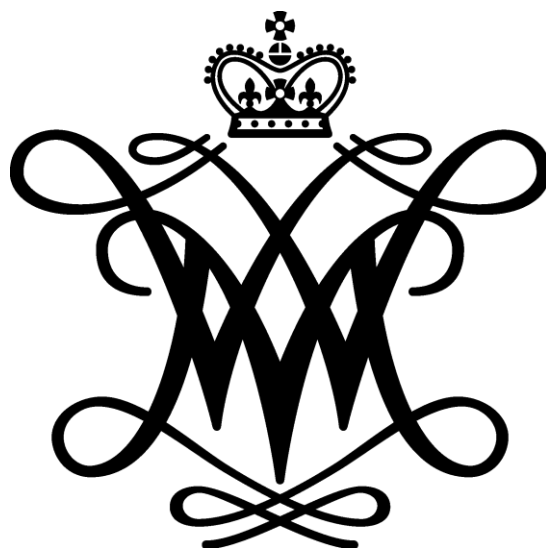


# THE BOARD OF VISITORS OF THE COLLEGE OF WILLIAM & MARY IN VIRGINIA

---



---

## COMMITTEE MEETINGS

*Richard Bland College – Social Science, Humanities and English Building*  
*William and Mary - Blow Memorial Hall Board Rooms*

November 16 - 18, 2016

Board of Visitors Committee Meetings  
The College of William and Mary

**WEDNESDAY, NOVEMBER 16:**

1:45 p.m. Coffee available

- A. Opening Remarks
- B. Investment Portfolio Evaluation Overview
  - 1. Enclosure E (*see separate booklet*)
- C. Closed Session (if necessary)

- A. Approval of Minutes – September 22, 2016
- B. Report from Director of Internal Audit
  - 1. **Resolution 2**, page 12
- C. Report from Report from Chief Compliance Officer
- D. Closed Session (if necessary)

**WEDNESDAY, NOVEMBER 16:**

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

- 4:15-4:45 p.m.      Committee on Academic Affairs  
(Provost Halleran)      Lynn M. Dillon, Chair  
Warren W. Buck III      Karen Kennedy Schultz, Vice Chair  
S. Douglas Bunch  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Eric D. Chason, faculty representative
- A. Approval of Minutes – September 22, 2016
  - B. Report from Provost
  - C. Report from Faculty Liaison Committee Chair
  - D. Closed Session (if necessary)
  - E. Action Materials
    - 1. **Resolution 3**, page 14
    - 2. **Resolution 4**, page 15
    - 3. **Resolution 5**, pages 16-17

**BOARD CONFERENCE ROOM - EXECUTIVE COMMITTEE**

- 4:45-6:45 p.m.      Executive Committee  
(Mr. Fox)      Todd A. Stottlemeyer, Chair  
H. Thomas Watkins III, Vice Chair  
Sue H. Gerdelman, Secretary
- Lynn M. Dillon  
Thomas R. Frantz  
Lisa E. Roday  
John Charles Thomas
- A. Approval of Minutes – September 21, 2016
  - B. Discussion topics
  - C. Closed Session (if necessary)

**PLUMERI HOUSE - 119 CHANDLER COURT**

- 7:00 p.m.      Reception and Dinner

Board of Visitors  
SCHEDULE  
November 16-18, 2016

**THURSDAY, NOVEMBER 17:**

**DAWSON CIRCLE in front of Blow Memorial Hall**

7:20 a.m. Depart for Richard Bland College

**SOCIAL SCIENCE, HUMANITIES AND ENGLISH (SSHE) BUILDING, ROOM 107 -  
RICHARD BLAND COLLEGE**

8:30 a.m. Continental breakfast available

Welcome and Opening Remarks

- A. Rector Todd A. Stottlemeyer
- B. John E. Littel, RBC Committee Chair

8:45-9:15 a.m. Campus Tour

9:15-10:45 a.m. Richard Bland College Committee

John E. Littel, Chair  
Sue H. Gerdelman, Vice Chair

(President Sydow)  
Warren W. Buck III  
Lynn M Dillon  
William H. Payne II  
Lisa E. Roday  
Karen Kennedy Schultz  
Brian P. Woolfolk  
D. Jill Mitten, faculty representative  
David J. Snyder IV, student representative

- A. Approval of Minutes – September 21, 2016
- B. General Reports
- C. Action Material
  - 1. **Resolution 1**, page 21
  - 2. **Resolution 10**, page 22 (*joint with William and Mary*)
- D. Informational Material
  - 1. Enclosure A, pages 23-42
  - 2. Enclosure B, pages 43-45
  - 3. Enclosure C, pages 46-47
  - 4. Enclosure D, pages 48-49
- E. Closed Session (if necessary)

11:00 a.m. Roundtable Presentations

Noon Panel Presentation and Working Lunch

1:00 p.m. Depart for Williamsburg

Board of Visitors  
SCHEDULE  
November 16-18, 2016

**THURSDAY, NOVEMBER 17:**

## BOARD ROOM

2:30-3:15 p.m.	Provost Report and Faculty Presentation	Ms. Dillon
----------------	---	------------

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

3:15-4:00 p.m.      Committee on Administration, Buildings  
                                 and Grounds  
                                 (Mr. Jones)  
                                 Warren W. Buck III  
                                 James A. Hixon  
                                 Anne Leigh Kerr  
                                 Karen Kennedy Schultz  
                                 DeRonda M. Short  
                                 Christopher J. Abelt, faculty representative

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

- A. Approval of Minutes – September 22, 2016
- B. Report from Building Official
  - 1. Enclosure F, page 51
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. Enclosure G, pages 52-55
- D. Report from Senior Vice President for Finance and Administration
  - 1. Fair Labor Standards Act (FLSA) Update
  - 2. Enclosure H, pages 56-62
  - 2. **Resolution 6**, pages 63-65
  - 3. **Resolution 7**, pages 66-67
  - 4. **Resolution 8**, pages 68
- E. Closed Session (if necessary)

## BOARD ROOM – COMMITTEE ON STUDENT AFFAIRS

4:00-4:45 p.m.      Committee on Student Affairs  
                              (Ms. Ambler)

Lisa E. Roday, Chair  
 William H. Payne II, Vice Chair

- A. Report from Vice President for Student Affairs
  - 1. Career Development Update
- B. Report from Student Liaisons

Board of Visitors  
SCHEDULE  
November 16-18, 2016

**THURSDAY, NOVEMBER 17:**

## BOARD ROOM – COMMITTEE ON UNIVERSITY ADVANCEMENT

4:45-5:30 p.m. Committee on University Advancement Sue H. Gerdelman, Chair  
(Mr. Lambert) Christopher M. Little, Vice Chair

- A. Approval of Minutes
  - 1. September 23, 2016
  - 2. October 15, 2016 – Campaign Steering Committee
- B. University Advancement Report
- C. Closed Session (if necessary)

## BOARD ROOM – COMMITTEE ON ATHLETICS

5:30-6:00 p.m.	<u>Committee on Athletics</u> (Mr. Driscoll) S. Douglas Bunch Thomas R. Frantz Sue H. Gerdelman Rex K. Kincaid, faculty representative	DeRonda M. Short, Chair H. Thomas Watkins III, Vice Chair
----------------	---	--

- A. Approval of Minutes – September 22, 2016
- B. Closed Session (if necessary)
- C. Competitive Excellence Update
- D. Winter Sports Update
- E. Short Sports Support
- F. Events

6:00 p.m. Recess Committee meetings

## LEADERSHIP HALL – ALUMNI HOUSE

6:30/7:15 p.m. Board Reception and Dinner

Board of Visitors  
SCHEDULE  
November 16-18, 2016

**FRIDAY, NOVEMBER 18:**

**BOARD DINING ROOM**

7:30 a.m. Breakfast available

**BOARD ROOM – Joint meeting: COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES and COMMITTEE ON ACADEMIC AFFAIRS**

8:00-9:30 a.m. Committee on Strategic Initiatives and New Ventures (Mr. Broadus) Thomas R. Frantz, Chair  
H. Thomas Watkins III, Vice Chair

Committee on Academic Affairs (Provost Halleran) Lynn M. Dillon, Chair  
Karen Kennedy Schultz, Vice Chair

- A. Introductory Remarks
- B. Academic Affairs & Strategic Initiatives Joint Session
- C. Strategic Planning Dashboard
  - 1. Enclosure I, pages 73-77
- D. Business Innovation Update
- E. Closed Session (If necessary)

**BOARD ROOM – COMMITTEE ON FINANCIAL AFFAIRS**

9:30-10:45 a.m. Committee on Financial Affairs (Mr. Jones) H. Thomas Watkins III, Chair  
James A. Hixon, Vice Chair

S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little  
Brian P. Woolfolk  
Catherine A. Forestell, faculty representative

- A. Approval of Minutes – September 23, 2016
- B. Reports from Senior Vice President for Finance and Administration and Chief Financial Officer
  - 1. **Resolution 9**, page 79
  - 2. **Resolution 10**, page 80
  - 3. **Resolution 11**, page 81
  - 4. Enclosure J, pages 82-91
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. Enclosure K, page 92
- D. Investments Subcommittee Report
- E. Closed Session (if necessary)

10:45 a.m. Recess Committees

Board of Visitors  
SCHEDULE  
November 16-18, 2016

**FRIDAY, NOVEMBER 18:**

**BOARD ROOM – BOARD OF VISITORS MEETING**

11:00 a.m.                      BOARD MEETING - see MEETING AGENDA                      Mr. Stottlemeyer

**BLOW HALL ROOM 201**

@12:45 p.m.                      Lunch with student and faculty leadership

**SATURDAY, NOVEMBER 19:**

Noon                              Football – W&M vs Richmond – Zable Stadium

7:00 p.m.                      Basketball – W&M vs Presbyterian College – Kaplan Arena



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

November 16-18, 2016  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, page 21	Appointment to Fill Vacancies in the Professionals and Professional Faculty
Resolution 10, page 22	Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2016 ( <i>joint with William and Mary</i> )
Enclosure A, pages 23-42	November RBC-19 Progress Report
Enclosure B, pages 43-45	2016-17 Operating Budget Update
Enclosure C, pages 46-47	Report from Faculty Representative
Enclosure D, pages 48-49	Report from Student Representative

COLLEGE OF WILLIAM AND MARY

Resolution 2, page 12	Approval of 2017 Internal Audit Work Plan
Resolution 3, page 14	Award of Academic Tenure
Resolution 4, page 15	Designated Professorship
Resolution 5, pages 16-17	Retirement of Ilya Spitkovsky Department of Mathematics
Resolution 6, pages 63-65	Resolution to Approve the FY 2017 Transportation Alternatives Set-Aside Project
Resolution 7, pages 66-67	Resolution to Approve Capital Project Construction Procurement Process

Board of Visitors  
AGENDA ITEMS  
November 16-18, 2016

Resolution 8, page 68	Resolution to Approve the Naming of The Martha Wren Briggs Center for the Visual Arts
Resolution 9, page 79	Continuation: William & Mary Promise
Resolution 10, page 80	Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2016 ( <i>joint with Richard Bland College</i> )
Resolution 11, page 81	Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2016
Enclosure E	Investment Update for Periods Ending September 30, 2016 ( <b><i>see separate booklet</i></b> )
Enclosure F, page 51	Report from College Building Official
Enclosure G, pages 52-55	Virginia Institute of Marine Science Capital Outlay Project Progress Report
Enclosure H, pages 56-62	College of William and Mary Capital Outlay Project Progress Report
Enclosure I, pages 73-77	Strategic Planning Dashboard
Enclosure J, pages 82-91	College of William and Mary FY 2016-2017 Operating Budget Summary
Enclosure K, page 92	Virginia Institute of Marine Science FY 2016-2017 Operating Budget Summary

INVESTMENTS SUBCOMMITTEE  
of the  
COMMITTEE ON FINANCIAL AFFAIRS  
November 16, 2016  
2:15 – 3:15 p.m.  
Board Conference Room - Blow Memorial Hall

James A. Hixon, Chair  
Lynn M. Dillon, Vice Chair

- I. Opening Remarks - Mr. Hixon
- II. Investment Portfolio Evaluation Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
  - A. Investment Update for Periods Ending September 30, 2016.  
Enclosure E. (*see separate booklet*)
- III. Closed Session (if necessary)
- IV. Discussion
- V. Adjourn



## Investment Portfolio Evaluation For Periods Ending September 30, 2016:



### Board of Visitors Endowment

#### Contents

- I. Executive Summary
- II. Equity Sector Review
- III. Fixed Income Sector Review
- IV. Green Fund Update



**The Optimal Service Group**

428 McLaws Circle  
Williamsburg, VA 23185  
Toll Free: 1-888-465-8422  
Fax: 1-757-564-3026

<b>Name</b>	<b>Phone</b>	<b>E-mail</b>
Joseph W. Montgomery, CFP®, AIF® Managing Director - Investments	Phone: (757) 220-1782 Mobile: (757) 570-4545	joe.montgomery@wellsfargoadvisors.com
Thomas C. Wilson III, AIF® Managing Director - Investments Institutional Consulting Director	Phone: (804) 559-2922 Mobile: (804) 244-1213	tcwilson@wellsfargoadvisors.com
R. Bryce Lee, CFA, CIMA®, CAIA, FRM, AIF® Senior Institutional Consultant Institutional Consulting Services	Phone: (757) 258-1687 Mobile: (757) 753-5001	bryce.lee@wellsfargoadvisors.com
Robin S. Wilcox, AIF® Vice President - Investments	Phone: (757) 258-5980 Mobile: (757) 753-5057	robin.wilcox@wellsfargoadvisors.com
Brian T. Moore, CIMA®, AIF® Financial Consultant Institutional Consulting Analyst	Phone: (757) 258-1666 Mobile: (757) 753-4875	brian.t.moore@wellsfargoadvisors.com
Karen A. Hawkridge, CIMA®, AIF® Financial Consultant Institutional Consulting Analyst	Phone: (757) 258-1673 Mobile: (804) 852-3549	karen.hawkridge@wellsfargoadvisors.com
H. James Johnson, III Financial Consultant	Phone: (757) 258-1671 Mobile: (757) 634-2021	james.johnson3@wellsfargoadvisors.com

Index Name	3Q16	Fiscal YTD	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	2.8	2.8	15.5	9.2	13.8	7.4
S&P 500	3.9	3.9	15.4	11.2	16.4	7.2
Russell 1000 Value	3.5	3.5	16.2	9.7	16.2	5.9
Russell 1000 Growth	4.6	4.6	13.8	11.8	16.6	8.9
Russell Midcap	4.5	4.5	14.3	9.7	16.7	8.3
Russell Midcap Value	4.5	4.5	17.3	10.5	17.4	7.9
Russell Midcap Growth	4.6	4.6	11.2	8.9	15.9	8.5
Russell 2000	9.1	9.1	15.5	6.7	15.8	7.1
Russell 2000 Value	8.9	8.9	18.8	6.8	15.5	5.8
Russell 2000 Growth	9.2	9.2	12.1	6.6	16.2	8.3
Russell 3000	4.4	4.4	15.0	10.4	16.4	7.4
MSCI EAFE Index	6.5	6.5	7.1	0.9	7.9	2.3
MSCI World Index	5.0	5.0	12.0	6.4	12.3	5.1
MSCI World Ex. US Index	6.4	6.4	7.7	0.8	7.4	2.4
MSCI EM (EMERGING MARKETS)	9.2	9.2	17.2	(0.2)	3.4	4.3
MSCI FM (FRONTIER MARKETS)	2.7	2.7	1.4	0.2	5.1	0.0
MSCI World Ex. US Index	6.4	6.4	7.7	0.8	7.4	2.4
MSCI ACWI	5.4	5.4	12.6	5.7	11.2	4.9
MSCI ACWI ex USA	7.0	7.0	9.8	0.6	6.5	2.6
Barclays U.S. Aggregate	0.5	0.5	5.2	4.0	3.1	4.8
Barclays U.S. Government/Credit	0.4	0.4	5.9	4.2	3.2	4.9
Barclays Intermediate U.S. Government/Credit	0.2	0.2	3.5	2.8	2.5	4.2
Barclays Municipal Bond	(0.3)	(0.3)	5.6	5.5	4.5	4.8
BofA Merrill Lynch Convertible Securities	7.4	7.4	10.0	7.1	11.5	7.2
BofA Merrill Lynch High Yield Master	5.5	5.5	12.8	5.2	8.2	7.5
Citigroup World Government Bond Index	0.3	0.3	9.7	1.8	0.8	4.1
JPM EMBI Global Diversified	4.0	4.0	16.2	8.2	7.8	7.7
Citigroup 3-month T-bill	0.1	0.1	0.2	0.1	0.1	0.8
Dow UBS Commodity Index	(3.9)	(3.9)	(2.6)	(12.3)	(9.4)	(5.3)
HFRI Fund of Funds Composite Index	2.0	2.0	0.1	2.0	3.1	1.7
CS Tremont Managed Futures Index	(3.2)	(3.2)	(2.3)	6.8	1.0	4.1
FTSE Nareit All REITs	(1.0)	(1.0)	20.6	13.7	15.7	6.0

### 3<sup>rd</sup> Quarter Commentary

Financial market performance during the third quarter was characterized by renewed interest in risk assets by market participants as economic fundamentals stabilized. This positive market outlook was supported by data suggesting that conditions in the global economy were not as dour as expected at the start of 2016. A final look at second quarter U.S. economic activity data reflected faster-than-expected growth in the first half of the year. China's economy also expanded during the second quarter, in line with the expansion during the first quarter – alleviating concerns that the country's economy was headed for a sharp deceleration. In Europe and Japan, the Eurozone and UK economies both bested estimates for growth during the first half of the year while Japan's economy narrowly avoided recession.

Global stocks rallied during the third quarter, led by positive performance in emerging, then by international developed and finally US equity markets. Asia carried the bulk of the emerging market equity rally as Chinese stocks posted double digit gains during the third quarter. In international developed markets, Asian stocks (particularly those in Hong Kong) contributed to overall positive market performance during the quarter. Equity markets in the U.S. posted much of their gains during the first few weeks of July as prices subsequently treaded water for the rest of the third quarter. Strengthening jobs reports and data releases pointing to a generally improving U.S. economy led to a rally in stocks during the final weeks of September, allowing U.S. markets to finish in positive territory.

