
<td>70,000</td>
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<td><strong>Total Expenditures</strong></td>
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<td>$212,552,410</td>
<td>$225,069,087</td>
<td>$226,646,787</td>
<td>$123,166,604</td>
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</tbody>
</table>

¹Excludes required transfers to the state.

²Excludes prior year cash balance carryover.

³Includes debt related to the Law School, School of Education, Business School, and ISC.

⁴Approved budget was in contingency. Category changed to reflect usage for COVID-19 expenses in the spring.
## WILLIAM & MARY

### Student Financial Assistance

#### 2020-2021 Operating Budget Summary¹

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Funds</td>
<td>4,521,322</td>
<td>4,907,326</td>
<td>4,904,200</td>
<td>4,904,200</td>
<td>2,447,007</td>
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<tr>
<td>Nongeneral Funds</td>
<td>39,995,668</td>
<td>43,478,196</td>
<td>45,351,100</td>
<td>45,351,100</td>
<td>24,898,102</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>897,000</td>
<td>900,000</td>
<td>900,000</td>
<td>900,000</td>
<td>144,781</td>
</tr>
<tr>
<td>CARES Act Funding²</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>200,000</td>
</tr>
<tr>
<td><strong>Total Revenue³</strong></td>
<td>$45,413,990</td>
<td>$49,285,522</td>
<td>$51,155,300</td>
<td>$51,355,300</td>
<td>$27,605,890</td>
</tr>
</tbody>
</table>

| **Expenditures**    |                  |                  |                           |                           |                                  |
| Total Expenditures  | $45,413,990      | $49,285,522      | $51,155,300               | $51,355,300               | $27,605,890                      |

¹Excludes student financial assistance support included in Board of Visitors private fund budget.

²Federal funds received to directly support students in financial need. Also includes allocation of Governor Emergency Education Relief Funds to support in-state undergraduate financial assistance.

³Excludes prior year cash balance carryover.

---

**Notes:**

- Excludes student financial assistance support included in Board of Visitors private fund budget.
- Federal funds received to directly support students in financial need. Also includes allocation of Governor Emergency Education Relief Funds to support in-state undergraduate financial assistance.
- Excludes prior year cash balance carryover.
## WILLIAM & MARY
### Auxiliary Enterprise
### 2020-2021 Operating Budget Summary¹

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Service</td>
<td>23,274,739</td>
<td>20,343,898</td>
<td>23,044,600</td>
<td>16,211,607</td>
<td>9,208,993</td>
</tr>
<tr>
<td>Bookstore &amp; Other Stores</td>
<td>2,569,816</td>
<td>1,918,864</td>
<td>1,954,025</td>
<td>1,954,025</td>
<td>711,004</td>
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<tr>
<td>Student Housing</td>
<td>34,761,218</td>
<td>31,269,778</td>
<td>36,417,500</td>
<td>27,200,000</td>
<td>15,514,146</td>
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<tr>
<td>Parking &amp; Transportation</td>
<td>2,624,741</td>
<td>2,470,714</td>
<td>1,978,298</td>
<td>1,978,298</td>
<td>1,071,248</td>
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<tr>
<td>Technology</td>
<td>3,710,779</td>
<td>3,042,821</td>
<td>3,255,200</td>
<td>3,616,533</td>
<td>1,944,932</td>
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<tr>
<td>Student Health &amp; Wellness</td>
<td>5,345,393</td>
<td>5,526,793</td>
<td>5,600,800</td>
<td>5,600,800</td>
<td>3,255,489</td>
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<tr>
<td>Kaplan Arena</td>
<td>2,724,988</td>
<td>2,808,008</td>
<td>2,796,600</td>
<td>2,855,750</td>
<td>1,586,963</td>
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<tr>
<td>Student Unions</td>
<td>3,245,585</td>
<td>3,268,650</td>
<td>3,236,100</td>
<td>3,301,850</td>
<td>1,810,011</td>
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<tr>
<td>Recreation Center &amp; Campus Recreation</td>
<td>2,445,332</td>
<td>2,424,603</td>
<td>2,421,407</td>
<td>2,421,407</td>
<td>1,352,446</td>
</tr>
<tr>
<td>Athletics</td>
<td>27,381,446</td>
<td>28,407,737</td>
<td>29,231,800</td>
<td>23,105,299</td>
<td>8,805,802</td>
</tr>
<tr>
<td>Other Auxiliaries</td>
<td>6,024,115</td>
<td>5,815,115</td>
<td>7,796,670</td>
<td>3,466,370</td>
<td>2,996,424</td>
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<tr>
<td>COVID-19 Stabilization Funding</td>
<td>-</td>
<td>-</td>
<td>1,974,134</td>
<td>1,974,134</td>
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</tr>
<tr>
<td>Debt Service Support</td>
<td>6,420,545</td>
<td>7,275,690</td>
<td>8,437,006</td>
<td>8,437,006</td>
<td>4,753,105</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 120,528,697</td>
<td>$ 114,572,671</td>
<td>$ 126,172,006</td>
<td>$ 102,123,079</td>
<td>$ 54,984,697</td>
</tr>
</tbody>
</table>

| **Expenditures**     |                 |                 |                          |                             |                         |
| Food Service         | 21,064,321      | 17,602,738      | 20,899,000               | 16,501,263                  | 9,319,386               |
| Bookstore & Other Stores | 3,340,067      | 2,891,331       | 2,748,575                | 2,748,575                   | 1,332,882               |
| Student Housing      | 34,900,111      | 33,210,248      | 35,109,400               | 34,894,788                  | 16,100,773              |
| Parking & Transportation | 2,616,348      | 2,456,069       | 2,270,221                | 2,270,221                   | 1,323,516               |
| Technology           | 3,928,888       | 3,905,526       | 3,255,200                | 3,838,577                   | 1,701,361               |
| Student Health & Wellness | 5,290,700      | 5,177,691       | 5,513,416                | 5,513,416                   | 2,861,202               |
| Kaplan Arena         | 2,772,502       | 2,491,841       | 2,796,600                | 2,855,750                   | 832,474                 |
| Student Unions       | 3,172,787       | 3,321,625       | 3,223,800                | 3,028,951                   | 1,528,767               |
| Recreation Center & Campus Recreation | 2,709,839    | 2,404,063       | 2,483,174                | 2,483,174                   | 1,107,663               |
| Athletics            | 27,663,210      | 28,441,692      | 29,231,800               | 23,105,299                  | 12,286,861              |
| Other Auxiliaries    | 5,674,353       | 4,935,828       | 7,162,214                | 3,898,359                   | 1,870,051               |
| COVID-19 Expenses⁴   | -                   | -              | -                        | -                           | 243,697                 |
| Debt Service²        | 6,429,504       | 7,947,242       | 8,040,841                | 8,040,841                   | 6,360,391               |
| **Total Expenditures** | $ 119,562,810   | $ 114,785,894   | $ 122,736,241            | $ 109,422,911               | $ 58,869,024            |