While stocks remained the preferred asset class in the third quarter, ultra-low global interest rates coupled improving market risk sentiment enabled global high yield bonds to outperform peers in the fixed income asset class space. U.S. government bonds at an aggregate level declined in value as market participants avoided safe-haven assets. This move followed a sharp rally in government bonds during the first half of the year as concerns about China and worries about the global economy eased into the second half of the year. For international bonds, emerging markets outperformed developed markets as global market participants searched for yield as global risk sentiment improved. Prices of developed market bonds remained subdued during the third quarter as the European Central Bank (ECB) and Bank of Japan (BoJ) signaled a likely continuation of negative interest rate policies.

Global commodities weakened into the second half of the year as market prices searched for equilibrium in crude oil supply and demand. International oil prices sold off sharply through July and into August, declining at a double digit pace following a strong rally during the first half of the year. Gold prices also weakened during the third quarter, reflecting in part, renewed positive market risk sentiment. Industrial metals prices were a bright spot in the generally weaker commodities complex. Aluminum and iron ore prices gained modestly during the third quarter, helped along by better than expected global economic conditions.

Data Sources: Zephyr StyleAdvisor & Barclay's Capital \*All returns longer than one year are annualized

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

# Executive Summary

## Total Fund Performance Through September 30, 2016

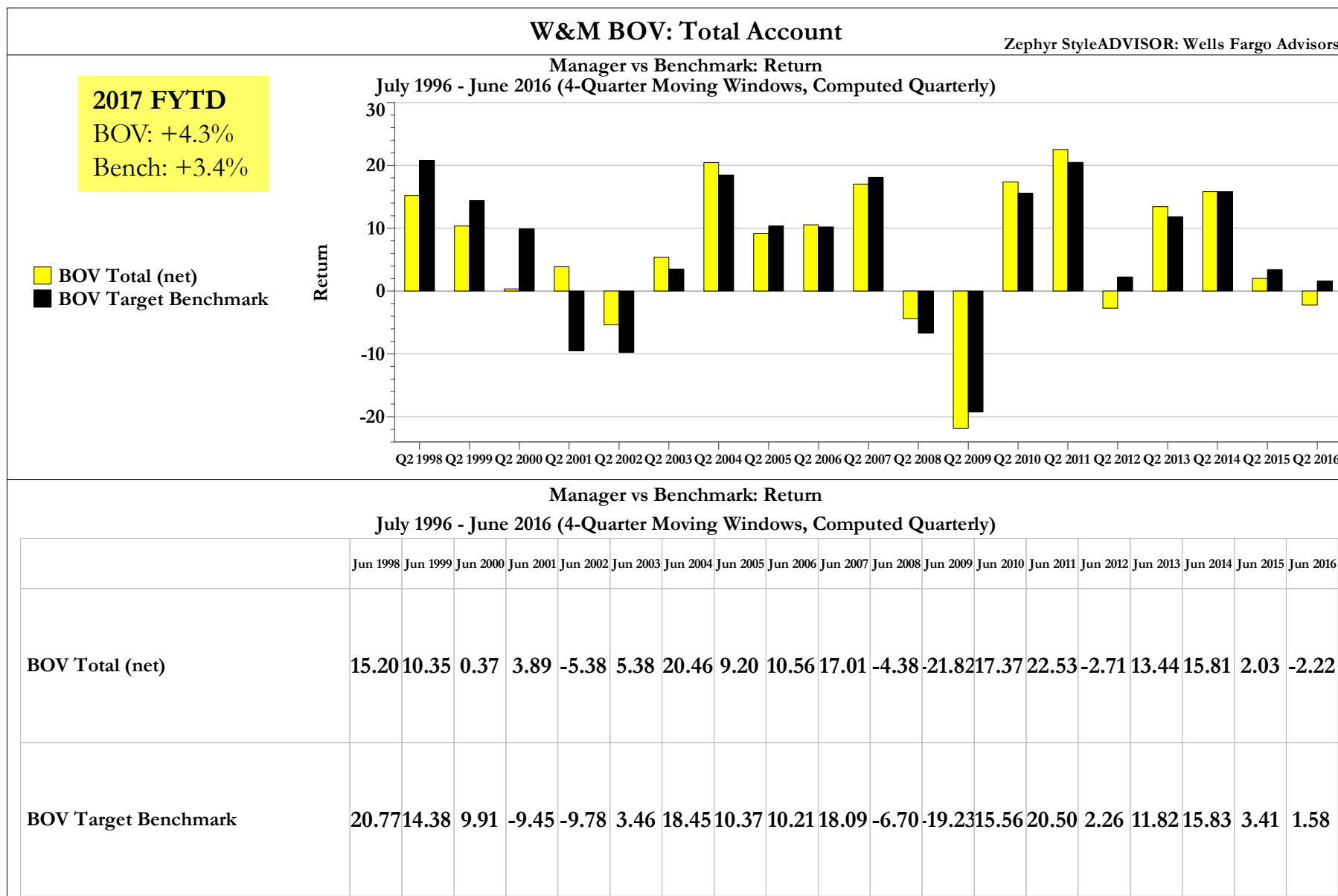
% of Account	\$ Value		3q16	FYTD	One Year	Three Years <sup>1</sup>	Five Years <sup>1</sup>	Seven Years <sup>1</sup>	Ten Years <sup>1</sup>	Changes (1/1/03)	Incept (Mgr)	Incept Bench
100%	\$ 77,429,399	<b>Total BOV Account</b>	4.3	4.3	9.3	4.7	8.8	7.5	5.1	7.7	7.0	7.1
		<b>Target Benchmark<sup>2</sup></b>	3.4	3.4	10.2	6.4	9.5	8.4	5.5	7.9		
		<b>Policy Benchmark<sup>3</sup></b>	2.9	2.9	9.2	6.5	9.4	8.4	5.4	7.5		
7.6%	\$ 5,898,237	<b>Blackrock: Large Cap Value</b>	4.7	4.7	10.7	9.0	14.9	10.8	--	--	5.1	6.2
		Russell 1000 Value	3.5	3.5	16.2	9.7	16.2	12.3	--	--		
7.2%	\$ 5,545,564	<b>Goldman Sachs</b>	4.3	4.3	4.0	6.0	--	--	--	--	7.3	11.7
		S&P 500	3.9	3.9	15.4	11.2	--	--	--	--		
6.1%	\$ 4,702,971	<b>iShares Russell Mid-Cap Growth ETF</b>	4.5	4.5	--	--	--	--	--	--	1.2	1.3
		Russell MidCap Growth	4.6	4.6	--	--	--	-	--	--		
6.7%	\$ 5,173,854	<b>Artisan Mid Cap Value</b>	4.1	4.1	14.1	3.8	12.3	--	--	--	15.3	19.5
		Russell MidCap Value	4.5	4.5	17.3	10.5	17.4	--	--	--		
7.3%	\$ 5,619,354	<b>Dreyfus Small Cap Index</b>	7.1	7.1	--	--	--	--	--	--	10.8	9.3
		Russell 2000	9.1	9.1	--	--	--	--	--	10.5		
6.6%	\$ 5,106,380	<b>Dodge &amp; Cox International</b>	10.2	10.2	5.6	0.1	--	--	--	--	6.4	6.5
7.6%	\$ 5,922,163	<b>MFS International</b>	5.4	5.4	16.5	--	--	--	--	--	8.8	(0.9)
		MSCI EAFE	6.5	6.5	7.1	0.9	--	--	--	--		
5.9%	\$ 4,579,414	<b>Oppenheimer Developing Markets</b>	8.8	8.8	--	--	--	--	--	14.4	(3.9)	(7.0)
		MSCI EM (Emerging Markets)	9.2	9.2	--	--	--	--	--	11.6		
12.4%	\$ 9,636,971	<b>Pioneer Strategic Income</b>	2.9	2.9	7.8	4.5	5.5	--	--	--	6.0	4.2
12.2%	\$ 9,483,544	<b>Dodge &amp; Cox Income Fund</b>	1.8	1.8	7.1	--	--	--	--	--	3.9	4.0
		Barclays U.S. Aggregate	0.5	0.5	5.2	4.0	3.1	4.1	4.8	--		
5.2%	\$ 4,031,861	<b>GMO: Global Fixed Inc</b>	0.5	0.5	9.1	3.1	3.3	5.5	4.5	5.6	5.6	4.5
		Citigroup World Govt Bond Index	0.3	0.3	9.7	1.8	0.8	1.9	4.1	4.5		
5.4%	\$ 4,187,139	<b>GMO: Emerging Mkt Fixed Inc</b>	6.2	6.2	21.7	8.7	10.9	12.1	9.4	12.5	12.5	9.2
		JPM EMBI Global Diversified	4.0	4.0	16.2	8.2	7.8	7.9	7.7	9.2		
8.3%	\$ 6,454,498	<b>Combined Alternatives (1 mo lag)</b>	0.0	0.0	(4.6)	1.6	1.1	--	--	--	1.5	2.4
		HFRI FOFs Index (1 mo lag)	1.5	1.5	(1.8)	2.5	2.4	--	--	--		

1 Annualized

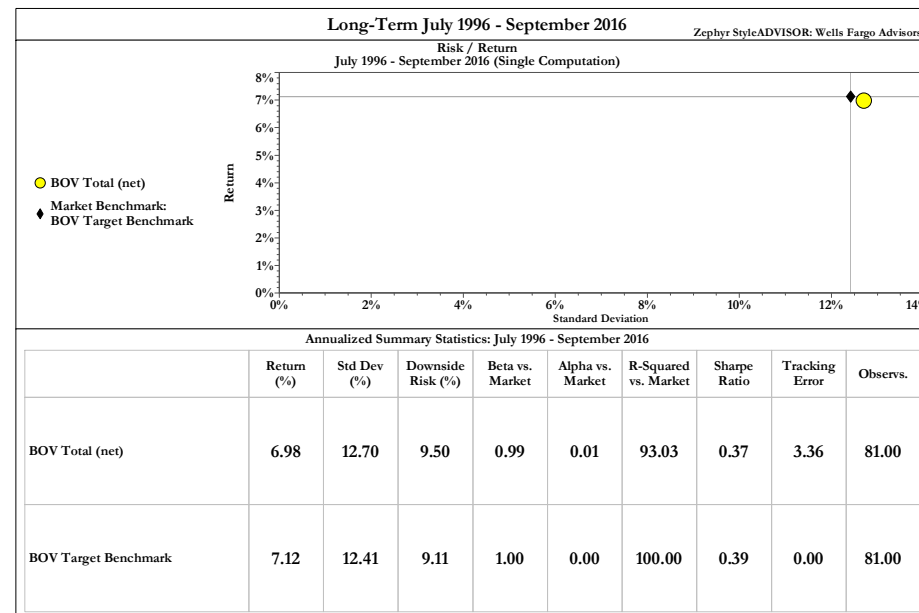
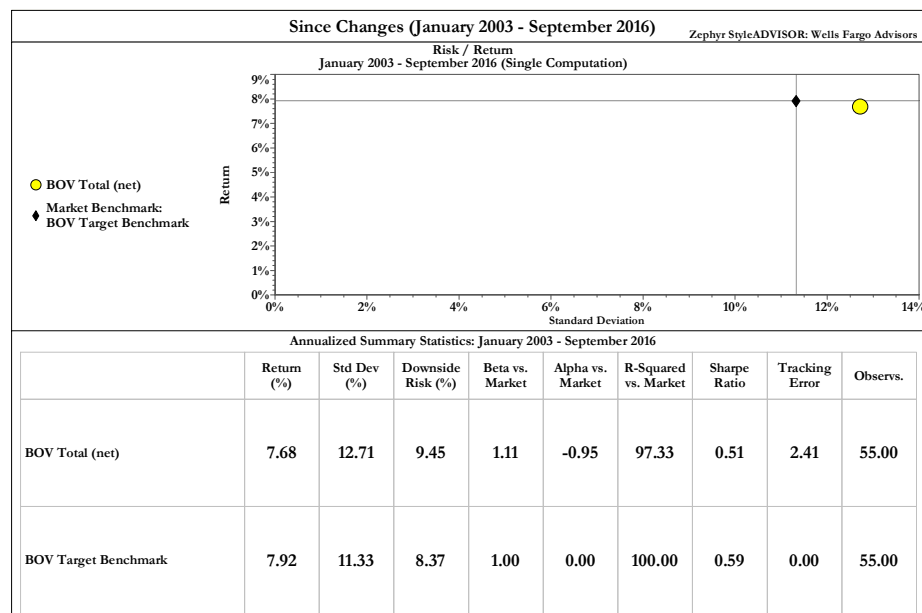
2 From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays US Aggregate, 2.5% Citi World Government Bond, 2.5% JPM EMBI+; Prior to 1/1/03, 60% Russell 3000, 15% MSCI World Ex-US, 25% Barclays Aggregate

3 From 3/1/12, 44% Russell 3000, 35% Barclays US Aggregate, 11% MSCI World ex US, 10% HFRI; From 1/1/10, 44% Russell 3000, 40% Barclays US Aggregate, 11% MSCI World ex US, 5% HFRI; From 1/1/96 60% Russell 3000, 25% Barclays US Aggregate, 15% MSCI World Ex US

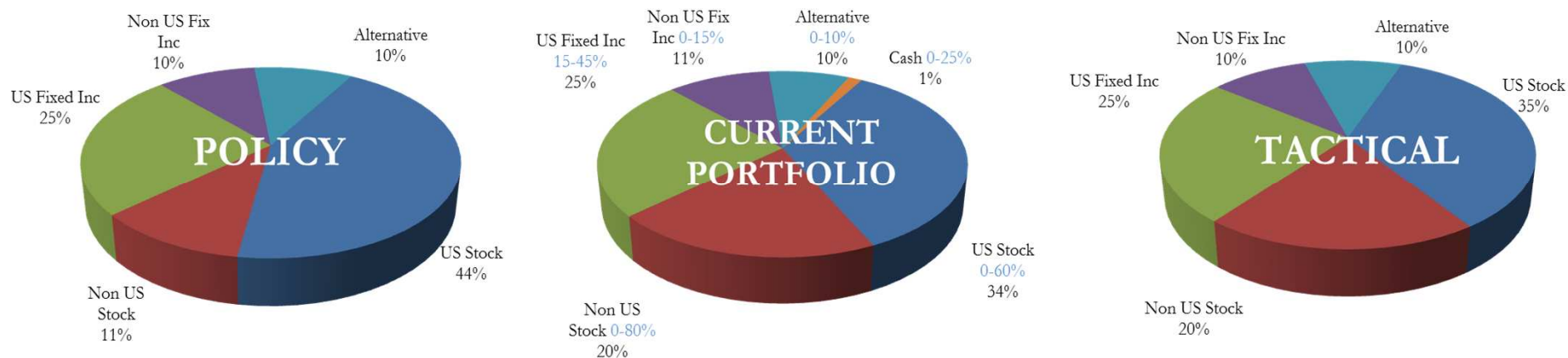
+ Quarterly performance results prior to the third quarter of 2002, were provided by Delaware Investments Advisors and Lazard Asset Management. There were no calculations by Wells Fargo Advisors to ensure the accuracy of the results. Based on information provided by SunTrust, Wells Fargo Advisors began calculating quarterly results starting in the 4<sup>th</sup> quarter of 2002. There is no guarantee as to the accuracy of our calculations for the managers or the Total BOV Account.







\* BOV Target Benchmark = From 1/1/03, 40% S&P 500, 12.5% Russell Midcap, 7.5% Russell 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays Capital U.S. Aggregate, 6% Citi World Government Bond Index. Prior to 1/1/03, 60% Russell 3000, 15% MSCI World Ex-US, 25% Barclays Capital U.S. Aggregate Bond Index. From 11/1/09, 25% S&P 500, 12% Russell Midcap, 7% Russell 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays Capital U.S. Aggregate, 5% Citi World Government Bond Index, 5% JPM EMBI Global Diversified, 5% HFRI FoF Index.



Manager	Domestic Fixed Income	Global Fixed Income	Domestic Equity	Non-US Equity	Alternative	Cash Equiv.	Total
Goldman Sachs Large Growth	0	0	5,545,564	0	0	0	5,545,564
Blackrock Large Value	0	0	5,898,237	0	0	0	5,898,237
Dodge & Cox International	0	0	0	5,106,380	0	0	5,106,380
Grantham, Mayo Int'l and EMD	0	8,219,000	0	0	0	0	8,219,000
Artisan Midcap Value	0	0	5,173,854	0	0	0	5,173,854
MFS International Value	0	0	0	5,922,163	0	0	5,922,163
Dreyfus Small Cap	0	0	5,619,354	0	0	0	5,619,354
Oppenheimer Developing Mkts	0	0	0	4,579,414	0	0	4,579,414
iShares Russell Mid Growth ETF	0	0	4,702,971	0	0	0	4,702,971
Pioneer Strategic Income	9,636,971	0	0	0	0	0	9,636,971
Dodge & Cox Income Fund	9,483,544	0	0	0	0	0	9,483,544
Cash & Equivalents	0	0	0	0	0	1,087,451	1,087,451
Combined Alternatives	0	0	0	0	6,454,498	0	6,454,498
<b>Total BOV Account</b>	<b>19,120,514</b>	<b>8,219,000</b>	<b>26,939,980</b>	<b>15,607,956</b>	<b>6,454,498</b>	<b>1,087,451</b>	<b>77,429,399</b>
<b>% of Total Fund</b>	<b>24.7%</b>	<b>10.6%</b>	<b>34.8%</b>	<b>20.2%</b>	<b>8.3%</b>	<b>1.4%</b>	

\* Values (except "Alternatives") are reflected at market as reported by SunTrust; Alternatives are reported by Wells Fargo Advisors; beginning and ending market values include accrued income on fixed income assets only. Private Equity Partners II values were reported by W&M.

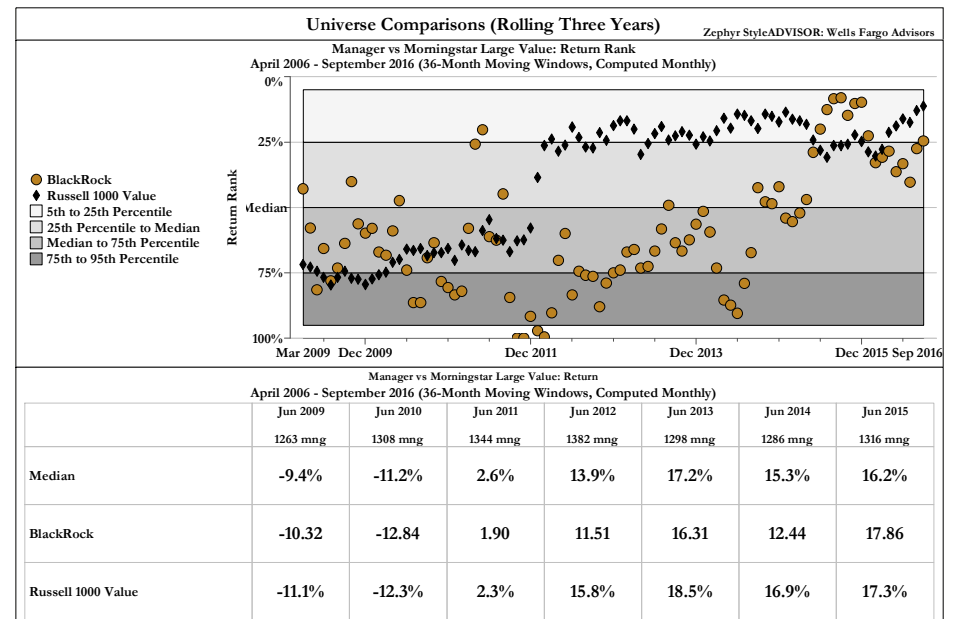
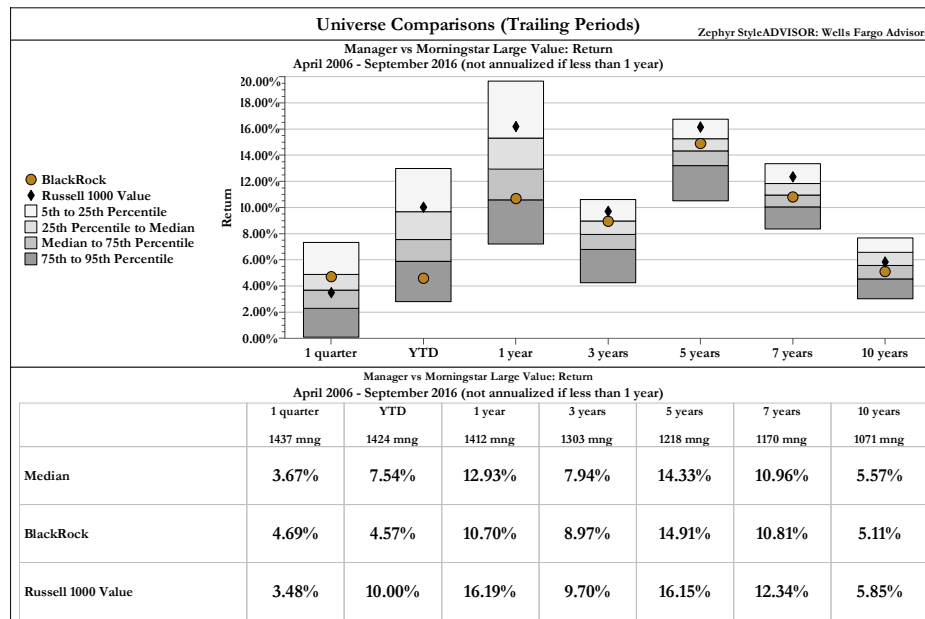
*July 1, 2016 – September 30, 2016*

	<b>William &amp; Mary BOV Endowment</b>
<b>6/30/16 Market Value</b>	<b>74,602,228</b>
Net Additions/Withdrawals	(408,291)
Expenses	<u>(25,923)</u>
<i>Net Cash Flow</i>	<i>(434,215)</i>
Net Income	324,341
Net Realized Gain/(Loss)	215,386
Change Unrealized Gain/(Loss)	<u>2,721,659</u>
<i>Total Investment Gain/(Loss)</i>	<i>3,261,386</i>
<b>9/30/16 Market Value</b>	<b>77,429,399</b>

• *All account values (excluding “Alternatives”) are reported by SunTrust; “Alternative values are reported by Wells Fargo Advisors; to comply with GIPS Performance reporting standards, beginning and ending market values include fixed income accruals.*

## II. Equity Sector (Large-Cap Value\*)

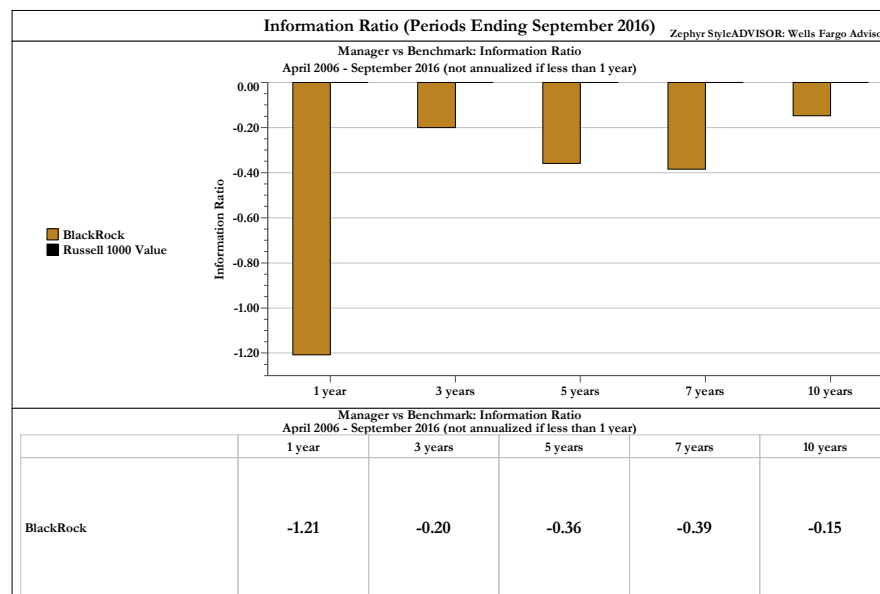
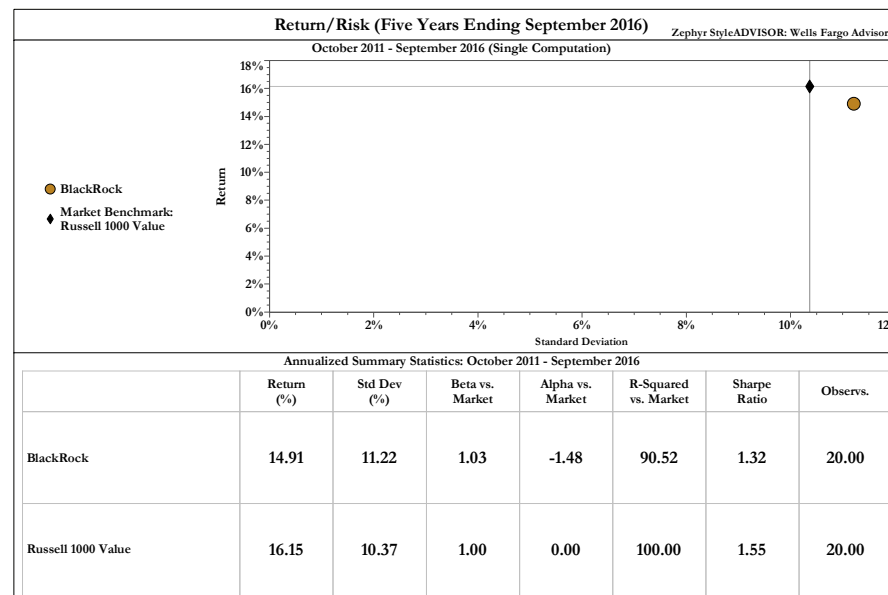
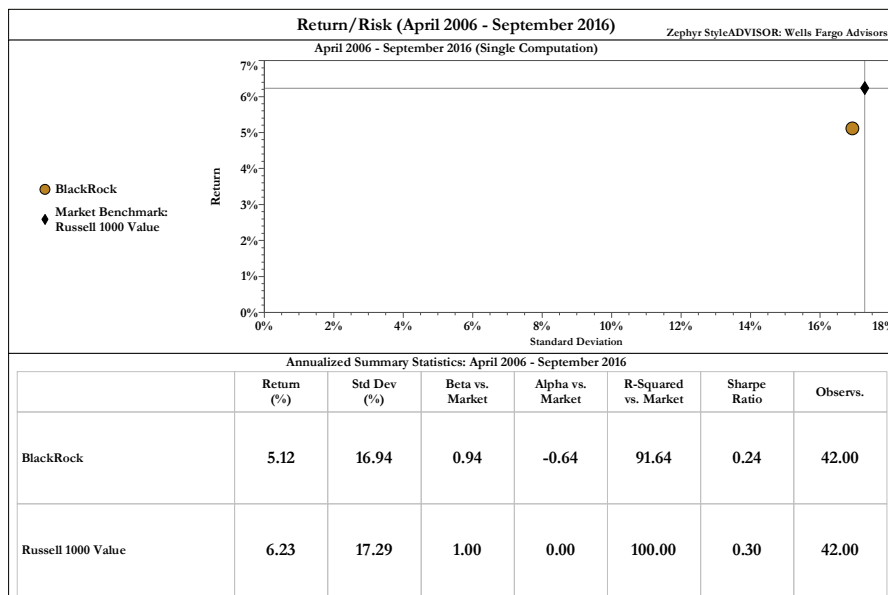
Periods Ending September 30, 2016 - Performance

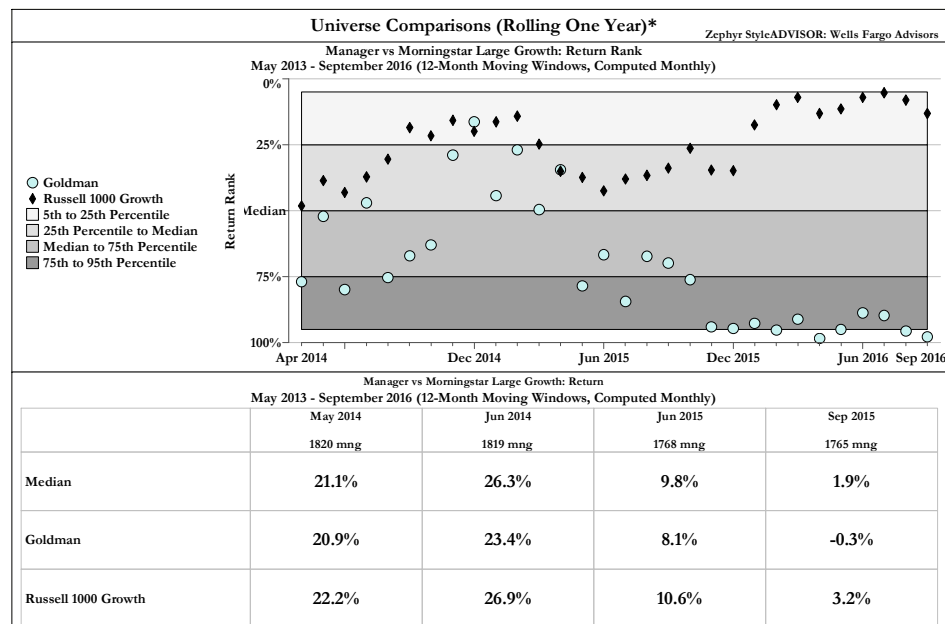
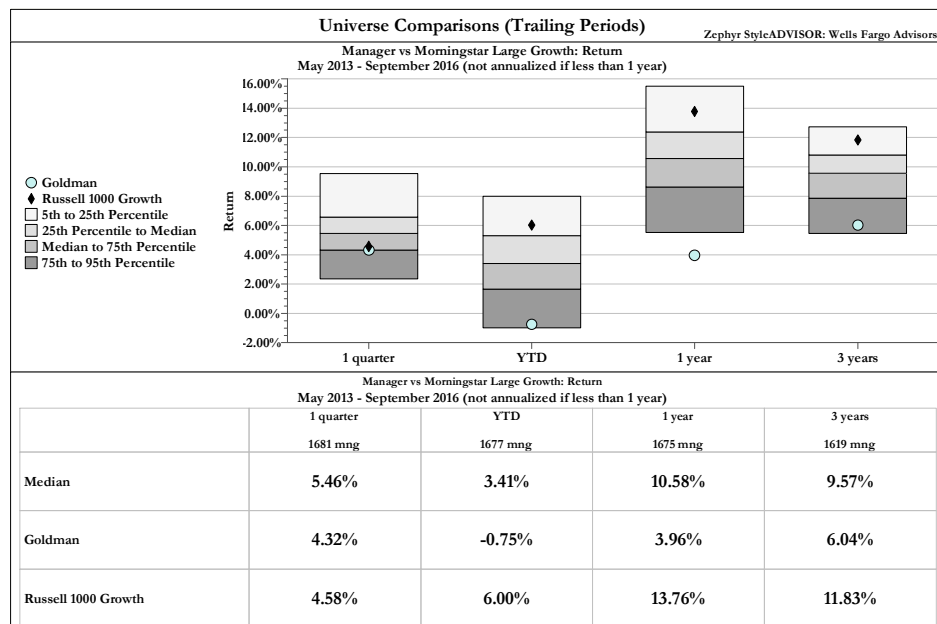


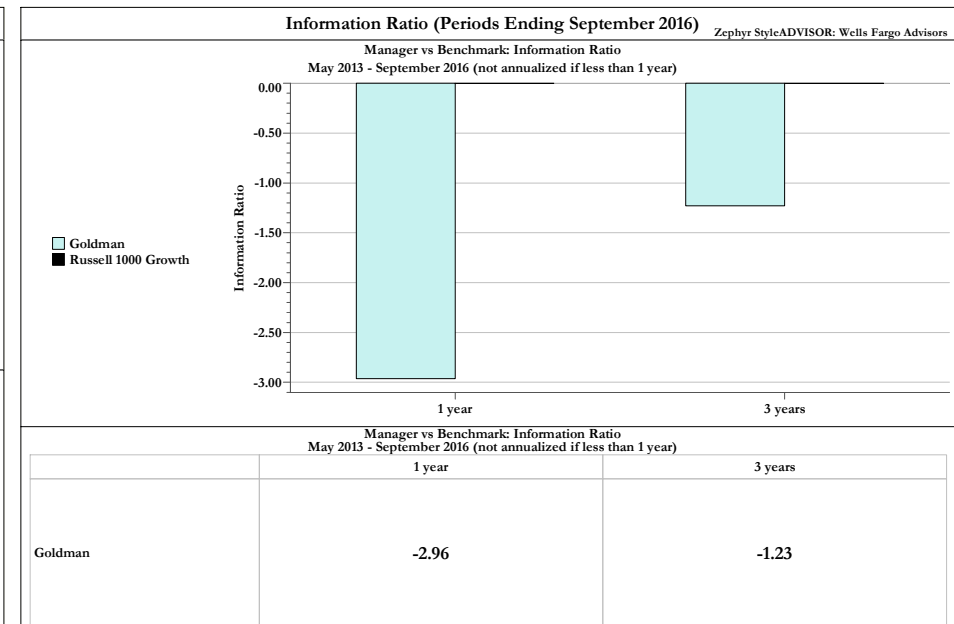
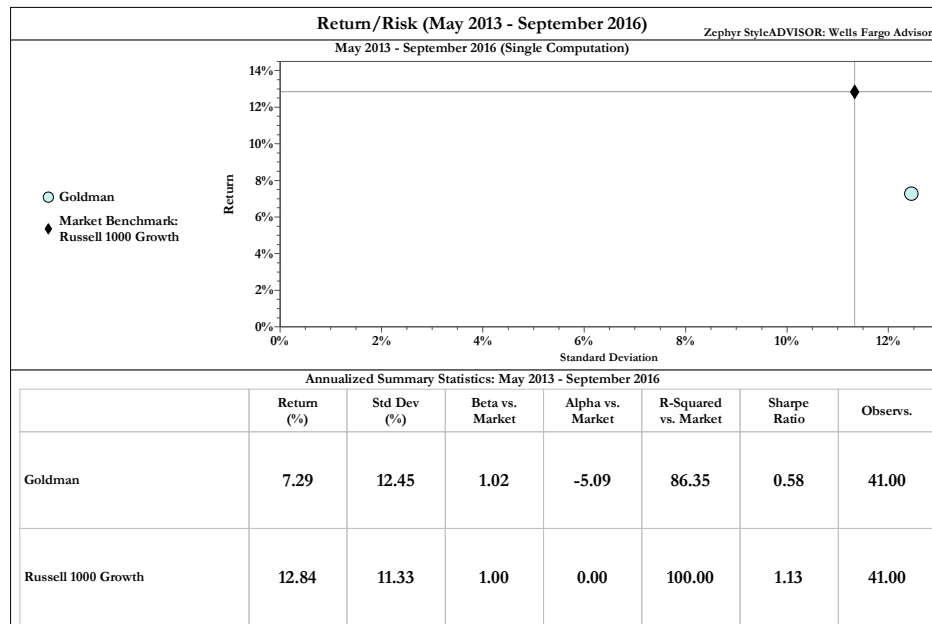
\* Please note that we have linked Blackrock's composite historical returns for periods prior to 5/1/06 with BOV actual results starting on May 1, 2006.