¹Does not include revenue allocated to support Student Aid.
²Projected changes to initially approved budget reflect already known revenue and expenditure decreases.
³Excludes prior year cash balance carryover.
⁴Includes expenses related to COVID-19 response. Expenses in this category may increase dependent upon status of spring operations.
⁵Debt service for auxiliary operations funded through student facility fees and private giving. Debt service is also included in operating expenses for housing, dining and parking.
### WILLIAM & MARY
Sponsored Programs
2020-2021 Operating Budget Summary

<table>
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<tr>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>General Fund</td>
<td>126,416</td>
<td>133,200</td>
<td>131,900</td>
<td>131,900</td>
<td>33,132</td>
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<tr>
<td>Nongeneral Fund</td>
<td>28,029,649</td>
<td>28,851,690</td>
<td>31,350,000</td>
<td>31,350,000</td>
<td>14,891,422</td>
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<tr>
<td>Total Revenue</td>
<td>$28,156,065</td>
<td>$28,984,890</td>
<td>$31,481,900</td>
<td>$31,481,900</td>
<td>$14,924,554</td>
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<td><strong>Expenditures</strong></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Operating Expenditures</td>
<td>27,975,006</td>
<td>28,805,963</td>
<td>31,300,275</td>
<td>31,300,275</td>
<td>14,754,312</td>
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<tr>
<td>Debt Service</td>
<td>181,059</td>
<td>178,927</td>
<td>181,625</td>
<td>181,625</td>
<td>170,242</td>
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<tr>
<td>Total Expenditures</td>
<td>$28,156,065</td>
<td>$28,984,890</td>
<td>$31,481,900</td>
<td>$31,481,900</td>
<td>$14,924,554</td>
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## WILLIAM & MARY
### Private Funds
#### 2020-2021 Operating Budget Summary

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<th>2018-2019 Actual</th>
<th>2019-2020 Actual</th>
<th>Approved Budget</th>
<th>Year-to-Date 12/31/2020</th>
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<td><strong>Revenue</strong></td>
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</tr>
<tr>
<td>Distributed Endowment Income</td>
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<td>3,852,562</td>
<td>4,061,800</td>
<td>2,045,588</td>
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<td>Administrative Overhead Allocation</td>
<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
<td>151,050</td>
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<td>Transfers from Other Sources</td>
<td>299,806</td>
<td>261,570</td>
<td>-</td>
<td>145,598</td>
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<td>Earnings on Short-term Investments</td>
<td>1,325,573</td>
<td>1,173,530</td>
<td>640,000</td>
<td>285,451</td>
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<td>Annual Gifts</td>
<td>8,582,048</td>
<td>7,418,851</td>
<td>8,000,000</td>
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<td>Bequest for Campus</td>
<td>155,432</td>
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<tr>
<td>Drawdown from BOV Quasi Endowment</td>
<td>500,000</td>
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<td>Distribution from External Trusts</td>
<td>29,895</td>
<td>32,587</td>
<td>30,100</td>
<td>25,438</td>
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<tr>
<td>Proceeds on Sale of Land Parcel</td>
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<td>Other Revenue</td>
<td>304,403</td>
<td>841,033</td>
<td>350,000</td>
<td>61,375</td>
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<tr>
<td><strong>Total University Private Funds Revenue</strong></td>
<td>$15,291,864</td>
<td>$13,880,133</td>
<td>$13,381,900</td>
<td>$13,122,900</td>
</tr>
</tbody>
</table>

| **Other Private Funds** |                  |                  |                |                        |
| Bequest designated funds - Interim Use for ISC4 Planning | 3,000,000 |                  |                |                        |
| **Total, Revenue**     | $18,291,864      | $13,880,133      | $13,381,900    | $13,122,900 | $6,063,311|

|                          |                  |                  |                |                        |
| **Expenditures**         |                  |                  |                |                        |
| Instruction             | 996,364          | 1,006,414        | 1,466,300      | 1,466,300 | 288,236|
| Research                | 789,107          | 697,257          | 785,500        | 575,544    | 231,955|
| Public Service          | 29,586           | 29,586           | 36,600         | 36,600     | 11,352|
| Academic Support        | 1,234,722        | 1,224,082        | 1,399,600      | 1,392,708 | 592,302|
| Student Services        | 808,521          | 625,012          | 800,500        | 800,500    | 151,190|
| Institutional Support   | 5,466,355        | 6,376,624        | 3,166,800      | 3,156,713 | 3,344,442|
| Plant: Operations & Capital Improvements | 361,902 | 1,972,396 | 1,629,700 | 1,629,700 | 11,791|
| Student Aid             | 3,697,611        | 3,848,403        | 4,591,000      | 4,569,034 | 1,352,141|
| **Total Expenditures**  | $13,384,168      | $15,779,782      | $13,875,000    | $13,627,099 | $5,983,408|

1Projected decrease reflects the removal of funds that were moved from William & Mary to VIMS in the past. Overall funding is not changed since this decreased both revenue and expense.
### WILLIAM & MARY Local Funds
#### 2020-2021 Operating Budget Summary

<table>
<thead>
<tr>
<th></th>
<th>2018-2019 Actual</th>
<th>2019-2020 Actual</th>
<th>Approved Budget</th>
<th>2020-2021 Budget</th>
<th>Projected Budget</th>
<th>Year-to-Date 12/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions from William &amp; Mary Foundation</td>
<td>9,214,261</td>
<td>11,765,943</td>
<td>2,032,520</td>
<td>2,032,520</td>
<td>2,032,520</td>
<td></td>
</tr>
<tr>
<td>Contributions from Law School Foundation</td>
<td>5,498,236</td>
<td>6,980,504</td>
<td>585,633</td>
<td>585,633</td>
<td>585,633</td>
<td></td>
</tr>
<tr>
<td>Contributions from Business School Foundation</td>
<td>2,770,225</td>
<td>3,905,364</td>
<td>811,878</td>
<td>811,878</td>
<td>811,878</td>
<td></td>
</tr>
<tr>
<td>Student Fees</td>
<td>2,744,236</td>
<td>2,319,575</td>
<td>1,570,490</td>
<td>1,570,490</td>
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<tr>
<td>Other Revenue</td>
<td>9,680,274</td>
<td>6,827,701</td>
<td>2,178,008</td>
<td>2,178,008</td>
<td>2,178,008</td>
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</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 29,907,232</td>
<td>$ 31,799,087</td>
<td>$ 7,178,529</td>
<td>$ 7,178,529</td>
<td>$ 7,178,529</td>
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|                      |                  |                  |                 |                  |                 |                          |
| **Expenditures**      |                  |                  |                 |                  |                 |                          |
| Instruction           | 11,160,777       | 11,244,723       | 3,667,044       | 3,667,044       | 3,667,044 |
| Research              | 1,124,817        | 1,883,869        | 851,531         | 851,531         | 851,531 |
| Public Service        | 58,859           | 42,744           | 20,520          | 20,520          | 20,520 |
| Academic Support      | 3,739,670        | 3,967,746        | 1,781,644       | 1,781,644       | 1,781,644 |
| Student Services      | 5,578,414        | 4,761,661        | 244,360         | 244,360         | 244,360 |
| Institutional Support | 2,606,864        | 3,487,296        | 853,634         | 853,634         | 853,634 |
| Plant: Operations & Capital Improvements | 197,151          | 21,592           | 142,844         | 142,844         | 142,844 |
| Student Aid           | 4,530,323        | 6,519,871        | 1,249,905       | 1,249,905       | 1,249,905 |
| Other                 | 197,369          | 204,862          | 91,921          | 91,921          | 91,921 |
| **Total Expenditures** | $ 29,194,244     | $ 32,134,364     | $ 8,903,403     | $ 8,903,403     | $ 8,903,403 |