# Equity Sector (Large-Cap Value\*)

Period Ending September 30, 2016 – Risk Measures







Characteristic	Blackrock	Goldman	Combined BOV Large-	S&P 500	Over/(Under) Weight
Median Cap (\$MM)	33,230	88,856	60,189	18,900	41,289
Avg Cap (\$MM)	110,670	192,456	150,308	134,710	15,598
Yield (%)	2.25	1.27	1.78	2.11	(0.33)
P/E Ratio	18.63	27.67	23.01	22.71	0.30
Price / Book	2.62	4.56	3.56	4.51	(0.95)
# of Stocks	86	20	96	505	

**Blackrock**

Top Ten Equity Holdings	% of Portfolio
JPMorgan Chase	4.9
Bank of America	3.6
Cisco Systems	3.5
Pfizer	3.2
US Bancorp	3.1
Comcast	2.7
Aetna Inc	2.4
Carnival	2.1
Goldman Sachs	2.1
Apple	2.1

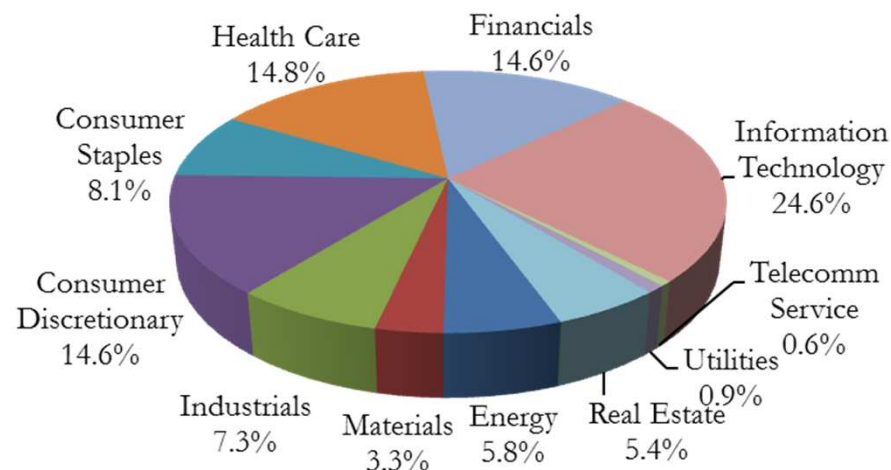
**Goldman**

Top Ten Equity Holdings	% of Portfolio
Apple Inc.	10.6
Alphabet, Inc.	6.3
Mastercard, Inc.	6.3
Costco Wholesale Corp.	6.2
American Tower Corp.	6.2
Facebook, Inc.	5.7
Abbott Laboratories	5.3
Amazon.com, Inc.	5.2
Intercontinental Exchange, Inc.	5.2
NIKE, Inc.	5.2

Data Source: Goldman, Blackrock, InvestorForce



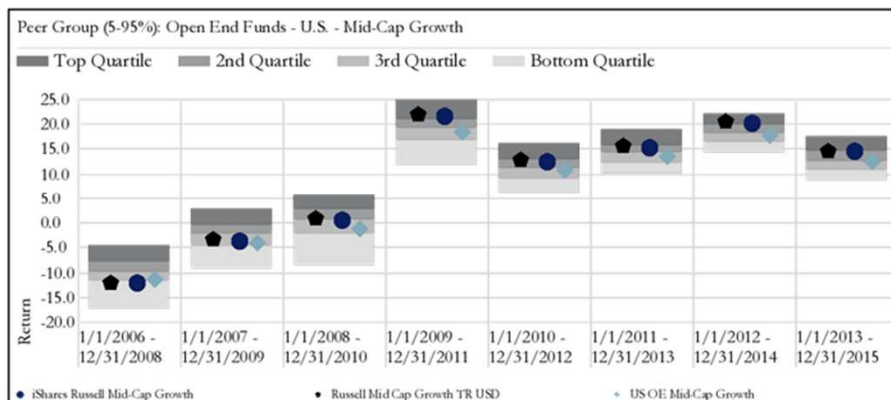
**Combined BOV Large-Cap Sector Distribution**



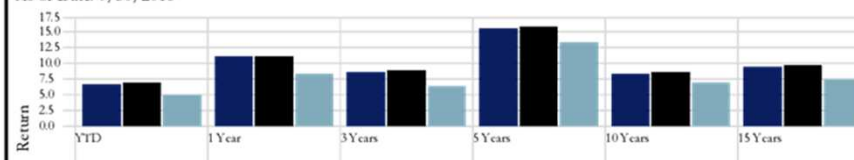
	Blackrock Weight	Goldman Weight	Combined BOV Large-	S&P 500 Weight	Over / (Under)
Energy	11.2%	0.0%	5.8%	7.3%	-1.5%
Materials	3.5%	3.1%	3.3%	2.9%	0.4%
Industrials	6.5%	8.2%	7.3%	9.7%	-2.4%
Consumer Discretionary	11.4%	18.0%	14.6%	12.5%	2.1%
Consumer Staples	6.5%	9.7%	8.1%	9.9%	-1.8%
Health Care	17.8%	11.6%	14.8%	14.7%	0.1%
Financials	23.4%	5.3%	14.6%	12.8%	1.8%
Information Technology	16.7%	33.1%	24.6%	21.2%	3.4%
Telecomm Service	1.2%	0.0%	0.6%	2.6%	-2.0%
Utilities	1.8%	0.0%	0.9%	3.6%	-2.7%
Real Estate	0.0%	11.1%	5.4%	3.1%	2.3%
Cash & Equiv	2.38%	2.30%	2.3%	0.0	2.3%

Data Source: Goldman, Blackrock, InvestorForce

## Equity Sector (Mid Cap Growth)



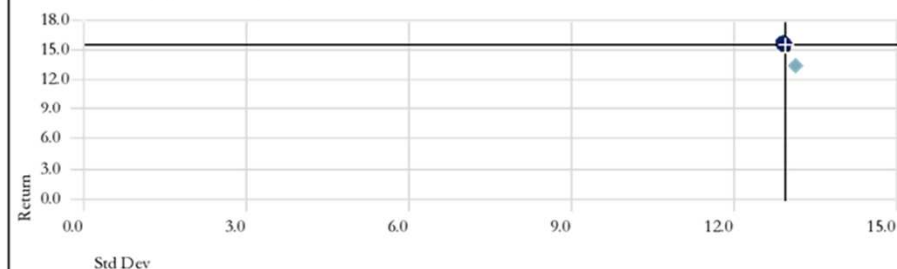
As of Date: 9/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
iShares Russell Mid-Cap Growth	6.70	11.05	8.69	15.63	8.30	9.44
Russell Mid Cap Growth TR USD	6.84	11.24	8.90	15.85	8.51	9.66
US OE Mid-Cap Growth	4.95	8.46	6.33	13.48	6.89	7.39

Time Period: 10/1/2011 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
iShares Russell Mid-Cap Growth	-0.39	11.68	35.44	15.62	-1.82	26.10	45.95	-44.40	11.19	10.44	11.82	15.15	42.38	-27.55
Russell Mid Cap Growth TR USD	-0.20	11.90	35.74	15.81	-1.65	26.38	46.29	-44.32	11.43	10.66	12.10	15.48	42.71	-27.41
US OE Mid-Cap Growth	-0.95	7.00	34.93	14.07	-3.96	24.61	39.11	-43.77	15.09	9.00	9.84	13.23	35.96	-27.24

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 1: Russell Mid Cap Growth TR USD

	Inv	Bmk1
Return	15.63	15.85
Std Dev	12.91	12.93
Downside Deviation	0.07	0.00
Alpha	-0.18	0.00
Beta	1.00	1.00
R2	100.00	100.00
Tracking Error	0.04	0.00
Treynor Ratio (geo)	15.54	15.74
Sharpe Ratio	1.19	1.20
Information Ratio (geo)	-5.36	

Portfolio Date: 9/30/2016

	%
*Basic Materials	3.1
*Consumer Cyclical	23.2
*Financial Services	4.4
*Real Estate	4.8
*Consumer Defensive	9.7
*Healthcare	15.0
*Communication Services	0.4
*Energy	1.5
*Industrials	19.3
*Technology	18.3
*Other	0.1
<b>Total</b>	<b>100.0</b>

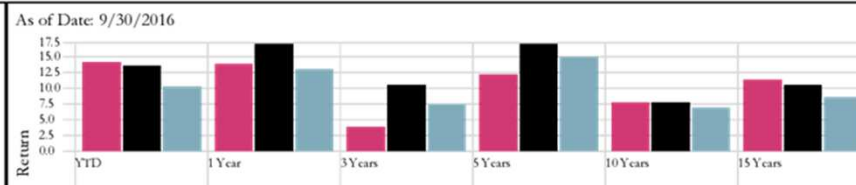
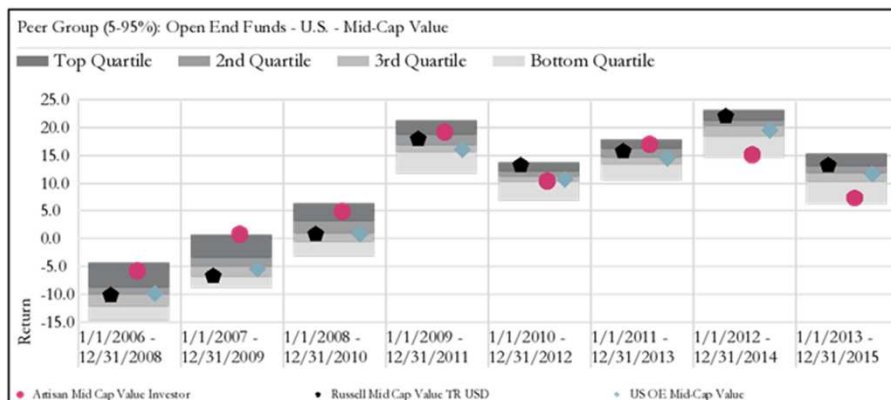
Portfolio Date: 10/26/2016

	Portfolio Weighting %
NVIDIA Corp	1.38
O'Reilly Automotive Inc	0.98
Equinix Inc	0.95
Intuitive Surgical Inc	0.94
Ross Stores Inc	0.94
Electronic Arts Inc	0.90
Newell Brands Inc	0.90
LinkedIn Corp Class A	0.83
Zoetis Inc	0.83
Fiserv Inc	0.83

Ticker	IWP
Inception Date	7/17/2001
Morningstar Rating Overall	★★★★
Fund Size	6,226,012,483
Annual Report Net Expense Ratio	0.25
Management Fee	0.25
Average Market Cap (mil)	11,111.51

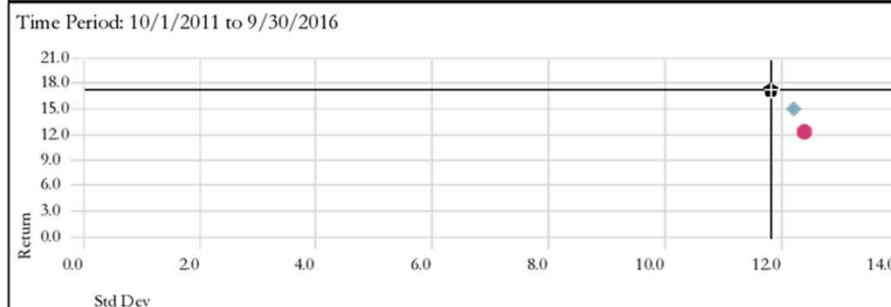
Source: Morningstar Direct

## Equity Sector (Mid Cap Value)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Artisan Mid Cap Value Investor	14.19	14.10	3.84	12.33	7.83	11.39
Russell Mid Cap Value TR USD	13.72	17.26	10.49	17.38	7.89	10.72
US OE Mid-Cap Value	10.21	13.26	7.57	15.13	6.83	8.63



Time Period: 1/1/2002 to 12/31/2015

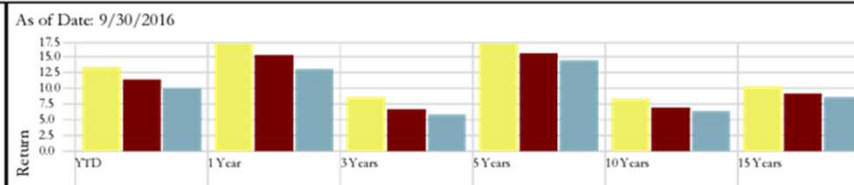
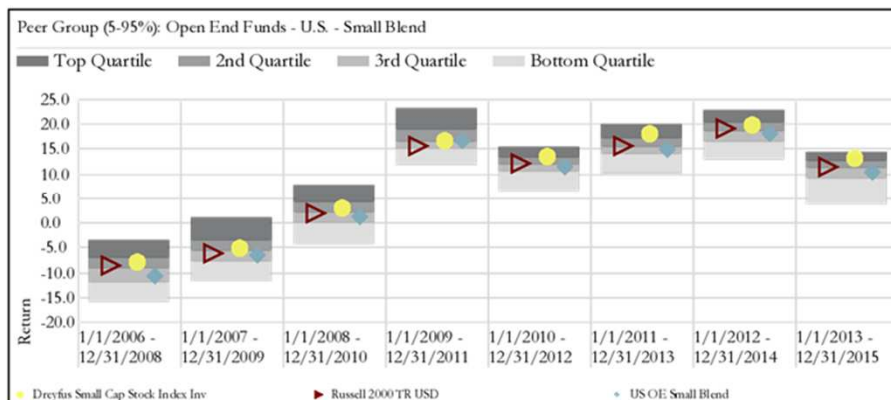
	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Artisan Mid Cap Value Investor	-9.89	1.52	35.80	11.39	6.42	14.37	39.25	-27.56	1.65	14.20	15.46	26.20	36.83	-3.87
Russell Mid Cap Value TR USD	-4.78	14.75	33.46	18.51	-1.38	24.75	34.21	-38.44	-1.42	20.22	12.65	23.71	38.07	-9.64
US OE Mid-Cap Value	-5.41	9.31	35.14	16.60	-3.96	21.92	35.41	-36.77	0.83	15.87	8.82	17.85	33.85	-13.25

Time Period: 10/1/2011 to 9/30/2016			Portfolio Date: 9/30/2016	
Display Benchmark 1: Russell Mid Cap Value TR USD				%
	Inv	Bmk1		
Return	12.33	17.38	• Basic Materials	10.2
Std Dev	12.40	11.83	• Consumer Cyclical	19.5
Downside Deviation	3.26	0.00	• Financial Services	22.1
Alpha	-4.44	0.00	• Real Estate	1.8
Beta	1.00	1.00	• Consumer Defensive	0.0
R2	91.89	100.00	• Healthcare	1.8
Tracking Error	3.53	0.00	• Utilities	1.6
Treynor Ratio (geo)	12.18	17.27	• Communication Services	0.0
Sharpe Ratio	1.00	1.41	• Energy	11.4
Information Ratio (geo)	-1.22		• Industrials	16.4
			• Technology	15.3
			<b>Total</b>	<b>100.0</b>

Portfolio Date: 9/30/2016		Portfolio Date: 9/30/2016	
	Portfolio Weighting %	Ticker	
Devon Energy Corp	4.11	ARTQX	
Apache Corp	3.36	Inception Date	3/28/2001
Air Lease Corp Class A	3.10	Morningstar Rating Overall	★★★
Alleghany Corp	2.95	Fund Size	4,183,602,116
Arrow Electronics Inc	2.93	Annual Report Net Expense Ratio	1.19
Avnet Inc	2.73	Management Fee	0.93
Hess Corp	2.60	Average Market Cap (mil)	9,139.78
Fifth Third Bancorp	2.56		
Jacobs Engineering Group Inc	2.51		
Celanese Corp	2.43		

Source: Morningstar Direct

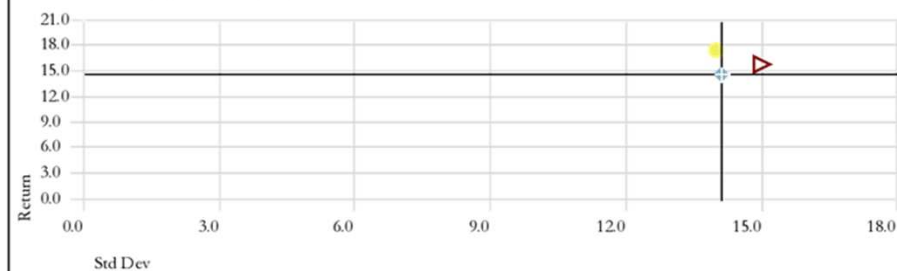
## Equity Sector (Small Cap )



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dreyfus Small Cap Stock Index Inv	13.33	17.49	8.62	17.46	8.45	10.46
Russell 2000 TR USD	11.46	15.47	6.71	15.82	7.07	9.26
US OE Small Blend	10.11	13.08	5.73	14.61	6.28	8.72

Time Period: 10/1/2011 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Dreyfus Small Cap Stock Index Inv	-2.24	5.41	40.76	16.02	0.82	26.05	25.22	-30.77	-0.62	14.69	7.31	22.21	37.74	-14.73
Russell 2000 TR USD	-4.41	4.89	38.82	16.35	-4.18	26.85	27.17	-33.79	-1.57	18.37	4.55	18.33	47.25	-20.48
US OE Small Blend	-5.38	3.79	37.39	15.46	-4.07	25.61	31.80	-36.56	-1.10	15.03	6.75	18.94	43.41	-16.22

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 2: Russell 2000 TR USD	Inv	Bmk2
Return	17.46	15.82
Std Dev	13.98	15.02
Downside Deviation	1.24	0.06
Alpha	2.87	0.38
Beta	0.92	1.00
R2	97.78	99.99
Tracking Error	2.38	0.12
Treynor Ratio (geo)	18.81	15.68
Sharpe Ratio	1.22	1.05
Information Ratio (geo)	0.77	3.50

Portfolio Date: 9/30/2016

	%
*Basic Materials	8.0
*Consumer Cyclical	13.9
*Financial Services	16.0
*Real Estate	7.0
*Consumer Defensive	2.9
*Healthcare	10.6
*Utilities	3.3
*Communication Services	1.3
*Energy	2.7
*Industrials	17.5
*Technology	16.7
<b>Total</b>	<b>100.0</b>