1Includes contributions from the William & Mary Foundation, Law School Foundation, and Business School Foundation. Expenses are incurred and then funds are brought over from each Foundation to offset all expenditures. Tribe Club contributions are part of the total athletics budget presented in the Auxiliary section. Also includes revenue from non-credit bearing activities, fees for study abroad, student clubs and activities, student health insurance, etc.

2Local Funds are expensed based upon cash available from the related Foundation or available generated revenue. Budgets are set equal to current revenue/expense to not impact comparison on overall summary.

3Excludes prior year cash balance carryover.
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<td>Nongeneral Funds</td>
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<td>1,888,402</td>
<td>1,888,402</td>
<td>905,602</td>
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<td>57,686</td>
<td>75,000</td>
<td>75,000</td>
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<td>23,250,000</td>
<td>10,554,152</td>
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<td>Coronavirus Relief Funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>$45,889,789</td>
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<td>$50,264,872</td>
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<td>11,546,814</td>
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<td>5,876,237</td>
<td>2,593,717</td>
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<td>3,159,830</td>
<td>3,130,118</td>
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<td>321,002</td>
<td>321,002</td>
<td>86,860</td>
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<td>19,228,374</td>
<td>23,325,000</td>
<td>23,325,000</td>
<td>10,554,152</td>
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<td><strong>Total Expenditures</strong></td>
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<td>$45,718,310</td>
<td>$50,372,167</td>
<td>$50,264,872</td>
<td>$24,648,027</td>
</tr>
</tbody>
</table>
Investment Portfolio Evaluation For Periods Ending December 31, 2020:

Board of Visitors Endowment

Contents
I. Executive Summary
II. Equity Sector Review
III. Fixed Income Sector Review
IV. Green Fund Update
### Consultant Team

**The Optimal Service Group**  
428 McLaws Circle  
Williamsburg, VA 23185  
Toll Free: 1-888-465-8422  
Fax: 1-757-564-3026

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
</table>
| Joseph W. Montgomery, CFP®, AIF®  
Managing Director - Investments | Phone: (757) 220-1782  
Mobile: (757) 570-4545 | joe.montgomery@wfa.com |
| R. Bryce Lee, CFA, CIMA®, CAIA, FRM, AIF®  
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Senior Institutional Consultant | Phone: (757) 258-1687  
Mobile: (757) 753-5001 | bryce.lee@wfa.com |
| Robin S. Wilcox, AIF®  
Vice President - Investments | Phone: (757) 258-5980  
Mobile: (757) 753-5057 | robin.wilcox@wfa.com |
| Karen H. Logan, CIMA®, AIF®  
Vice President- Investments  
Senior Institutional Consultant | Phone: (757) 258-1673  
Mobile: (804) 852-3549 | karen.logan@wfa.com |
| H. James Johnson, III, AIF®  
Associate Vice President- Investments  
Senior Institutional Consultant | Phone: (757) 258-1671  
Mobile: (757) 634-2021 | james.johnson3@wfa.com |
### Index Name | 4Q20 | YTD | 1 Year | 3 Years | 5 Years | 10 Years
---|---|---|---|---|---|---
Dow Jones Industrial Average | 10.7 | 19.8 | 9.7 | 9.9 | 14.7 | 13.0
NASDAQ | 15.6 | 28.6 | 44.9 | 24.4 | 22.1 | 18.5
S&P 500 | 12.1 | 22.2 | 18.4 | 14.2 | 15.2 | 13.9
Russell 1000 | 13.7 | 24.5 | 21.0 | 14.8 | 15.6 | 14.0
Russell 1000 Value | 16.3 | 22.8 | 2.8 | 6.1 | 9.7 | 10.5
Russell 1000 Growth | 11.4 | 26.1 | 38.5 | 23.0 | 21.0 | 17.2
Russell Midcap | 19.9 | 28.9 | 17.1 | 11.6 | 13.4 | 12.4
Russell Midcap Value | 20.4 | 28.1 | 5.0 | 5.4 | 9.7 | 10.5
Russell Midcap Growth | 19.0 | 30.2 | 35.6 | 20.5 | 18.7 | 15.0
Russell 2000 | 31.4 | 37.9 | 20.0 | 10.2 | 13.3 | 11.2
Russell 2000 Value | 33.4 | 36.8 | 4.6 | 3.7 | 9.7 | 8.7
Russell 2000 Growth | 29.6 | 38.9 | 34.6 | 16.2 | 16.4 | 13.5
Russell 2500 | 27.4 | 34.9 | 20.0 | 11.3 | 13.6 | 12.0
Russell 3000 | 19.0 | 25.2 | 20.9 | 14.5 | 15.4 | 13.8
MSCI EAFE Index | 16.0 | 21.6 | 7.8 | 4.3 | 7.4 | 5.5
MSCI World Index | 14.0 | 23.0 | 15.9 | 10.5 | 12.2 | 9.9
MSCI World Ex. US Index | 15.8 | 21.5 | 7.6 | 4.2 | 7.6 | 5.2
MSCI EM (EMERGING MARKETS) | 19.7 | 31.1 | 18.3 | 6.2 | 12.8 | 3.6
MSCI FM (FRONTIER MARKETS) | 11.2 | 20.4 | 1.4 | 0.0 | 6.3 | 3.3
MSCI ACWI | 14.7 | 24.0 | 16.3 | 10.1 | 12.3 | 9.1
MSCI ACWI ex USA | 17.0 | 24.3 | 10.7 | 4.9 | 8.9 | 4.9
Barclays U.S. Aggregate | 0.7 | 1.3 | 7.5 | 5.3 | 4.4 | 3.8
Barclays U.S. Government/Credit | 0.8 | 1.6 | 8.9 | 6.0 | 5.0 | 4.2
Barclays Intermediate U.S. Government/Credit | 0.5 | 1.1 | 6.4 | 4.7 | 3.6 | 3.1
Barclays Municipal Bond | 1.8 | 3.1 | 5.2 | 4.6 | 3.9 | 4.6
BoFA Merrill Lynch Convertible Securities | 21.7 | 40.0 | 55.7 | 24.5 | 20.2 | 14.2
BoFA Merrill Lynch High Yield Master | 6.5 | 11.5 | 6.2 | 5.9 | 8.4 | 6.6
JPM GBI-EM Global Ex US | 9.6 | 10.3 | 2.7 | 3.0 | 6.7 | 1.5
JPM EMBI Global Diversified | 5.8 | 8.2 | 5.3 | 5.0 | 7.1 | 6.2
FTSE World Government Bond Index | 2.8 | 5.8 | 10.1 | 5.0 | 4.8 | 2.3
FTSE Nareit All Equity REITs | 8.1 | 9.4 | (5.1) | 5.4 | 6.7 | 9.3
HFRI Fund of Funds Composite Index | 7.3 | 11.7 | 9.5 | 4.4 | 4.3 | 3.2
Dow UBS Commodity Index | 14.0 | 23.4 | (3.0) | (0.9) | 2.8 | (4.8)

Data Sources: Morningstar Direct

Information contained within this report is designed solely for the use by the William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

*All returns longer than one year are annualized*
Executive Summary

Total Fund Performance Through December 31, 2020

<table>
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<tr>
<th>% of Account</th>
<th>$ Value</th>
<th>4Q20 FYTD</th>
<th>One Year</th>
<th>Three Years¹</th>
<th>Five Years¹</th>
<th>Seven Years¹</th>
<th>Ten Years¹</th>
<th>Changes (1/1/03)</th>
<th>Incept (Mgr)</th>
<th>Incept Bench</th>
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<td>10.1</td>
<td>15.8</td>
<td>9.6</td>
<td>6.8</td>
<td>8.5</td>
<td>6.1</td>
<td>6.9</td>
<td>7.3</td>
<td>7.2</td>
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<tr>
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<td>Target Benchmark²</td>
<td>9.8</td>
<td>15.0</td>
<td>11.3</td>
<td>7.2</td>
<td>8.6</td>
<td>7.1</td>
<td>7.8</td>
<td>8.0</td>
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<td>8.1</td>
<td>9.0</td>
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<td>7.0</td>
<td>10.9</td>
<td>9.3</td>
<td>10.8</td>
<td>9.9</td>
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<td>Blackrock: Large Cap Value</td>
<td>Russell 1000 Value</td>
<td>16.3</td>
<td>22.8</td>
<td>2.8</td>
<td>6.1</td>
<td>9.7</td>
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<td>15.7</td>
<td>17.1</td>
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<td>Polen Growth</td>
<td>Russell 1000 Growth</td>
<td>11.4</td>
<td>26.1</td>
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<td>15.6</td>
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<td>iShares Russell Mid-Cap Growth ETF</td>
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<td>30.2</td>
<td>35.6</td>
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<td>10.5</td>
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<td>1.0</td>
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<td>1.5</td>
<td>1.7</td>
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<td>4.4</td>
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<td>8.6</td>
<td>9.0</td>
<td>7.7</td>
<td>--</td>
<td>0</td>
<td>--</td>
</tr>
</tbody>
</table>

¹ Annualized

2 From 11/17/17: 10% S&P 500, 10% Russ Midcap, 11% Russ 2000, 13% MSCI EAFE, 6% MSCI Emerging Mkts Eq, 3% MSCI ACWI Ex US Small Eq, 2% FTSE NAREIT, 24% Barclays US Aggregate, 6% Citi World Government Bond, 5% JPM EMBI Global Diversified, 10% HFRI Index; From 4/1/12: 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts, 25% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 10% HFRI Index; From 11/1/09: 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts, 30% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 10% HFRI Index; From 1/1/03: 40% S&P 500, 12.5% Ross Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays US Aggregate, 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 11/17/17: 33% Russell 3000, 35% Barclays Global Aggregate, 22% MSCI ACWI ex US, 10% HFRI; From 4/1/12, 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 4th quarter of 2002. There is no guarantee as to the accuracy of our calculations for the quarters or the Total BOV Account.

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Performance is net of investment management fees
### Fiscal Year Returns

<table>
<thead>
<tr>
<th>Year</th>
<th>BOV Total</th>
<th>BOV Target Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>15.2</td>
<td>20.7</td>
</tr>
<tr>
<td>1999</td>
<td>10.3</td>
<td>14.3</td>
</tr>
<tr>
<td>2000</td>
<td>0.4</td>
<td>9.9</td>
</tr>
<tr>
<td>2001</td>
<td>-4.4</td>
<td>0.3</td>
</tr>
<tr>
<td>2002</td>
<td>-5.4</td>
<td>-0.8</td>
</tr>
<tr>
<td>2003</td>
<td>5.4</td>
<td>5.4</td>
</tr>
<tr>
<td>2004</td>
<td>3.4</td>
<td>20.5</td>
</tr>
<tr>
<td>2005</td>
<td>14.0</td>
<td>18.4</td>
</tr>
<tr>
<td>2006</td>
<td>10.3</td>
<td>10.5</td>
</tr>
<tr>
<td>2007</td>
<td>10.1</td>
<td>10.1</td>
</tr>
<tr>
<td>2008</td>
<td>17.0</td>
<td>18.0</td>
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<tr>
<td>2009</td>
<td>-4.4</td>
<td>-6.8</td>
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<tr>
<td>2010</td>
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<td>-19.3</td>
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<tr>
<td>2011</td>
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<tr>
<td>2012</td>
<td>-17.4</td>
<td>20.4</td>
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<tr>
<td>2013</td>
<td>-2.7</td>
<td>22.2</td>
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<tr>
<td>2014</td>
<td>13.4</td>
<td>13.4</td>
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<tr>
<td>2015</td>
<td>11.8</td>
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<tr>
<td>2016</td>
<td>15.4</td>
<td>15.8</td>
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<td>2017</td>
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<td>2018</td>
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<td>2019</td>
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<tr>
<td>2020</td>
<td>0.1</td>
<td>2.0</td>
</tr>
</tbody>
</table>

Source: Morningstar Direct

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+ see footnote on previous page
Executive Summary
Total Fund Risk/Return*

Since Changes

<table>
<thead>
<tr>
<th>Risk-Reward Time Period: 1/1/2003 to 12/31/2020 Calculation Benchmark: BOV Target Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
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<tr>
<td>Return</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>BOV Total 1</td>
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<tr>
<td>BOV Target Quarterly</td>
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</table>

Since Inception

<table>
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<th>Risk-Reward Time Period: 7/1/1996 to 12/31/2020 Calculation Benchmark: BOV Target Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Return</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>BOV Total 1</td>
</tr>
<tr>
<td>BOV Target Quarterly</td>
</tr>
</tbody>
</table>

BOV Target Benchmark: From 11/17/17- Present: 33% Russell 3000, 35% Barclays US Aggregate, 22% MSCI World ex US, 10% HFRI; From 4/1/12, 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