Portfolio Date: 9/30/2016

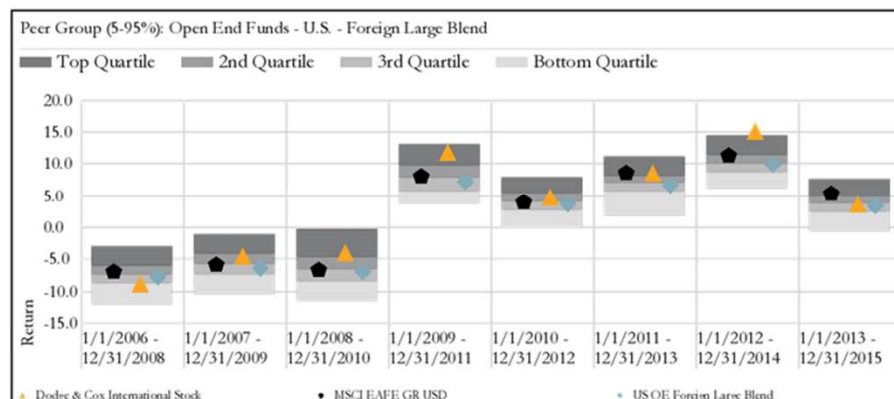
	Portfolio Weighting %
Piedmont Natural Gas Co Inc	0.76
Take-Two Interactive Software Inc	0.60
PDC Energy Inc	0.55
Donnelley Rr & Son	0.50
Medidata Solutions Inc	0.48
B&G Foods Inc	0.48
Blackbaud Inc	0.46
The Chemours Co	0.44
ALLETE Inc	0.44
Avista Corp	0.43

Ticker	DISSX
Inception Date	6/30/1997
Morningstar Rating Overall	★★★★★
Fund Size	1,983,470,964
Annual Report Net Expense Ratio	0.50
Management Fee	0.25
Average Market Cap (mil)	1,442.30

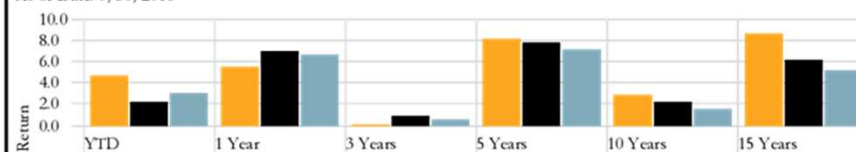
Source: Morningstar Direct



## Equity Sector (International Developed)



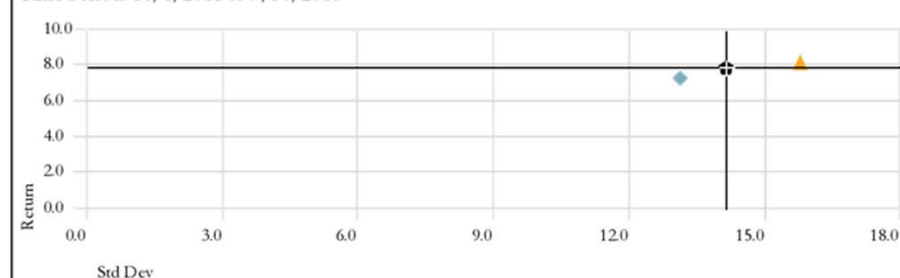
As of Date: 9/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox International Stock	4.74	5.62	0.06	8.17	2.88	8.69
MSCI EAFE GR USD	2.20	7.06	0.93	7.88	2.30	6.28
US OE Foreign Large Blend	3.01	6.71	0.60	7.21	1.62	5.22

Time Period: 10/1/2011 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Dodge & Cox International Stock	-11.35	0.08	26.31	21.03	-15.97	13.69	47.46	-46.69	11.71	28.01	16.75	32.46	49.42	-13.11
MSCI EAFE GR USD	-0.39	-4.48	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17	-15.66
US OE Foreign Large Blend	-1.59	-4.98	19.44	18.29	-13.97	10.24	31.24	-43.99	12.71	24.77	14.72	17.39	33.58	-16.69

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 1: MSCI EAFE GR USD		
	Inv	Bmk1
Return	8.17	7.88
Std Dev	15.81	14.17
Downside Deviation	3.17	0.00
Alpha	-0.07	0.00
Beta	1.07	1.00
R2	91.59	100.00
Tracking Error	4.68	0.00
Treynor Ratio (geo)	7.55	7.78
Sharpe Ratio	0.57	0.60
Information Ratio (geo)	0.06	

Portfolio Date: 9/30/2016

	%
*Brazil	4.6
*China	3.7
France	9.5
*India	3.5
Japan	15.0
*South Africa	5.9
*South Korea	4.8
Switzerland	11.2
*United Kingdom	14.6
*United States	9.9
*Other	17.1
<b>Total</b>	<b>100.0</b>

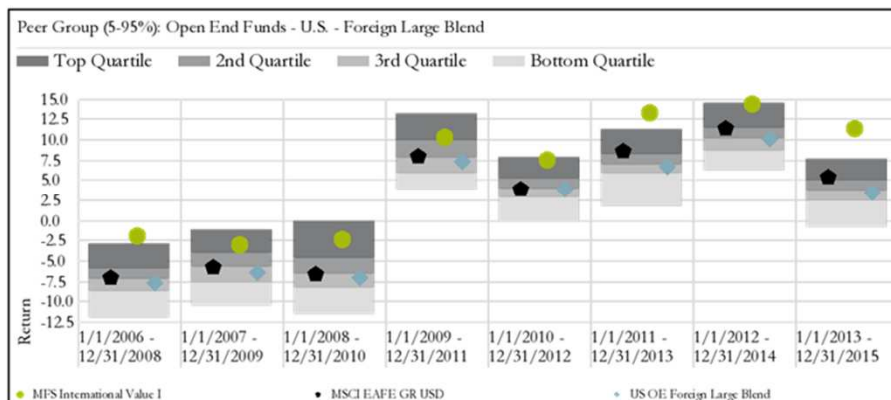
Portfolio Date: 9/30/2016

	Portfolio Weighting %
Samsung Electronics Co Ltd	4.47
Naspers Ltd Class N	4.11
Sanofi SA	3.36
Schlumberger Ltd	3.24
Schneider Electric SE	3.02
Barclays PLC	2.73
Itau Unibanco Holding SA	2.54
ICICI Bank Ltd	2.54
Roche Holding AG	2.48
Bnp Paribas Sa	2.48

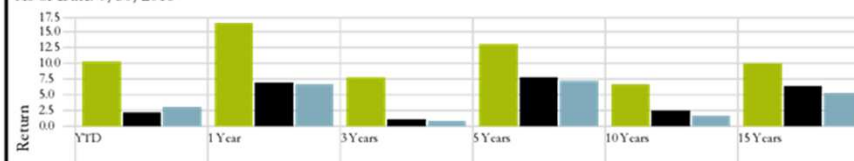
Ticker	DODFX
Inception Date	5/1/2001
Morningstar Rating Overall	★★★
Fund Size	54,830,681,918
Annual Report Net Expense Ratio	0.64
Management Fee	0.60
Average Market Cap (mil)	36,542.35

Source: Morningstar Direct

## Equity Sector (International Developed)



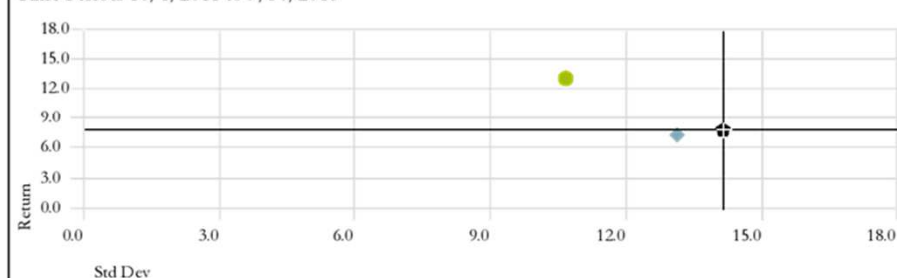
As of Date: 9/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
MFS International Value I	10.47	16.53	7.93	13.06	6.70	10.14
MSCI EAFE GR USD	2.20	7.06	0.93	7.88	2.30	6.28
US OE Foreign Large Blend	3.01	6.71	0.60	7.21	1.62	5.22

Time Period: 10/1/2011 to 9/30/2016



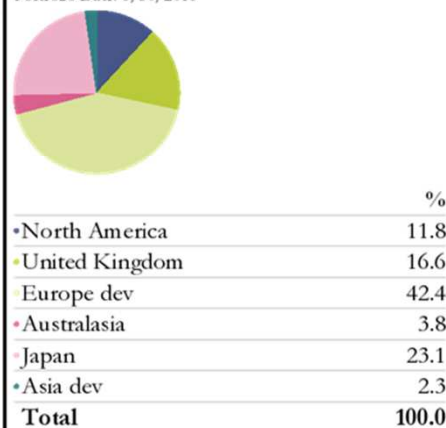
Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
MFS International Value I	6.77	1.52	27.66	16.10	-1.69	9.42	24.94	-31.67	7.54	28.52	14.63	27.46	32.75	-6.56
MSCI EAFE GR USD	-0.39	-4.48	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17	-15.66
US OE Foreign Large Blend	-1.59	-4.98	19.44	18.29	-13.97	10.24	31.24	-43.99	12.71	24.77	14.72	17.39	33.58	-16.69

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 1: MSCI EAFE GR USD		
	Inv	Bmk1
Return	13.06	7.88
Std Dev	10.69	14.17
Downside Deviation	3.39	0.00
Alpha	6.92	0.00
Beta	0.69	1.00
R2	84.07	100.00
Tracking Error	6.11	0.00
Treynor Ratio (geo)	18.73	7.78
Sharpe Ratio	1.20	0.60
Information Ratio (geo)	0.79	

Portfolio Date: 6/30/2016



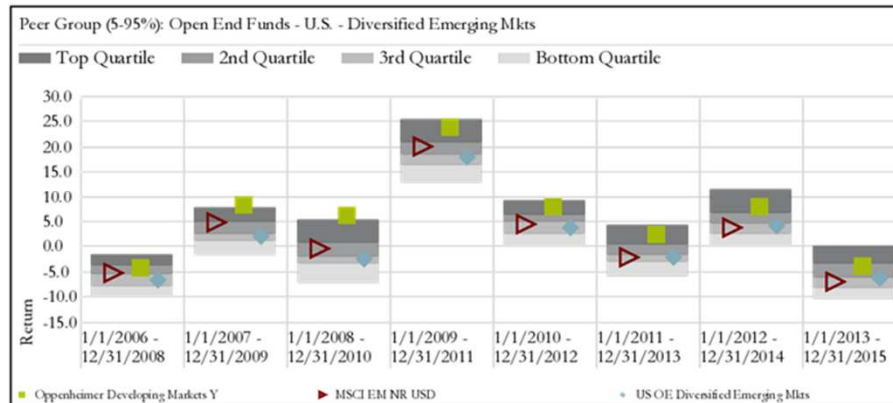
Portfolio Date: 9/30/2016

	Portfolio Weighting %
Nestle SA	4.41
Danone SA	3.62
Reckitt Benckiser Group PLC	3.23
Brambles Ltd	2.83
NVIDIA Corp	2.55
Henkel AG & Co KGaA Pfd Shs - Non-voting	2.53
Compass Group PLC	2.51
KDDI Corp	2.34
Fairfax Financial Holdings Ltd	2.19
Kao Corp	2.13

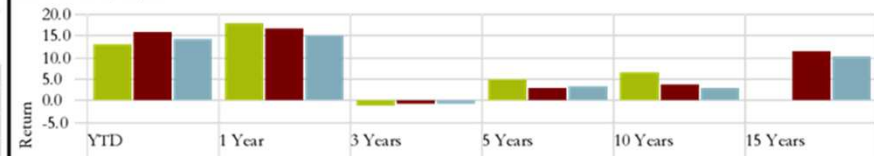
Ticker	MINIX
Inception Date	1/2/1997
Morningstar Rating Overall	★★★★★
Fund Size	25,038,294,605
Annual Report Net Expense Ratio	0.76
Management Fee	0.63
Average Market Cap (mil)	22,025.66

Source: Morningstar Direct

## Equity Sector (Emerging Markets)



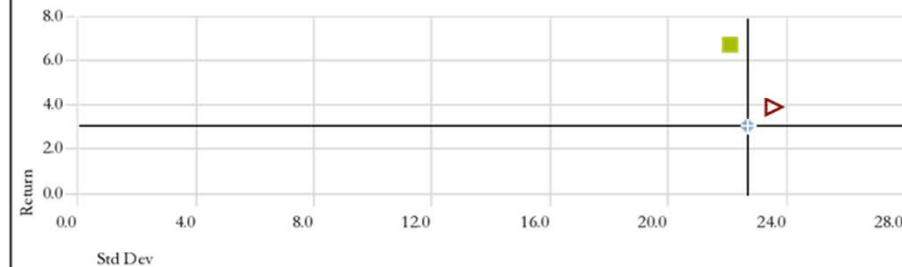
As of Date: 9/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Oppenheimer Developing Markets Y	12.94	18.21	-1.25	4.95	6.73	
MSCI EM NR USD	16.02	16.78	-0.56	3.03	3.95	11.55
US OE Diversified Emerging Mkts	14.21	14.99	-0.66	3.23	3.03	10.42

Time Period: 10/1/2006 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Oppenheimer Developing Markets Y	-13.84	-4.55	8.68	21.29	-17.85	27.39	82.10	-47.84	34.30	25.70				
MSCI EM NR USD	-14.92	-2.19	-2.60	18.22	-18.42	18.88	78.51	-53.33	39.42	32.14	34.00	25.55	55.82	-6.17
US OE Diversified Emerging Mkts	-13.79	-3.01	-0.14	18.15	-19.86	19.26	73.81	-54.44	36.68	32.06	31.54	23.54	55.19	-6.05

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 2: MSCI EM NR USD

	Inv	Bmk2
Return	4.95	3.03
Std Dev	16.05	17.35
Downside Deviation	9.60	11.37
Alpha	-6.07	-7.00
Beta	0.79	0.74
R2	53.95	40.84
Tracking Error	11.35	13.90
Treynor Ratio (geo)	6.17	3.97
Sharpe Ratio	0.37	0.25
Information Ratio (geo)	-0.79	-0.77

Portfolio Date: 9/30/2016

	%
Basic Materials	3.5
Consumer Cyclical	26.3
Financial Services	21.6
Real Estate	2.6
Consumer Defensive	13.4
Healthcare	4.8
Utilities	0.0
Communication Services	0.0
Energy	2.8
Industrials	4.3
Technology	20.8
<b>Total</b>	<b>100.0</b>

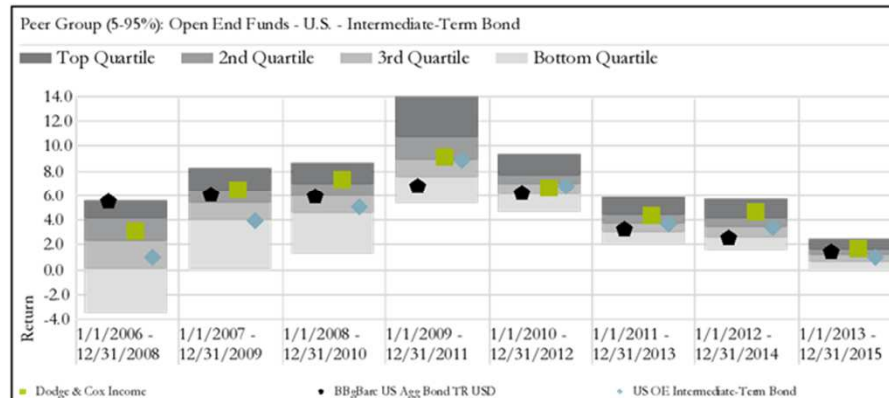
Portfolio Date: 8/31/2016

	Portfolio Weighting %
Tencent Holdings Ltd	5.12
Housing Development Finance Corp Ltd	4.88
Oppenheimer Institutional Money Market E	4.66
Alibaba Group Holding Ltd ADR	4.61
Baidu Inc ADR	4.00
Taiwan Semiconductor Manufacturing Co Ltd	3.76
Magnit PJSC	3.01
Master China Series 1	2.46
OAO Novatek GDR	2.38
AIA Group Ltd	2.38

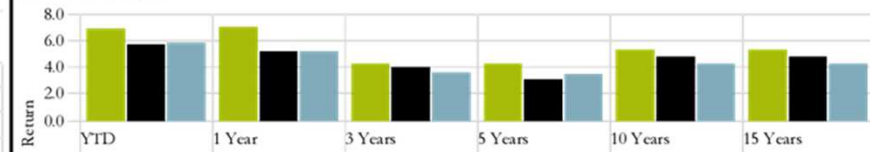
Ticker	DISSX
Inception Date	6/30/1997
Morningstar Rating Overall	★★★★★
Fund Size	1,983,470,964
Annual Report Net Expense Ratio	0.50
Management Fee	0.25
Average Market Cap (mil)	1,442.30

Source: Morningstar Direct

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



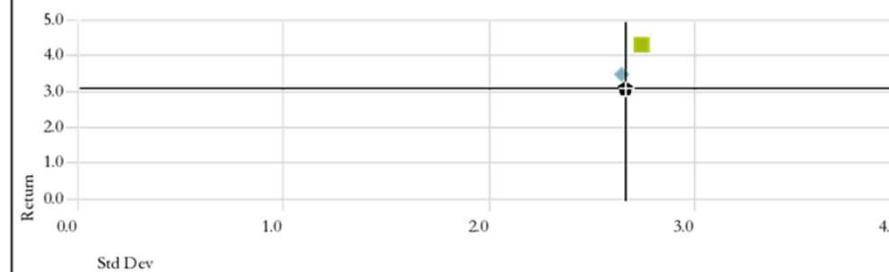
As of Date: 9/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox Income	6.94	7.09	4.29	4.31	5.36	5.32
BBGBarc US Agg Bond TR USD	5.80	5.19	4.03	3.08	4.79	4.80
US OE Intermediate-Term Bond	5.92	5.29	3.67	3.47	4.29	4.29