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### Executive Summary

#### Total Fund Asset Allocation*

<table>
<thead>
<tr>
<th>Manager</th>
<th>Domestic Fixed Income</th>
<th>Domestic Fixed Income</th>
<th>Domestic Equity</th>
<th>Non-US Alternatives</th>
<th>Alternative Cash Equiv.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polen Large Growth</td>
<td>0</td>
<td>0</td>
<td>5,905,820</td>
<td>0</td>
<td>0</td>
<td>5,905,820</td>
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<tr>
<td>Fidelity 500 Index Fund</td>
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<td>0</td>
<td>4,926,237</td>
<td>0</td>
<td>0</td>
<td>4,926,237</td>
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<td>Blackrock Large Value</td>
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<td>0</td>
<td>6,066,302</td>
<td>0</td>
<td>0</td>
<td>6,066,302</td>
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<tr>
<td>JP Morgan Midcap Value</td>
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<td>0</td>
<td>3,567,191</td>
<td>0</td>
<td>0</td>
<td>3,567,191</td>
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<tr>
<td>iShares Russell Mid Growth ETF</td>
<td>0</td>
<td>0</td>
<td>3,774,646</td>
<td>0</td>
<td>0</td>
<td>3,774,646</td>
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<tr>
<td>Mass Mutual Small Cap</td>
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<td>3,731,158</td>
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<td>3,731,158</td>
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<tr>
<td>Dreyfus Small Cap</td>
<td>0</td>
<td>0</td>
<td>3,741,416</td>
<td>0</td>
<td>0</td>
<td>3,741,416</td>
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<tr>
<td>Dodge &amp; Cox International</td>
<td>0</td>
<td>0</td>
<td>5,080,137</td>
<td>0</td>
<td>0</td>
<td>5,080,137</td>
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<tr>
<td>MFS International Value</td>
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<td>0</td>
<td>4,958,002</td>
<td>0</td>
<td>0</td>
<td>4,958,002</td>
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<tr>
<td>Oppenheimer Developing Mkts</td>
<td>0</td>
<td>0</td>
<td>4,227,644</td>
<td>0</td>
<td>0</td>
<td>4,227,644</td>
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<tr>
<td>Fidelity Int'l Small Cap Eq</td>
<td>0</td>
<td>0</td>
<td>1,053,977</td>
<td>0</td>
<td>0</td>
<td>1,053,977</td>
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<tr>
<td>Dodge &amp; Cox Income Fund</td>
<td>8,343,247</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8,343,247</td>
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<tr>
<td>Met West Total Return</td>
<td>8,287,251</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8,287,251</td>
</tr>
<tr>
<td>Grantham, Mayo EMD</td>
<td>0</td>
<td>3,508,528</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,508,528</td>
</tr>
<tr>
<td>Principal Preferreds</td>
<td>2,722,405</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,722,405</td>
</tr>
<tr>
<td>Lazard Global Infrastructure</td>
<td>0</td>
<td>0</td>
<td>2,755,980</td>
<td>0</td>
<td>0</td>
<td>2,755,980</td>
</tr>
<tr>
<td>Pioneer Strategic Income</td>
<td>11,488,268</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11,488,268</td>
</tr>
<tr>
<td>Cash &amp; Equivalents</td>
<td>0</td>
<td>0</td>
<td>4,299,353</td>
<td>0</td>
<td>0</td>
<td>4,299,353</td>
</tr>
<tr>
<td>Combined Alternatives</td>
<td>0</td>
<td>0</td>
<td>7,586,047</td>
<td>0</td>
<td>0</td>
<td>7,586,047</td>
</tr>
<tr>
<td><strong>Total BOV Account</strong></td>
<td><strong>30,841,171</strong></td>
<td><strong>3,508,528</strong></td>
<td><strong>31,712,771</strong></td>
<td><strong>0</strong></td>
<td><strong>18,075,739</strong></td>
<td><strong>96,023,609</strong></td>
</tr>
</tbody>
</table>

| % of Total Fund                  | 32.1%                 | 3.7%                  | 33.0%           | 0.0%                | 18.8%                  | 4.5%        | 100% |

*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.

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Executive Summary
Financial Reconciliation – 2021 Fiscal Year*

July 1, 2020 – December 31, 2020

William & Mary
BOV Endowment

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/20</td>
<td>83,750,603</td>
<td>(866,406)</td>
<td>(24,505)</td>
<td>(890,912)</td>
<td>1,103,229</td>
<td>5,719,923</td>
<td>6,337,904</td>
<td>13,161,057</td>
</tr>
<tr>
<td>12/31/20</td>
<td>96,023,609</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

*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.
II. Equity Sector (Large-Cap Value*)
Periods Ending December 31, 2020 - Performance

* 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.

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## Equity Sector (Large-Cap Value Separate Account)

### Characteristics - As of December 31, 2020

#### Top Ten Equity Holdings

<table>
<thead>
<tr>
<th>Holdings</th>
<th>% of Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkshire Hathaway Inc</td>
<td>4.4</td>
</tr>
<tr>
<td>JPMorgan Chase</td>
<td>3.5</td>
</tr>
<tr>
<td>Comcast A</td>
<td>2.9</td>
</tr>
<tr>
<td>General Motors</td>
<td>2.8</td>
</tr>
<tr>
<td>Corveta Inc</td>
<td>2.5</td>
</tr>
<tr>
<td>Citigroup</td>
<td>2.5</td>
</tr>
<tr>
<td>Alphabet</td>
<td>2.3</td>
</tr>
<tr>
<td>Coca-Cola</td>
<td>2.3</td>
</tr>
<tr>
<td>Quanta Services</td>
<td>2.2</td>
</tr>
<tr>
<td>Dollar Tree</td>
<td>2.2</td>
</tr>
</tbody>
</table>

#### Characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Portfolio</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beta</td>
<td>1.01</td>
<td>-</td>
</tr>
<tr>
<td>Sharpe Ratio 3 Year</td>
<td>0.38</td>
<td>0.32</td>
</tr>
<tr>
<td>Sharpe Ratio 5 Year</td>
<td>0.65</td>
<td>0.58</td>
</tr>
<tr>
<td>Information Ratio 3 Year</td>
<td>0.57</td>
<td>-</td>
</tr>
<tr>
<td>Information Ratio 5 Year</td>
<td>0.56</td>
<td>-</td>
</tr>
<tr>
<td>Tracking Error</td>
<td>3.33</td>
<td>-</td>
</tr>
<tr>
<td>Number of Stocks (short)</td>
<td>62 (0)</td>
<td>855 (0)</td>
</tr>
<tr>
<td>% of Top 10 Positions</td>
<td>27.81</td>
<td>9.38</td>
</tr>
<tr>
<td>Weighted Market Cap Avg. (in millions)</td>
<td>164,993</td>
<td>133,395</td>
</tr>
<tr>
<td>Dividend Yield FY0</td>
<td>2.21</td>
<td>2.29</td>
</tr>
<tr>
<td>Historical 5 year DPS Growth</td>
<td>7.50</td>
<td>9.09</td>
</tr>
<tr>
<td>Price/Earnings FY0</td>
<td>15.09</td>
<td>18.01</td>
</tr>
<tr>
<td>Price/Book FY0</td>
<td>1.84</td>
<td>2.27</td>
</tr>
<tr>
<td>Price/Sales FY0</td>
<td>1.26</td>
<td>1.80</td>
</tr>
<tr>
<td>Price/Cash Flow FY0</td>
<td>7.71</td>
<td>10.29</td>
</tr>
</tbody>
</table>

Data Source: Blackrock, Morningstar Direct

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### Equity Sectors (Large-Cap Value Separate Account)

#### Characteristics - As of December 31, 2020

<table>
<thead>
<tr>
<th>Sector</th>
<th>Blackrock Weight</th>
<th>Russell 1000 Value</th>
<th>Over / Under</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
<td>5.1%</td>
<td>4.6%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Materials</td>
<td>6.4%</td>
<td>4.1%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Industrials</td>
<td>9.9%</td>
<td>13.0%</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Consumer Discretionary</td>
<td>10.5%</td>
<td>7.6%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Consumer Staples</td>
<td>6.7%</td>
<td>7.9%</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Health Care</td>
<td>11.7%</td>
<td>14.0%</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Financials</td>
<td>21.2%</td>
<td>19.4%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>9.4%</td>
<td>9.8%</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Communication Services</td>
<td>11.8%</td>
<td>9.6%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Utilities</td>
<td>3.2%</td>
<td>5.4%</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>1.4%</td>
<td>4.6%</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Cash &amp; Equiv</td>
<td>2.9%</td>
<td>0.0%</td>
<td></td>
</tr>
</tbody>
</table>

Data Source: Blackrock, Morningstar Direct

---

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Equity Sector (Large Cap Growth)
Equity Sector (Mid Cap Growth)

### Peer Group (5-95%): Funds - U.S. - Mid Cap Growth

- **Top Quartile**
- **2nd Quartile**
- **3rd Quartile**
- **Bottom Quartile**

### Time Period: 1/1/2016 to 12/31/2020

- **Return**
- **Std Dev**
- **Downside Deviation**
- **Alpha**
- **Beta**
- **R²**
- **Tracking Error**
- **Treynor Ratio (geo)**
- **Sharpe Ratio**
- **Information Ratio (geo)**

### Portfolio Date: 12/31/2020

- **Ticker**
- **Portfolio Weighting %**
- **IDEXX Laboratories Inc**
- **24.13**
- **Inception Date**
- **7/17/2001**
- **Mornignstar Rating Overall**
- **4.44**
- **Fund Size**
- **15,674,160,548.00**
- **Annual Report Net Expense Ratio**
- **0.24**
- **Management Fee**
- **0.24**

Source: Morningstar Direct

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## Equity Sector (Mid Cap Value)

### Peer Group (5/95%): Funds - U.S. - Mid-Cap Value

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Return</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Std Dev</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downside Deviation</td>
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<td>0.00</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Alpha</td>
<td>-0.78</td>
<td>0.00</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beta</td>
<td>0.96</td>
<td>1.00</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R2</td>
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<td>100.00</td>
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<td></td>
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<tr>
<td>Tracking Error</td>
<td>2.12</td>
<td>0.00</td>
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<tr>
<td>Treynor Ratio (geo)</td>
<td>6.91</td>
<td>7.73</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharpe Ratio (geo)</td>
<td>0.45</td>
<td>0.49</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Ratio (geo)</td>
<td>-0.47</td>
<td>100.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Performance

- **JPMorgan Mid Cap Value L**: 0.41%
- **Russell Mid Cap Value NR USD**: 4.25%
- **US Fund Mid-Cap Value**: 2.85%

**Time Period:** 1/1/2016 to 12/31/2020

### Risk Analysis

<table>
<thead>
<tr>
<th>Risk Measure</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return</td>
<td>7.92%</td>
</tr>
<tr>
<td>Std Dev</td>
<td>18.22</td>
</tr>
<tr>
<td>Downside Deviation</td>
<td>1.79</td>
</tr>
<tr>
<td>Alpha</td>
<td>-0.78</td>
</tr>
<tr>
<td>Beta</td>
<td>0.96</td>
</tr>
<tr>
<td>R2</td>
<td>98.78</td>
</tr>
<tr>
<td>Tracking Error</td>
<td>2.12</td>
</tr>
<tr>
<td>Treynor Ratio (geo)</td>
<td>6.91</td>
</tr>
<tr>
<td>Sharpe Ratio (geo)</td>
<td>0.45</td>
</tr>
<tr>
<td>Information Ratio (geo)</td>
<td>-0.47</td>
</tr>
</tbody>
</table>
Equity Sector (Small Cap)
**Equity Sector (International Developed)**

![Graph and Table]

**Portfolio: 9/30/2020**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weighting %</th>
<th>Ticker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Samsung Electronics Co Ltd Participating Preferred</td>
<td>3.60</td>
<td>DODFX</td>
</tr>
<tr>
<td>Sanofi SA</td>
<td>3.30</td>
<td></td>
</tr>
<tr>
<td>BNP Paribas</td>
<td>3.01</td>
<td></td>
</tr>
<tr>
<td>ICICI Bank Ltd</td>
<td>2.92</td>
<td></td>
</tr>
<tr>
<td>UBS Group AG</td>
<td>2.83</td>
<td></td>
</tr>
<tr>
<td>Mitsubishi Electric Corp</td>
<td>2.82</td>
<td></td>
</tr>
<tr>
<td>Credit Suisse Group AG</td>
<td>2.79</td>
<td></td>
</tr>
<tr>
<td>GlaxoSmithKline PLC</td>
<td>2.62</td>
<td></td>
</tr>
<tr>
<td>Nestle</td>
<td>2.60</td>
<td></td>
</tr>
<tr>
<td>Honda Motor Co Ltd</td>
<td>2.49</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Morningstar Direct

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Equity Sector (Emerging Markets)

![Graph and Table]

Source: Morningstar Direct

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Equity Sector (Global Infrastructure)

![Graph showing equity sector (global infrastructure)](image)

Source: Morningstar Direct

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III. Fixed Income Sector (US Bonds)
Fixed Income Sector (US Bonds)
Fixed Income Sector (US Bonds)
Fixed Income Sector (Preferreds)

Source: Morningstar Direct

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Alternative Breakdown (%)