Time Period: 10/1/2011 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

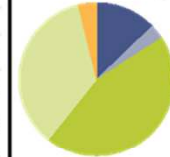
	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Dodge & Cox Income	-0.59	5.48	0.64	7.94	4.76	7.17	16.05	-0.29	4.68	5.30	1.98	3.64	5.97	10.75
BBGBarc US Agg Bond TR USD	0.55	5.97	-2.02	4.21	7.84	6.54	5.93	5.24	6.97	4.33	2.43	4.34	4.10	10.26
US OE Intermediate-Term Bond	-0.26	5.18	-1.42	7.01	5.86	7.72	13.97	-4.70	4.70	4.15	1.80	3.91	5.10	8.04

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 1: BBGBarc US Agg Bond TR USD

	Inv	Bmk1
Return	4.31	3.08
Std Dev	2.74	2.66
Downside Deviation	1.25	0.00
Alpha	1.94	0.00
Beta	0.75	1.00
R2	52.80	100.00
Tracking Error	2.00	0.00
Treynor Ratio (geo)	5.63	2.99
Sharpe Ratio	1.52	1.12
Information Ratio (geo)	0.60	

Portfolio Date: 9/30/2016



	%
*Government	12.8
*Municipal	3.1
*Corporate	44.8
*Securitized	35.6
*Cash & Equivalents	3.8
Derivative	0.0
<b>Total</b>	<b>100.0</b>

Portfolio Date: 9/30/2016

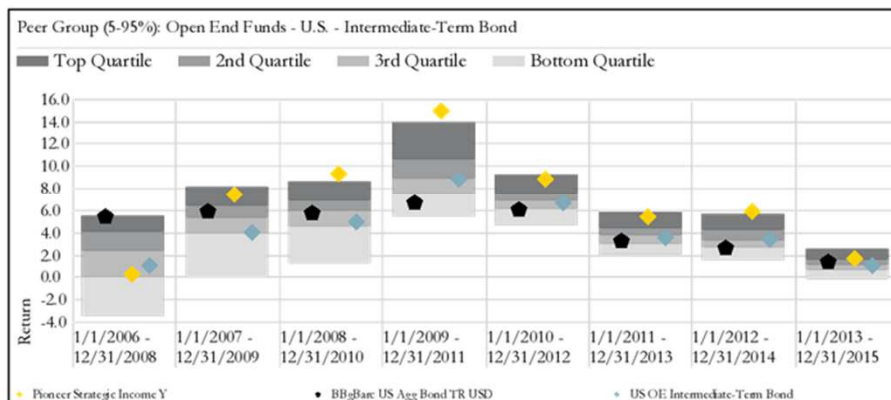
	Portfolio Weighting %
US Treasury Note 1.625%	1.32
Verizon Comms 6.55%	1.30
Rio Oil Fin Tr 144A 6.25%	1.12
US Treasury Note 1.625%	1.10
US Treasury Note 1.5%	1.08
US Treasury Note 0.75%	1.07
US Treasury Note 1.375%	0.98
Imperial Tobacco Fin 144A 4.25%	0.91
Citigroup Cap Xiii Pfd	0.87
Aol Time Warner 7.625%	0.86

Ticker	DODIX
Inception Date	1/3/1989
Morningstar Rating Overall	★★★★
Fund Size	47,067,555,489
Annual Report Net Expense Ratio	0.43
Management Fee	0.40
Average Eff Duration	4.00
Average Credit Quality	BBB
12 Mo Yield	3.15

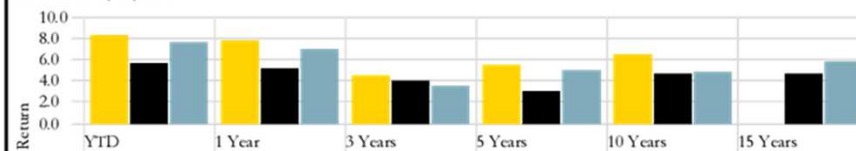
Source: Morningstar Direct



## Fixed Income Sector (US Bonds)



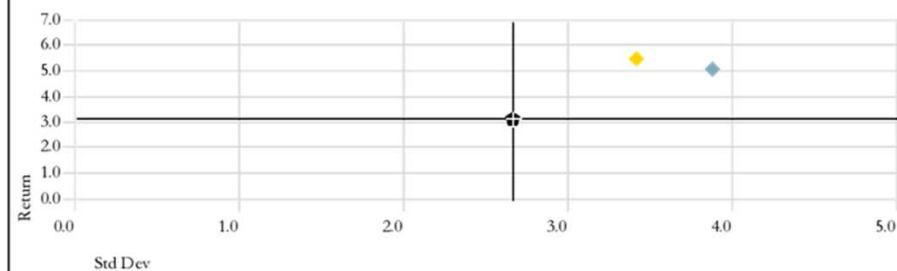
As of Date: 9/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Pioneer Strategic Income Y	8.39	7.84	4.53	5.49	6.50	
BBgBarc US Agg Bond TR USD	5.80	5.19	4.03	3.08	4.79	4.80
US OE Intermediate-Term Bond	5.92	5.29	3.67	3.47	4.29	4.29

Time Period: 10/1/2011 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Pioneer Strategic Income Y	-1.15	4.92	1.80	11.49	3.54	11.97	31.06	-10.87	6.33	6.68	2.81			
BBgBarc US Agg Bond TR USD	0.55	5.97	-2.02	4.21	7.84	6.54	5.93	5.24	6.97	4.33	2.43	4.34	4.10	10.26
US OE Intermediate-Term Bond	-0.26	5.18	-1.42	7.01	5.86	7.72	13.97	-4.70	4.70	4.15	1.80	3.91	5.10	8.04

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 1: BBgBarc US Agg Bond TR USD

	Inv	Bmk1
Return	5.49	3.08
Std Dev	3.42	2.66
Downside Deviation	1.89	0.00
Alpha	3.54	0.00
Beta	0.60	1.00
R2	21.70	100.00
Tracking Error	3.21	0.00
Treynor Ratio (geo)	9.01	2.99
Sharpe Ratio	1.56	1.12
Information Ratio (geo)	0.73	

Portfolio Date: 8/31/2016



	%
*Government	8.9
*Municipal	1.5
*Corporate	44.9
*Securitized	29.1
*Cash & Equivalents	8.7
Derivative	6.9
<b>Total</b>	<b>100.0</b>

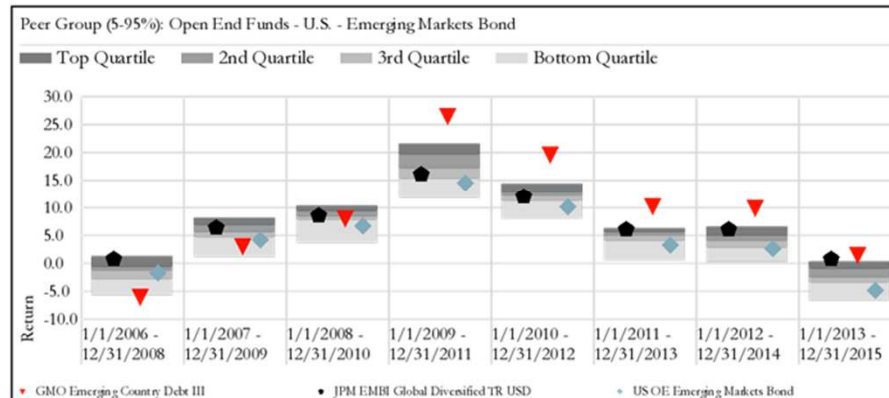
Portfolio Date: 8/31/2016

	Portfolio Weighting %
US Treasury Bond	1.97
Fed Natl Mort Assc 3.5%	1.51
Zero% 30nov20	1.12
US Treasury Bond	1.11
Wells Fargo & Co, San Francisco Ca Pfd	0.68
Intl Bk Recon&Dv 3.5%	0.67
New Zealand(Govt) 4.5%	0.66
FNMA 5%	0.61
Govt Natl Mtg Asso 3.5%	0.57
Fed Natl Mort Assc 4%	0.50

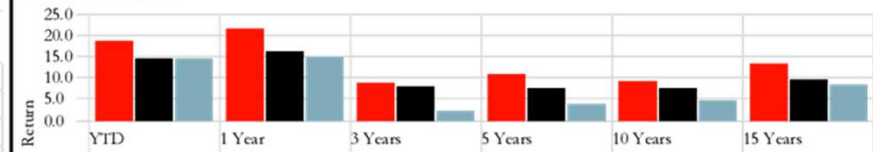
Ticker	STRYX
Inception Date	9/9/2004
Morningstar Rating Overall	★★★★
Fund Size	6,227,411,849
Annual Report Net Expense Ratio	0.73
Management Fee	0.56
Average Eff Duration	4.13
Average Credit Quality	BB
12 Mo Yield	3.65

Source: Morningstar Direct

## Fixed Income Sector (EM Debt)



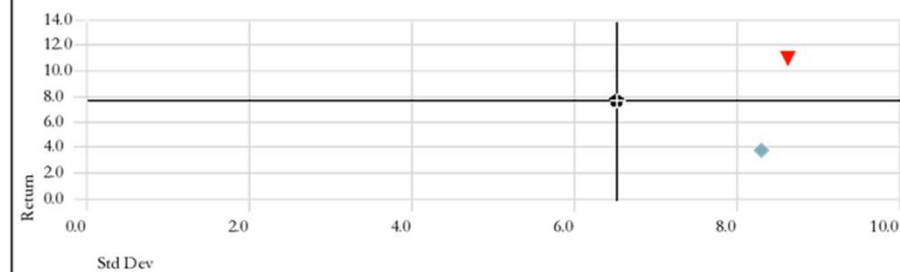
As of Date: 9/30/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Emerging Country Debt III	18.95	21.68	8.73	10.93	9.44	13.33
JPM EMBI Global Diversified TR USD	14.77	16.20	8.19	7.75	7.73	9.56
US OE Emerging Markets Bond	14.56	15.16	2.17	3.75	4.73	8.41

Time Period: 10/1/2011 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
GMO Emerging Country Debt III	0.02	5.98	-1.18	26.73	7.50	25.64	50.17	-33.25	9.19	14.81	15.77	19.00	36.39	19.35
JPM EMBI Global Diversified TR USD	1.18	7.43	-5.25	17.44	7.35	12.24	29.82	-12.03	6.16	9.86	10.25	11.62	22.21	13.65
US OE Emerging Markets Bond	-5.99	-0.80	-7.27	17.95	1.98	12.34	32.43	-17.64	5.36	10.99	11.50	12.31	30.83	12.69

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 1: JPM EMBI Global Diversified TR USD

	Inv	Bmk1
Return	10.93	7.75
Std Dev	8.63	6.52
Downside Deviation	1.99	0.00
Alpha	1.24	0.00
Beta	1.24	1.00
R2	88.00	100.00
Tracking Error	3.38	0.00
Treynor Ratio (geo)	8.72	7.65
Sharpe Ratio	1.24	1.17
Information Ratio (geo)	0.87	

Portfolio Date: 5/31/2016

	%
Argentina	12.4
Brazil	3.2
Hungary	5.0
Indonesia	9.2
Peru	3.0
Philippines	6.8
Russia	4.6
Turkey	10.4
United States	11.8
Other Countries	27.4
Other	6.4
<b>Total</b>	<b>100.0</b>

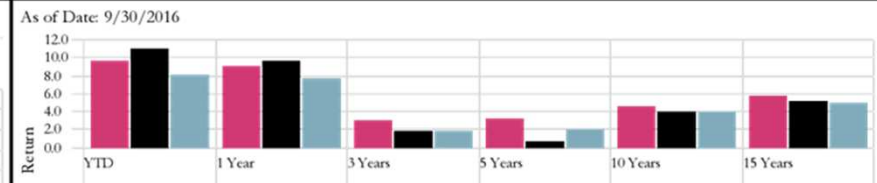
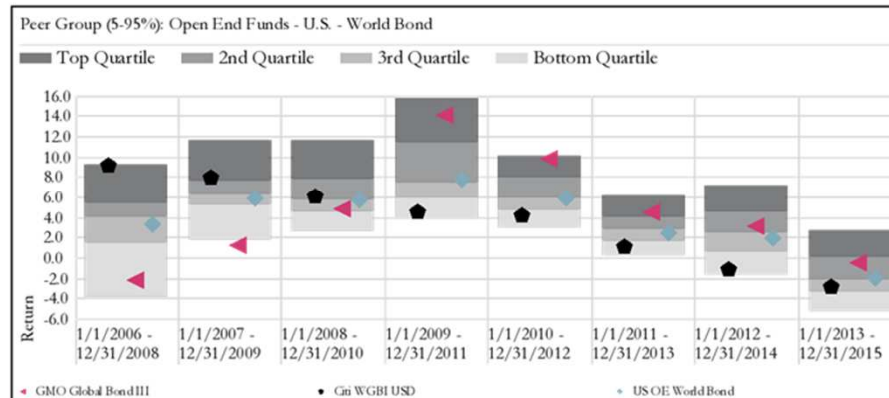
Portfolio Date: 5/31/2016

	Portfolio Weighting %
United Mexican States, 5.75% ?	4.48
GMO US Treasury	2.62
Republic Of Turkey 6%	1.92
Russian Foreign Bond, Reg S, 5.88% ?	1.90
Republic Of Turkey 6.75%	1.82
Hungary Rep 7.625%	1.80
US Treasury Note 0.125%	1.80
Russian Fedn 5.625%	1.65
Kazakhstan Government International Bond, Reg S, 6.50% ?	1.60
Republic Of Congo, Reg S, Series Intl, Step Up, 4.00% ?	1.57

Ticker	GMCDX
Inception Date	4/19/1994
Morningstar Rating Overall	★★★★★
Fund Size	4,144,949,897
Annual Report Net Expense Ratio	0.54
Management Fee	0.35
Average Eff Duration	
Average Credit Quality	
12 Mo Yield	5.89

Source: Morningstar Direct

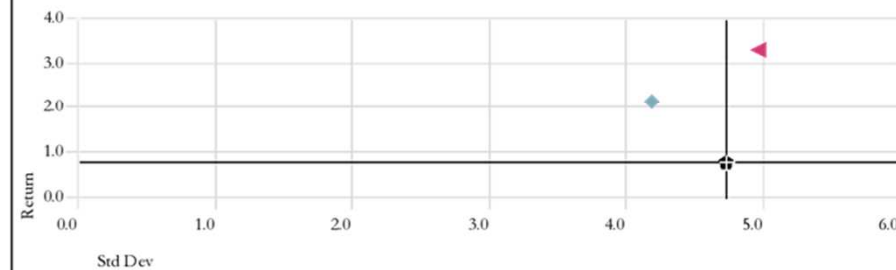
## Fixed Income Sector (World Bonds)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Global Bond III	9.76	9.11	3.07	3.31	4.54	5.85
Citi WGBI USD	11.07	9.71	1.78	0.77	4.10	5.16
US OE World Bond	8.23	7.72	1.96	2.14	4.01	5.07

Time Period: 10/1/2011 to 9/30/2016



Time Period: 1/1/2002 to 12/31/2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
GMO Global Bond III	-3.59	4.59	-1.65	7.19	8.47	14.14	20.43	-15.70	2.76	8.53	-5.61	12.29	22.13	13.31
Citi WGBI USD	-3.57	-0.48	-4.00	1.65	6.35	5.17	2.55	10.89	10.95	6.12	-6.88	10.35	14.91	19.49
US OE World Bond	-4.00	1.72	-2.62	8.09	3.39	6.35	13.12	-1.57	7.28	5.42	-3.33	8.98	13.79	14.10

Time Period: 10/1/2011 to 9/30/2016

Display Benchmark 1: Citi WGBI USD

	Inv	Bmk1
Return	3.31	0.77
Std Dev	4.96	4.73
Downside Deviation	1.46	0.00
Alpha	2.56	0.00
Beta	0.93	1.00
R2	77.91	100.00
Tracking Error	2.36	0.00
Treynor Ratio (geo)	3.47	0.67
Sharpe Ratio	0.66	0.17
Information Ratio (geo)	1.07	

Portfolio Date: 5/31/2016

	%
Belgium	4.9
Canada	10.3
France	20.1
Italy	5.0
Japan	41.9
Netherlands	3.5
Spain	10.4
Turkey	0.6
United States	0.7
Other Countries	0.8
Other	1.9
<b>Total</b>	<b>100.0</b>

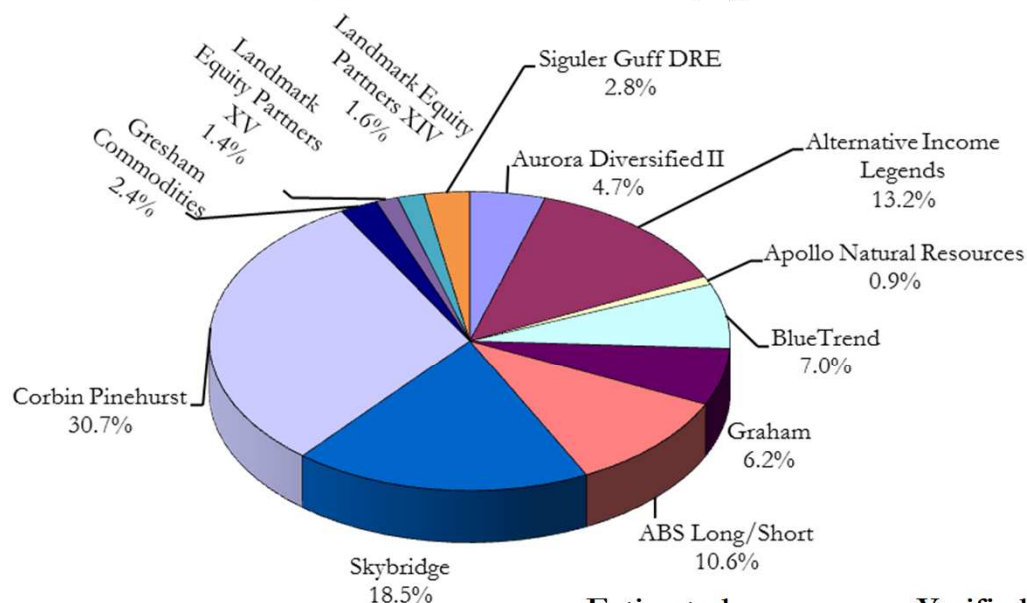
Portfolio Date: 5/31/2016

	Portfolio Weighting %
U.S. Treasury Principal Strip Bond	26.41
GMO World Opportunity Overlay	9.52
Japan(Govt Of) 1.3%	8.70
GMO US Treasury	7.16
Japan(Govt Of) 2.4%	6.33
GMO Emerging Country Debt IV	5.76
France(Govt Of) 3.25%	5.70
GMO Debt Opps VI	4.83
Buoni Poliennali Del Tesoro, 3.75%	4.77
Canada Govt 1.5%	3.68