<table>
<thead>
<tr>
<th>Manager</th>
<th>% of Account</th>
<th>Estimated Statement Value</th>
<th>Verified Values</th>
<th>Verified As Of</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Income Legends</td>
<td>2.8%</td>
<td>$214,738</td>
<td>$0</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>Apollo Natural Resources</td>
<td>2.0%</td>
<td>$151,180</td>
<td>$151,134</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Lone Star</td>
<td>0.2%</td>
<td>$12,134</td>
<td>$9,897</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>Graham</td>
<td>6.8%</td>
<td>$1,213,533</td>
<td>$1,213,737</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>ABS Long/Short</td>
<td>10.7%</td>
<td>$1,810,629</td>
<td>$1,801,930</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Matlin Patterson</td>
<td>3.4%</td>
<td>$258,676</td>
<td>$400,975</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Corbin Pinehurst</td>
<td>15.5%</td>
<td>$1,177,981</td>
<td>$1,181,894</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Marshall Wace</td>
<td>9.2%</td>
<td>$700,673</td>
<td>$671,322</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Landmark Equity Partners XV</td>
<td>2.4%</td>
<td>$183,244</td>
<td>$180,752</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Landmark Equity Partners XIV</td>
<td>0.5%</td>
<td>$35,083</td>
<td>$30,486</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Landmark Equity Partners XVI</td>
<td>2.5%</td>
<td>$190,189</td>
<td>$184,865</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Canyon Balanced</td>
<td>8.1%</td>
<td>$614,936</td>
<td>$621,002</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Eaton Vance Global Macro</td>
<td>24.0%</td>
<td>$1,821,780</td>
<td>$1,821,780</td>
<td>12/31/2020</td>
</tr>
<tr>
<td>Siguler Guff DRE</td>
<td>1.0%</td>
<td>$78,628</td>
<td>$78,628</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>Orbimed</td>
<td>1.4%</td>
<td>$103,377</td>
<td>$35,572</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>Apollo Credit</td>
<td>8.3%</td>
<td>$632,128</td>
<td>$629,216</td>
<td>9/30/2020</td>
</tr>
<tr>
<td>PWP Asset Based Income</td>
<td>--</td>
<td>$0</td>
<td>$55,307</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>GSO Capital Solutions</td>
<td>1.2%</td>
<td>$87,587</td>
<td>$84,787</td>
<td>9/30/2020</td>
</tr>
</tbody>
</table>

Total 100.0% $7,586,047 $7,452,386

Data Source: Wells Fargo Advisors

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### Alternatives

**Performance - As of December 31, 2020**

<table>
<thead>
<tr>
<th>% of Account</th>
<th>$ Value</th>
<th>4Q20</th>
<th>FYTD</th>
<th>One Year</th>
<th>Three Years*</th>
<th>Five Years*</th>
<th>Incept (Mgr)*</th>
<th>Incept Bench*</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>$ 7,586,047</td>
<td><strong>Combined Alternatives (1 mo lag)</strong></td>
<td>2.3</td>
<td>4.4</td>
<td>(0.2)</td>
<td>0.8</td>
<td>1.0</td>
<td>1.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>HFRI FoF Index (1 mo lag)</strong></td>
<td>3.7</td>
<td>9.8</td>
<td>10.4</td>
<td>4.4</td>
<td>4.1</td>
<td></td>
</tr>
<tr>
<td>Lower Volatility</td>
<td></td>
<td>Canyon Balanced</td>
<td>7.8</td>
<td>17.1</td>
<td>(4.9)</td>
<td>--</td>
<td>--</td>
<td>0.4</td>
</tr>
<tr>
<td>8%</td>
<td>$ 614,936</td>
<td>Eaton Vance Global Macro</td>
<td>2.6</td>
<td>3.8</td>
<td>3.6</td>
<td>--</td>
<td>--</td>
<td>3.2</td>
</tr>
<tr>
<td>24%</td>
<td>$ 1,821,780</td>
<td><strong>HFRI Conservative Index</strong></td>
<td>3.1</td>
<td>7.7</td>
<td>4.6</td>
<td>--</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>Diversified</td>
<td></td>
<td>Apollo Credit</td>
<td>2.4</td>
<td>5.4</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>3.9</td>
</tr>
<tr>
<td>8%</td>
<td>$ 632,128</td>
<td>Corbin Pinehurst</td>
<td>3.7</td>
<td>11.3</td>
<td>9.5</td>
<td>5.7</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>16%</td>
<td>$ 1,177,981</td>
<td>Alternative Income Legends</td>
<td>(0.0)</td>
<td>(4.9)</td>
<td>(5.8)</td>
<td>(1.7)</td>
<td>0.1</td>
<td>(0.4)</td>
</tr>
<tr>
<td>3%</td>
<td>$ 214,738</td>
<td>Matlin Patterson</td>
<td>(5.7)</td>
<td>(4.9)</td>
<td>(23.3)</td>
<td>--</td>
<td>--</td>
<td>(6.3)</td>
</tr>
<tr>
<td>3%</td>
<td>$ 258,676</td>
<td><strong>HFRI Fund of Funds</strong></td>
<td>3.7</td>
<td>9.8</td>
<td>10.4</td>
<td>4.4</td>
<td>4.1</td>
<td></td>
</tr>
<tr>
<td>Hedged Equity</td>
<td></td>
<td>ABS Global L/S (K2 prior to 12/12)</td>
<td>6.4</td>
<td>12.1</td>
<td>10.1</td>
<td>4.7</td>
<td>4.1</td>
<td>4.6</td>
</tr>
<tr>
<td>11%</td>
<td>$ 810,629</td>
<td>Marshall Wace</td>
<td>5.1</td>
<td>11.2</td>
<td>11.4</td>
<td>--</td>
<td>--</td>
<td>6.8</td>
</tr>
<tr>
<td>9%</td>
<td>$ 700,673</td>
<td><strong>HFRI Equity Hedge</strong></td>
<td>7.2</td>
<td>18.3</td>
<td>14.2</td>
<td>6.0</td>
<td>6.8</td>
<td></td>
</tr>
<tr>
<td>Absolute Return</td>
<td></td>
<td>Graham</td>
<td>0.8</td>
<td>7.6</td>
<td>(2.4)</td>
<td>--</td>
<td>--</td>
<td>(0.5)</td>
</tr>
<tr>
<td>7%</td>
<td>$ 512,535</td>
<td><strong>HFRI Market Neutral</strong></td>
<td>(0.5)</td>
<td>0.5</td>
<td>(1.0)</td>
<td>--</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>*Private Capital</td>
<td></td>
<td>Apollo Natural Resources</td>
<td>(4.8)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2%</td>
<td>$ 151,180</td>
<td>Landmark Equity Partners XIV</td>
<td>5.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td>$ 35,583</td>
<td>Landmark Equity Partners XV</td>
<td>6.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2%</td>
<td>$ 183,244</td>
<td>Landmark Equity Partners XVI</td>
<td>14.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3%</td>
<td>$ 190,189</td>
<td>Sigular Guff DRE</td>
<td>10.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1%</td>
<td>$ 78,628</td>
<td>Lone Star</td>
<td>(73.8)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1%</td>
<td>$ 103,377</td>
<td>Orbimed</td>
<td>(0.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td>$ 87,587</td>
<td>GSO Capital Solutions</td>
<td>(5.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All returns are on a one-month lag. Performance greater than 1 year is annualized.