Ticker	GMGBX
Inception Date	12/28/1995
Morningstar Rating Overall	★★★★
Fund Size	19,075,902
Annual Report Net Expense Ratio	0.39
Management Fee	0.19
Average Eff Duration	
Average Credit Quality	
12 Mo Yield	0.00

Source: Morningstar Direct

**Alternative Breakdown (%)**



<u>Manager</u>	<u>% of Account</u>	<u>Estimated Market Value</u>	<u>Verified Values</u>	<u>Verified As Of</u>
Aurora Diversified II	4.7%	\$302,241	\$302,241	9/30/2016
Alternative Income Legends	13.2%	\$851,936	\$851,936	9/30/2016
Apollo Natural Resources	0.9%	\$58,028	\$58,028	9/30/2016
BlueTrend	7.0%	\$451,901	\$451,901	9/30/2016
Graham	6.2%	\$402,186	\$402,186	9/30/2016
ABS Long/Short	10.6%	\$684,292	\$684,292	9/30/2016
Skybridge	18.5%	\$1,191,278	\$1,191,278	9/30/2016
Corbin Pinehurst	30.7%	\$1,982,977	\$1,982,977	9/30/2016
Gresham Commodities	2.4%	\$152,485	\$152,485	9/30/2016
Landmark Equity Partners XV	1.4%	\$88,878	\$88,878	9/30/2016
Landmark Equity Partners XIV	1.6%	\$105,937	\$105,937	9/30/2016
Siguler Guff DRE	2.8%	\$182,359	\$182,359	9/30/2016
<b>Total</b>	<b>100.0%</b>	<b>\$6,454,498</b>	<b>\$6,454,497</b>	

Data Source: Wells Fargo Advisors

% of Account	\$ Value		3q16	FYTD	One Year	Three Years*	Five Years*	Incept (Mgr)*	Incept Bench*
100%	\$ 6,454,498	<i>Combined Alternatives (1 mo lag)</i>	0.0	0.0	(4.6)	1.6	1.1	1.5	2.4
		<i>HFRI FoF Index (1 mo lag)</i>	1.5	1.5	(1.8)	2.5	2.5		
		<u>Lower Volatility</u>							
5%	\$ 302,241	Aurora Diversified II	(0.9)	(0.9)	(5.2)	0.7	1.5	0.6	2.0
		HFRI Conservative Index	1.0	1.0	(1.3)	2.3	2.6		
		<u>Diversified</u>							
31%	\$ 1,982,977	Corbin Pinehurst	2.8	2.8	(1.8)	3.2	4.3	4.5	2.4
13%	\$ 851,936	Alternative Income Legends	1.9	1.9	(1.4)	--	--	(2.2)	1.0
18%	\$ 1,191,278	SkyBridge	0.8	0.8	(7.5)	--	--	(3.4)	(0.1)
		HFRI Fund of Funds	1.5	1.5	(1.8)	2.5	2.5		
		<u>Hedged Equity</u>							
11%	\$ 684,292	ABS Global L/S (K2 prior to 12/12)	0.6	0.6	(6.2)	3.2	4.4	3.2	4.2
		HFRI Equity Hedge	3.2	3.2	2.9	3.8	4.1		
		<u>Managed Futures</u>							
7%	\$ 451,901	BlueTrend	1.0	1.0	(2.2)	3.5	(1.3)	(0.6)	1.2
6%	\$ 402,186	Graham	(0.2)	(0.2)	(6.8)	5.6	0.3	(0.4)	1.9
		CS Tremont Managed Futures Index	2.6	2.6	2.3	7.4	1.2		
		<u>Commodities</u>							
2%	\$ 152,485	Gresham Commodities	(3.8)	(3.8)	(12.2)	(15.9)	--	(11.1)	(11.1)
1%	\$ 58,028	Apollo Natural Resources	(6.2)	(6.2)	--	--	--		
		Dow UBS Commodity Index	(2.9)	(2.9)	(8.8)	(14.0)	--		
		<u>Private Equity</u>							
2%	\$ 105,937	Landmark Equity Partners XIV						6.5	
1%	\$ 88,878	Landmark Equity Partners XV						11.5	
3%	\$ 182,359	Sigular Guff DRE						8.9	

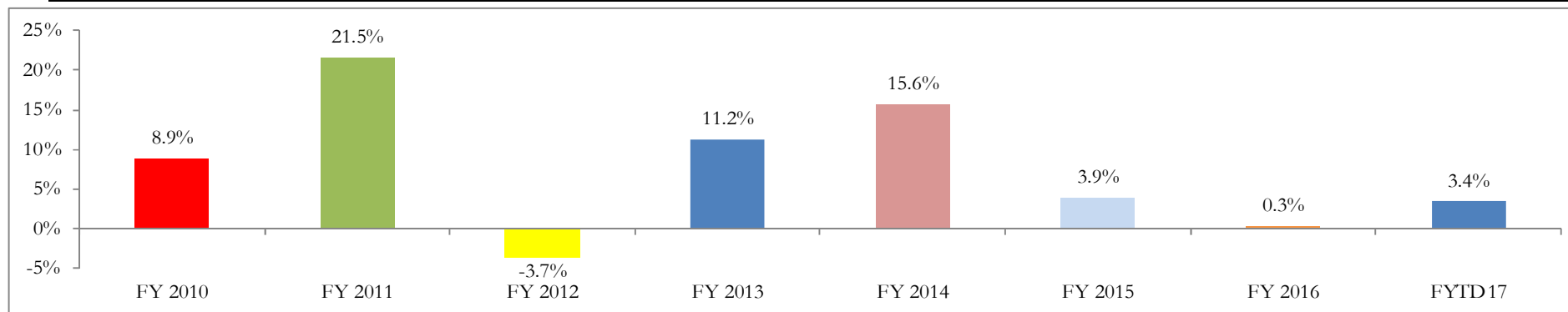
All returns are on a one-month lag. Performance greater than 1 year is annualized.

Data Source: Wells Fargo Advisors



## IV. Green Fund

Performance - As of September 30, 2016



Performance Inception Date: January 23, 2009

Since Inception ROR: 9.13%

Fiscal Year-To-Date 2017 ROR: 3.40%

Beginning Market Value (July 1, 2016): \$ 424,392

Quarter  
3Q16

Contributions

Withdrawals

Total Net Flows FYTD	\$ -
Invested Capital FYTD	\$ 424,392
Appreciation/Depreciation	\$ 14,400
Ending Market Value (September 30, 2016)	\$ 438,792

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.

Wells Fargo Advisors is the trade name used by two separate registered broker-dealers: Wells Fargo Advisors, LLC, and Wells Fargo Advisors Financial Network, LLC, Members SIPC, non-bank affiliates of Wells Fargo & Company.

This presentation is not complete unless accompanied by the detailed explanation included in the Glossary of Terms. This report is not the official record of your account. However, it has been prepared to assist you with your investment planning and is for informational purposes only. Your Client Statement is the official record of your account. Therefore, if there are any discrepancies between this report and your Client Statement, you should rely on the Client Statement and call your local Branch Manager with any questions. Cost data and acquisition dates provided by you are not verified. Transactions requiring tax consideration should be reviewed carefully with your accountant or tax advisor. Unless otherwise indicated, market prices/values are the most recent closing prices available at the time of this report, and are subject to change. Prices may not reflect the value at which securities could be sold. Past performance does not guarantee future results.

This information is provided to complement but not replace your account-specific advisory performance report.

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

**FIRM:** Wells Fargo Advisors is the trade name used by two separate registered broker-dealers: Wells Fargo Advisors, LLC., and Wells Fargo Financial Network, LLC, Members SIPC, non-bank affiliates of Wells Fargo & Company. Investment and Insurance products are: NOT FDIC-INSURED/NOT BANK-GUARANTEED/MAY LOSE VALUE.

**CONFLICTS OF INTEREST:** To review important information about certain relationships and potential conflicts of interest that may exist between Wells Fargo Advisors, its affiliates, and the companies that are mentioned in this report, please visit the our research disclosure page at <https://www.wellsfargoadvisors.com/disclosures/research.htm> or call your Financial Advisor.

**STATEMENT OF OPINION:** This and/or the accompanying information was prepared by or obtained from sources which Wells Fargo Advisors believes to be reliable but does not guarantee its accuracy. Any opinions expressed or implied herein are not necessarily the same as those of Wells Fargo Advisors or its affiliates and are subject to change without notice. The report herein is not a complete analysis of every material fact in respect to any company, industry or security. Any market prices are only indications of market values and are subject to change. The material has been prepared or is distributed solely for information purposes and is not a solicitation or an offer to buy any security or instrument or to participate in any trading strategy. Additional information is available upon request.

**ASSET CLASS SUITABILITY:** Stocks of small companies are typically more volatile than stocks of larger companies. They often involve higher risks because they may lack the management expertise, financial resources, product diversification and competitive strengths to endure adverse economic conditions. High-yield, non-investment grade bonds are only suitable for aggressive investors willing to take greater risks, which could result in loss of principal and interest payments. Global/International investing involves risks not typically associated with US investing, including currency fluctuations, political instability, uncertain economic conditions and different accounting standards. Because the futures and commodity markets can be highly unpredictable – often swinging dramatically – investing in currency and commodities is not suitable for all investors. You may lose your entire investment, and in some cases, more than you invested.

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

**ASSET CLASS PERFORMANCE REPRESENTATIONS:** Long Term Treasuries = BC Treasury Long; Municipals = BC Municipal; Foreign Bonds = Salomon World BIG – IB; US Govt/Credit = BC Govt/Credit; Mtge Backed Securities = ML Mortgage Master; Corporate Bonds = Salomon Corporate; 90 Day T-Bills = Salomon; Japanese Stocks = Salomon Japan BMI; High Yield Bonds = ML High Yield Master; Small Cap US Value = RU 2000 Value; MidCap US Stocks = RU Midcap; Large Cap US Value = RU 1000 Value; European Stocks = Salomon Europe BMI; Small Cap US Stocks = RU 2000; Lg Cap US Growth = RU 1000 Growth; Latin American Stocks = Salomon Latin America BMI; Sm Cap US Growth = RU 2000 Growth

**BROAD EQUITY MARKET & SECTOR PERFORMANCE REPRESENTATIONS:** Large-Cap = S&P 500 or Russell 1000; Mid-Cap = RU Midcap; Small-Cap = RU 2000; International = MSCI EAFE

**DATA SOURCES:** Information found in this document was derived from the following sources: Zephyr Associates, Investor Force/MSCI, Barclays Capital, Standard & Poor's, Morningstar, Thomson Reuters, direct material from managers/funds, and other sources we deem reliable.

**Dow Jones Industrial Average** - This index is comprised of 30 "blue-chip" US stocks selected for their history of successful growth and wide interest among investors. The DJIA represents about 20% of the total market value of all US stocks and about 25% of the NYSE market capitalization. It is a price-weighted arithmetic average, with the divisor adjusted to reflect stock splits and the occasional stock switches in the index.

**NASDAQ Composite** - A cap-weighted index comprised of all common stocks that are listed on the NASDAQ Stock Market (National Association of Securities Dealers Automated Quotation system).

**S&P 500** - A broad-based measurement of changes in stock market conditions based on the average performance of 500 widely held common stocks. This index does not contain the 500 largest companies nor the most expensive stocks traded in the U.S. While many of the stocks are among the largest, this index also includes many relatively small companies. This index consists of approximately 380 industrial, 40 utility, 10 transportation and 70 financial companies listed on U.S. market exchanges. It is a capitalization-weighted index (stock price times number of shares outstanding), calculated on a total return basis with dividends reinvested.

**Russell 1000** - The 1000 largest companies in the Russell 3000 index, based on market capitalization.

**Russell 1000 Growth** - A segment of the Russell 1000 with a greater-than-average growth orientation. Companies in this index have higher price-to-book and price-earnings ratios, lower dividend yields and higher forecasted growth values than the Russell 1000 Value index.

**Russell 1000 Value** - Represents a segment of the Russell 1000 with a less-than-average growth orientation. Companies in this index have low price-to-book and price-earnings ratios, higher dividend yields and lower forecasted growth values than the Russell 1000 Growth Index.

**Russell Mid Cap** - The index consisting of the bottom 800 securities in the Russell 1000 as ranked by total market capitalization, and it represents over 35% of the Russell 1000 total market cap.

**Russell 2000** - The 2000 smallest companies in the Russell 3000 index.

**Russell 2000 Growth** - A segment of the Russell 2000 with a greater-than-average growth orientation. Companies in this index have higher price-to-book and price-earnings ratios, lower dividend yields and higher forecasted growth values than the Russell 2000 Value index.

**Russell 2000 Value** - A segment of the Russell 2000 with a less-than-average growth orientation. Companies in this index have low price-to-book and price-earnings ratios, higher dividend yields and lower forecasted growth values than the Russell 2000 Growth index.

**Russell 2500** - The index consisting of the bottom 500 stocks in the Russell 1000(as ranked by market capitalization) and all of the stocks in the Russell 2000. This index is intended to be used as a measure of small to medium/small stock performance, and it represents over 22% of the Russell 3000 total market cap.

**MSCI EAFE** - A market capitalization-weighted index representing all of the MSCI developed markets outside North America. It comprises 20 of the 22 countries in the MSCI World. These 20 countries include the 14 European countries in the MSCI Europe and the 6 Pacific countries in the MSCI Pacific. This index is created by aggregating the 20 different country indexes, all of which are created separately.

**MSCI World** - This market capitalization-weighted index represents all 22 of the MSCI developed markets in the world. It is created by aggregating the 22 different country indexes, all of which are created separately.

**MSCI Emerging Markets Free (EMF)** - A market capitalization-weighted index representing 26 of the emerging markets in the world. Several factors are used to designate whether a country is considered to be emerging vs. developed, the most common of which is Gross Domestic Product Per Capita. The "Free" aspect indicates that this index includes only securities that are allowed to be purchased by global investors. This index is created by aggregating the 26 different country indexes, all of which are created separately.

**Barclays Government/Credit** - This index includes all bonds that are in the Barclays Capital Government Bond and the Barclays Capital Credit Bond indices.

**Barclays Government Intermediate** - All bonds covered by the Barclays Capital Government Bond index with maturities of 1 and 10 years.

**Barclays Aggregate Bond** - This index is made up of the Barclays Capital Government/Credit, the Mortgage-Backed Securities, and the Asset-Backed Securities indices. All issues in the index are rated investment grade or higher, have at least one year to maturity, and have an outstanding par value of at least \$100 million.

**Barclays Government Long Term** - All bonds covered by the Barclays Capital Government Bond index with maturities of 10 years or greater.

**Barclays Municipal Bond** - This market cap weighted index includes investment grade tax-exempt bonds and is classified into four main sectors: General Obligation, Revenue, Insured, and Pre-refunded. To be included in this index, the original transaction size of a bond must have been greater than \$50 million.

**Merrill Lynch Convertibles** - The convertible securities used in this index span all corporate sectors and must have a par amount outstanding of \$25 million or more. The maturity must be at least one year. The coupon range must be equal to or greater than zero and all quality of bonds are included. Excluded from this index are preferred equity redemption stocks. When the component bonds of this index convert into common stock, the converted securities are dropped from the index.

**Merrill Lynch High Yield Master** - Market-cap weighted index providing a broad-based measure of bonds in the US domestic bond market rated below investment grade but not in default. Includes only issues with a credit rating of BB1 or below as rated by Moody's and/or S&P, at least \$100 million in face value outstanding and a remaining term to final maturity equal to or greater than one year.

**Dow Jones Wilshire REIT Index** - A measurement of equity REITs and Real Estate Operating Companies. No special-purpose or health care REITs are included. It is a market capitalization-weighted index for which returns are calculated monthly using buy and hold methodology; it is rebalanced monthly.

**Citigroup 3 Month Treasury Bill** - Representing the monthly return equivalents of yield averages that are not marked to market, this index is an average of the last three three-month Treasury bill issues.

**50/50 Blend (S&P 500/BCIGC)** - A blended benchmark consisting of 50% S&P 500 and 50% Barclays Capital Government/Credit Intermediate indices.



COMMITTEE ON AUDIT AND COMPLIANCE

November 16, 2016

3:15 – 4:45 p.m.

Board Room - Blow Memorial Hall

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

- I. Introductory Remarks – Judge Thomas
- II. Approval of Minutes – September 22, 2016
- III. Report from Director of Internal Audit – Kent B. Erdahl
  - A. Approval of 2017 Internal Audit Work Plan. **Resolution 2**.
- IV. Report from Chief Compliance Officer – Kiersten L. Boyce
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

COLLEGE OF WILLIAM AND MARY and RICHARD BLAND COLLEGE  
APPROVAL OF 2017 INTERNAL AUDIT WORK PLAN

As provided in the Office of Internal Audit Charter, the Director is responsible for preparing an annual risk-based work plan.