* Performance displayed for Private Capital represents IRR of respective strategy per each inception date.

Data Source: Wells Fargo Advisors

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Alternatives
Global Macro

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### IV. Green Fund

#### Performance - As of December 31, 2020

**Rates of Return**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Contributions</th>
<th>Withdrawals</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1Q21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2Q21</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Performance Inception Date:** January 23, 2009
- **Since Inception ROR:** 9.80%
- **Fiscal Year-To-Date 2021 ROR:** 18.79%
- **Beginning Market Value (July 1, 2020):** $700,045

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate of Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2011</td>
<td>21.5%</td>
</tr>
<tr>
<td>FY 2012</td>
<td>11.2%</td>
</tr>
<tr>
<td>FY 2013</td>
<td>15.6%</td>
</tr>
<tr>
<td>FY 2014</td>
<td>3.9%</td>
</tr>
<tr>
<td>FY 2015</td>
<td>0.3%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>11.8%</td>
</tr>
<tr>
<td>FY 2017</td>
<td>8.5%</td>
</tr>
<tr>
<td>FY 2018</td>
<td>9.2%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>2.5%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>18.8%</td>
</tr>
</tbody>
</table>

- **Ending Market Value (December 31, 2020):** $819,108
- **Total Net Flows FYTD:** $(11,502)
- **Invested Capital FYTD:** $688,543
- **Appreciation/Depreciation:** $130,565
- **Ending Market Value (December 31, 2020):** $819,108

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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PAST PERFORMANCE: Past performance is not an indication of future results.

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 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.


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 indexes.

Barclays Aggregate Bond - This index is made up of the Barclays Capital Government/Credit, the Mortgage-Backed Securities, and the Asset-Backed Securities indexes. 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.

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W&M STRATEGIC PLANNING

REFLECTION ➔ VISION ➔ FOCUSED ACTION

Board of Visitors
February 2021
Strategic Planning 2020-2021

1. Where We Were
2. What We Have Learned
3. 2020: Planning Goals and Scope
4. 2021-24: Flourishing Post-Pandemic
5. Process Recap: Phases I and II
6. Phase III, Spring 2021
   - Reflection: What We Already Know / How Have We Changed?
   - Vision and Focus: Flourishing Post-Pandemic
   - New component: AY21-24 Action Plan
7. Phase III Timeline
Where We Were

- **Phase I**: Refine William & Mary’s vision, mission and values statements
- **Phase II**: Scan current and future transformations affecting higher education and share that scan broadly to increase the community’s understanding of the opportunities and challenges we face
- **Phase III**: Establish focused strategic goals for the coming 5-10 years
What We Have Learned

What we already knew has much more impact and value now
We must act much more quickly on what we know to be true
We can act swiftly in a principled, mission-driven way
To use the extraordinary efforts and changes of pandemic well, we must determine:

• *How have we changed? How have we matured?*
• *What do we want to continue? What do we lay aside?*
2020: Planning Goals and Scope

Original Goals

• Advance W&M's distinctive excellence in a rapidly changing environment, thereby raising our profile nationally and globally
• Position W&M for long-term financial sustainability in a way that aligns our operational and financial models with our distinctive academic mission

Original Scope

• 5-10 years
• Respond to changes in how we learn, work, build community in the 21st C.
• Focused priorities
• Whole-university thinking: actions that advance the whole
• Shape the next campaign
Process Recap

Phase I: Mission, Vision, Values
- 10-month W&M campus and community engagement
- New Mission, Vision, Values Statements crafted
- Approved by Board of Visitors November 22, 2019, published
- Approved by SCHEV January 2020
- These have proved a powerful guide for W&M through unprecedented challenges of pandemic

Phase II: Environmental Scan
- Strategic Planning Steering Com. (SPSC) studies, publishes whitepapers
  - Three areas of focus: Teaching & Learning; Research & Innovation; Flourishing & Engagement
  - Five lenses: Diversity & Inclusion; Resources; Global; Technology; Sustainability
- Community playback and feedback
- SPSC publishes 13 framing assumptions to guide strategy development in Phase III, to be led by Cabinet
Phase III: Flourishing Post-Pandemic

Expanded Goals

• Advance W&M's distinctive excellence in a rapidly changing environment, thereby raising our profile nationally and globally

• Position W&M for long-term financial sustainability in a way that aligns our operational and financial models with our distinctive academic mission

• Gain positive momentum from W&M's effective pandemic response

Long-Term Vision / Near-Term Action

• Vision: W&M 2030

• Focus: university-level priorities to swiftly advance W&M as a whole

• Shape the next campaign

• New 3-Year Action Plan: optimize what we have learned, surmount short-falls, launch with focus and speed
Phase III: Key Questions

How will it be? What will our community need at the end of the marathon? Potential needs include ...

- Recovery and healing
- "Roaring 20's" return to social life
- "Post-war" transformation of the U.S. workforce and workplaces, via telework
- In-person and place-based matter differently, used differently
- Higher expectations of equity, wellness, anti-racism, environmental stewardship
- Higher urgency for civic education, to sustain democratic institutions

How does W&M turn the momentum of pandemic transformation into long-term advantages for our community?

- Rapid transformation across the institution led to unprecedented success in crisis
- Increased ability to create intimacy, community, via remote platforms
- Increase in applications
- For Liberal Arts & Sciences, new prominence in health sciences, data analytics, questions of ethics and equity, African American history, technology and communications
- Research and evidence-based action shown to be essential in all walks of life and all sectors of the economy
Phase III: Spring 2021 Process

Reflection: reconvene SPSC's subcommittee chairs
- Pandemic stress-test: revisit whitepapers, framing assumptions
  - How have our assumptions been proven, disproven, changed?
  - How have we changed?
  - How have we matured?
  - What changes do we want to continue?
  - What do we want to lay aside?
- Community conversations, playback

Focus: Cabinet revises assumptions in re playback
- What do we already know that we must take swift action on?
- How have we changed in ways that will help us flourish long term?

Vision: President and Senior Team
- Shape vision in consultation with Cabinet and Board
- Shape the next Campaign

Launch Vision 2030 with AY21-24 Action Plan
- Strategic vision and priorities published, with near-term actions to launch AY21-24
- Cabinet implements near-term strategic priorities aligned with long term vision
## Phase III Timeline

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<tr>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>...and beyond</th>
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<tr>
<td>Reflection: white papers and framing assumptions revisited via Community Conversations</td>
<td>Cabinet reviews campus and community feedback, refines and finalizes for publishing to the W&amp;M community</td>
<td>Playback: Cabinet shares revised assumptions for comment</td>
<td>Cabinet reviews, sets near-terms strategic priorities; presentation to BOV, strategic priorities published</td>
<td>Cabinet implements strategic plan; Capital campaign planning begins</td>
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