The proposed 2017 Work Plan for the Office of Internal Audit includes the following audits:

- Information Technology access/security review to include the following:
  - Privileged access review
  - Access granting/termination processes
  - Evaluation of access levels for key systems
- Construction process review
- Bursar Office internal control review
- CARE system process evaluation
- Statement of Economic Interest form review
- President's Office review
- Payroll overpayments review
- Special pay arrangement (supplemental pay, personal service agreement, etc) process review
- E-payables process review
- Club Sports funding review
- VIMS Eastern Shore Office internal control review
- Richard Bland College internal control review
- Richard Bland College Financial Aid audit

Recurring Audit Activities:

- Quarterly small purchase charge card monitoring
- Commonwealth Fraud, Waste and Abuse Hotline Investigations

The 2017 Work Plan has been reviewed by the Committee on Audit and Compliance and management of the College of William and Mary and Richard Bland College, and is hereby recommended to the Board of Visitors.

THEREFORE, BE IT RESOLVED, That the 2017 Work Plan for the Office of Internal Audit is approved by the Board of Visitors.

COMMITTEE ON AUDIT AND COMPLIANCE  
MINUTES – SEPTEMBER 22, 2016

**MINUTES**  
**Committee on Audit and Compliance**  
**September 22, 2016**  
**Board Room—Blow Memorial Hall**

Attendees: John Charles Thomas, Chair; Christopher M. Little, Vice Chair; William H. Payne II, DeRonda M. Short and Brian P. Woolfolk. Others present: Rector Todd A. Stottlemeyer, John E. Littel, Lisa E. Roday, H. Thomas Watkins III, student representative Eboni Brown, staff liaison David N. Morales, Virginia M. Ambler, Kiersten L. Boyce, Deborah Cheesebro, Kent B. Erdahl, Van Dobson, Michael R. Halleran, Stephen E. Hanson, Penelope G. Howard, Samuel E. Jones, Jennifer Latour, Deborah A. Love, Jeremy P. Martin, Pamela H. Mason, Chuck Moore, Cynthia H. Norwood, John M. Poma, Amy S. Sebring, Sandra J. Wilms, Brian Whitson and other College staff.

Chair John Charles Thomas called the meeting to order at 8:00 a.m.

Recognizing that a quorum was present, Judge Thomas asked for a motion to approve the minutes of the meeting of April 21, 2016. Motion was made by Mr. Little, seconded by Mr. Payne and approved by a voice vote.

Judge Thomas asked Chief Compliance Officer Kiersten Boyce for her report. Ms. Boyce briefed the committee on recent activities aimed at preventing compliance issues, particularly policy and procedure work related to various employment laws including the upcoming Fair Labor Standards Act regulations and Title IX-related prevention efforts. Ms. Boyce also updated the Committee regarding reports produced by the university, specifically (1) the inaugural Annual Report on Sexual Misconduct Prevention and Response, which was produced in August, (2) the Annual Security Report, which is required by the Clery Act to be published by October 1<sup>st</sup> of each year, and (3) affirmative action plans, which are required by federal executive order and regulations as relating to employment of women, minorities, certain veterans, and people with disabilities. Ms. Boyce then discussed a slide presentation with annual data for FY2016 regarding reports and investigations.

Judge Thomas asked Director of Internal Audit Kent Erdahl for his report. Mr. Erdahl first commented on the internal audit department Quality Assurance Review (QAR) that took place over the summer. The QAR is performed on a five-year cycle and is required by professional standards. The department received the highest possible rating, which indicates compliance with professional standards in all material respects. Mr. Erdahl commented on improvement opportunities identified in the QAR report and described proposed corrective action plans.

Next Mr. Erdahl provided an update on the status of the 2016 internal audit plan. He noted that four audit projects are in the reporting phase and will be finalized in the near term. Mr. Erdahl communicated proposed revisions to the audit plan, including deferring the Richard Bland College internal control review to next year, as well as other smaller changes. Mr. Erdahl stated that the internal audit department is on schedule to complete the revised plan.

Committee on Audit and Compliance  
MINUTES  
Page 2

Mr. Erdahl communicated that the follow-up process is operating effectively and provided an update on the Payroll audit. The Payroll audit contained an audit finding also identified by the APA and Mr. Erdahl communicated that the finding had been remediated.

Next, Judge Thomas asked Sam Jones, Senior Vice President Finance and Administration, for an update on enterprise risk management. Mr. Jones reported that the Risk Committee has updated the risk profile and updated risk management procedures. Mr. Jones communicated a process of consolidating twenty-two existing risks down to eight risks. He described the consolidation process where some risks were aggregated, and certain prior risks were not carried forward. Mr. Jones further communicated that the Risk Committee membership has changed; some members have been added to best represent the current risk profile. The Risk Committee includes senior leadership who can effectively promote change in order to address risk gaps. Mr. Jones briefly described each of the eight risks and discussed attributes of each risk and the rationale for inclusion. Next, Mr. Jones provided the Committee a “heat map” which illustrates each of the current eight risks on a likelihood and severity grid. Mr. Jones explained that the Risk Committee will update the heat map annually and will identify movement in the risk ratings. Mr. Jones further explained that each of the eight risks has been assigned a member of the Risk Committee to manage. Next steps of the Risk Committee are to identify current action plans as well as process gaps. Testing of current plans and remediation of gaps will be the risk committee’s immediate focus. A brief discussion ensued.

Judge Thomas moved that the Committee on Audit and Compliance of the Board of Visitors of the College of William and Mary convene in closed session for the purpose of discussing specific personnel matters, discussing internal investigations involving identifiable students and/or employees, for consultation with legal counsel regarding specific legal matters, and discussing reports or plans related to campus safety, as provided for in Section 2.2.-3711.A.1., 2., 7, and 9., of the Code of Virginia. Motion was seconded by Mr. Little and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 8:48 a.m.

The Committee reconvened in open session at 9:28 a.m. Judge Thomas reviewed the topics discussed in closed session and moved the adoption of the **Resolution** certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Little and approved by roll call vote conducted by Executive Assistant to the Board Sandra Wilms. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 9:30 a.m.

September 22, 2016

CERTIFICATION OF CLOSED SESSION

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

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


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

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
John Charles Thomas  
Chair  
Committee on Audit and Compliance

COMMITTEE ON ACADEMIC AFFAIRS

November 16, 2016

4:15 – 4:45 p.m.

Room 201 - Blow Memorial Hall

Lynn M. Dillon, Chair

Karen Kennedy Schultz, Vice Chair

- I. Introductory Remarks – Ms. Dillon
- II. Approval of Minutes – September 22, 2016
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Catherine A. Forestell
- V. Closed Session (if necessary)
- VI. Action Materials - Provost Michael R. Halleran
  - 1. Award of Academic Tenure **Resolution 3**
  - 2. Designated Professorship **Resolution 4**
  - 3. Retirement of Ilya Spitkovsky, Department of Mathematics **Resolution 5**
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS  
MINUTES – SEPTEMBER 22, 2016



**MINUTES**  
**Committee on Academic Affairs**  
**September 22, 2016**  
**Room 201– Blow Memorial Hall**

Attendees: Lynn M. Dillon, Chair; Karen Kennedy Schultz, Vice Chair; Warren W. Buck III, S. Douglas Bunch; James A. Hixon; Anne Leigh Kerr and faculty representative Eric Chason. Board members present: Rector Todd A. Stottlemeyer and Thomas R. Frantz. Others present: Provost Michael R. Halleran; Michael J. Fox, members of the Faculty Liaison Committee and other College staff.

Chair Lynn Dillon called the Committee to order at 8:00 a.m. Recognizing that a quorum was present, Ms. Dillon moved to approve the minutes of the meeting of April 21, 2016. Motion was seconded by Ms. Schultz and approved by voice vote of the Committee.

In his introductory remarks, Provost Halleran asking for a moment of silence in recognition of the loss of Paula Blank, a beloved faculty member at the start of the academic year. He then gave a brief update on the start of the new year, including 1,509 new freshmen, 179 transfer students, and 236 first-year law students. The Provost commented on the successful start of the new MSBA program and noted robust enrollments in other professional and graduate programs. There are 37 new continuing faculty members (TTEs and NTEs). The second year of the COLL curriculum (COLL 200 courses) is being rolled out and two wonderful new buildings (ISC3 and Tyler) are open and will be dedicated this afternoon.

The Provost then summarized some dimensions of the just-released *US News & World Report* rankings: W&M is ranked #32 (T), #6 among publics. Overall, our ranking remains among the most stable of any university in the country. A few rankings in the sub-areas include: selectivity #32; retention/graduation: #28; and financial resources #112, creating by far the greatest gap between overall ranking and resources of any university in the country.

Associate Provost for Enrollment & Dean of Admission Tim Wolfe gave a more detailed report on the incoming class, including applications, yield, enrollments, quality measures, and demographics. A brief discussion ensued.

Faculty Liaison Committee Chair Professor Cathy Forestell reported on Faculty Assembly activities for the year, including a focus on faculty well-being. She also reported that since the Board meeting in April, the Assembly had passed a resolution to include NTEs in eligibility for emeritus status and has sent it to the Personnel Policy Committee for review. A brief discussion ensued.

Ms. Dillon moved that the Committee on Academic Affairs convene in Executive Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, promotions and leaves of instructional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Ms. Schultz and approved by voice vote. The Committee went into executive session at 8:40 a.m.

Committee on Academic Affairs

MINUTES

Page 2

The Committee reconvened in open session at 8:55 a.m. Ms. Dillon reviewed the topics discussed during closed session, and then moved to adopt the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Schultz and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Ms. Dillon moved adoption as a block of **Resolution 5**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 6**, Designated Professorships; and **Resolution 7**, Faculty Leaves of Absence. Motion was seconded by Ms. Schultz and approved by voice vote.

There being no further business, the Committee adjourned at 9:00 a.m.

September 22, 2016

CERTIFICATION OF CLOSED SESSION

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

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

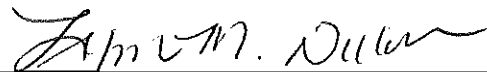
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to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

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:



---

Lynn M. Dillon

Chair

Committee on Academic Affairs

Board of Visitors

Resolution   3  

November 16-18, 2016

Page   1   of   1  

COLLEGE OF WILLIAM AND MARY  
AWARD OF ACADEMIC TENURE

The following member of the Instructional Faculty at the College of William and Mary has been recommended for the award of academic tenure by the appropriate departmental committee and chair, the appropriate dean, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following member of the Faculty be awarded academic tenure, effective with the beginning of the 2016-2017 academic year:

AUDREY J. HORNING, Department of Anthropology

Board of Visitors

Resolution 4

November 16-18, 2016

Page 1 of 1

COLLEGE OF WILLIAM AND MARY  
DESIGNATED PROFESSORSHIP

The following member of the Instructional Faculty of the College of William and Mary has been recommended for a designated professorship.

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

NATHAN B. OMAN, Rita Ann Rollins Professor of Law

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF ILYA SPITKOVSKY  
DEPARTMENT OF MATHEMATICS

Ilya Spitkovsky received his Doctor of Science degree in Physics and Mathematics from the Georgian Academy of Sciences in Tbilisi, Georgia in 1987. Leaving a research position in Ukraine, he came to the College of William & Mary as a Visiting Professor in 1990. He became a tenured full Professor at the College in 1993.

Professor Spitkovsky served many terms on departmental committees during his career at the College, including personnel, merit evaluation, honors and curriculum. He served also on the College-wide library and transportation committees.

Well known for his effective teaching in beginning and advanced analysis courses in the Mathematics Department, Professor Spitkovsky was awarded an Alumni Fellow Teaching Award in 1993, the Simon Teaching Prize in 2010 and a Plumeri Award in 2013. Professor Spitkovsky was advisor for many undergraduate research projects at the College, including guiding senior honors theses and working with summer-resident students in National Science Foundation-sponsored programs. More than 30 research articles have appeared in peer-reviewed journals co-authored by Professor Spitkovsky and undergraduate students.

Professor Spitkovsky has been author or co-author of more than 200 research papers and nine books. During his long career at William & Mary, he enjoyed joint research efforts with several of his departmental colleagues, efforts that resulted in many of those papers and books. His collaboration with the late Leiba Rodman was particularly fruitful and significant. He also published work with Charles Johnson, Chi-Kwong Li, Nahum Zobin, Vladimir Bolotnikov and Hugo Woerdeman.

While at William & Mary, Professor Spitkovsky was principal investigator in five NSF grants and two NATO grants in addition to multiple faculty summer research awards. Professor Spitkovsky was, and continues to be, a prominent member of the international analysis community. As a mark of this prominence, he has held editorial positions on several peer-reviewed journals and given numerous invited research presentations. The Mathematics department at the College was the beneficiary of long years of his collegial presence.

Board of Visitors

Resolution   5  

November 16-18, 2016

Page   2   of   2  

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Ilya Spitkovsky; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his years of service, a change in status from Professor of Mathematics to Professor of Mathematics, Emeritus.

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

EXECUTIVE COMMITTEE  
November 16, 2016  
4:45 – 6:45 p.m.  
Board Conference Room - Blow Memorial Hall

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

- I.     Introductory Remarks – Mr. Stottlemeyer
  
- II.    Approval of Minutes – September 21, 2016
  
- III.   Closed Session (if necessary)
  
- IV.   Adjourn



EXECUTIVE COMMITTEE  
MINUTES – SEPTEMBER 21, 2016

**MINUTES**  
**Executive Committee**  
**September 21, 2016**  
**Board Conference Room – Blow Memorial Hall**

Attendees: Todd A. Stottlemeyer, Chair; H. Thomas Watkins III, Vice Chair; Lynn M. Dillon; Thomas R. Frantz; Lisa E. Roday, John Charles Thomas. Others in attendance: President W. Taylor Reveley III, Michael J. Fox and Deborah A. Love.

Chair Todd A. Stottlemeyer called the meeting to order at 4:38 p.m.

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to approve the minutes of the meeting of April 20, 2016. Motion was made by Judge Thomas, seconded by Mr. Watkins and approved by voice vote of the Committee.

In his opening remarks, Mr. Stottlemeyer welcomed new members Lisa Roday, Judge Thomas and Lynn Dillon to the Committee, and asked Secretary to the Board Michael Fox to briefly review the Board schedule for the next few days.

Mr. Stottlemeyer then moved that the Executive Committee convene in Closed Session for the purpose of discussing personnel matters regarding specific personnel, the performance and evaluations of specific executive employees and the evaluation of the performance of departments or schools; briefings by legal counsel or staff members pertaining to specific legal matters; and discussing specific reports or plans related to campus safety, as provided for in Section 2.2-3711.A.1., 7., and 19., of the Code of Virginia. Motion was seconded by Ms. Dillon and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 4:45 p.m.

The Executive Committee reconvened in open session at 6:40 p.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved adoption of the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Watkins and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (**Certification Resolution** is appended.)

There being no further business, the Committee adjourned at 6:42 p.m.

September 21, 2016

CERTIFICATION OF CLOSED SESSION

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

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


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

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Todd A. Stottiemyer  
Chair  
Executive Committee

RICHARD BLAND COLLEGE COMMITTEE  
November 17, 2016  
8:45 a.m. – 1:00 p.m.  
Social Science, Humanities and English (SSHE) Building, Room 107  
Richard Bland College

John E. Littel, Chair  
Sue H. Gerdelman, Vice Chair

- I. Welcome and Opening Remarks
  - A. Rector Todd A. Stottlemeyer
  - B. John E. Littel, RBC Committee Chair
- II. Campus tour
- III. Convene Richard Bland College Committee meeting – Mr. Littel
- IV. Approval of Minutes – September 21, 2016
- V. General Reports
  - A. Report from President and Administration - Debbie L. Sydow
  - B. Report from Faculty Representative – Jill Mitten
  - C. Report from Student Representative – David J. Snyder IV
- VI. Action Material
  - A. Appointment to Fill Vacancies in the Professionals and Professional Faculty Resolution   1
  - B. Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2016 (*joint with William and Mary*) Resolution  10
- VII. Informational Material
  - A. November RBC-19 Progress Report Enclosure   A
  - B. 2016-17 Operating Budget Update Enclosure   B
  - C. Report from Faculty Representative Enclosure   C
  - D. Report from Student Representative Enclosure   D

RICHARD BLAND COLLEGE COMMITTEE  
November 17, 2016

- VIII. Closed Session (if necessary)
- IX. Roundtable Presentations: Faculty innovation and the Exceptional Student Experience
- X. Panel Presentation and Working Lunch: Student Spotlight
- XI. Adjourn

RICHARD BLAND COLLEGE COMMITTEE  
MINUTES – SEPTEMBER 21, 2016

**MINUTES**  
**Richard Bland College Committee**  
**September 21, 2016**  
**Board Room – Blow Memorial Hall**

Attendees: Lynn M. Dillon, Vice Chair; Warren W. Buck III, William H. Payne II, Lisa E. Roday, Karen Kennedy Schultz and Brian P. Woolfolk; faculty representative D. Jill Mitten, and student representative David J. Snyder IV. Others present: Rector Todd A. Stottlemeyer, President Debbie L. Sydow, Lashrecse Aird, Kate Conley, Kimberly Dupre, Kent B. Erdahl, Michael J. Fox, Tyler Hart, Penny Howard, Eric Kondzielawa, Vern L. Lindquist, Deborah A. Love, Jeremy P. Martin, Cynthia H. Norwood, Joanne Williams, Sandra J. Wilms, and other Richard Bland staff.

Vice Chair Lynn Dillon called the meeting to order at 2:30 p.m. and advised that Chair Sue Gerdelman was not able to attend as she was in California with her daughter, son-in-law and new grandson. Ms. Dillon welcomed new committee members Warren Buck, Brian Woolfolk and David Snyder and welcomed Brian Turner from AAUP.

Following brief opening remarks, and recognizing that a quorum was present, Ms. Dillon asked for a motion to approve the minutes of the meeting of April 22, 2016. Motion was made by Ms. Roday, seconded by Ms. Schultz, and approved by voice vote of the Committee.

In her opening remarks, President Debbie Sydow provided brief background information prior to the presentations, which were designed as conversations with the Board members. She noted that this is year three of the five-year RBC-19 strategic plan and extraordinary progress has been made in achieving several of the goals of the plan. The President reviewed many of the accomplishments, noting that the College now invests the majority of revenue in the educational program, including hiring new faculty in order to maintain the high full-time ratio, funding faculty development and supporting student retention through innovative programming. She introduced Ken LaTessa, Chief Information, Strategy and Innovation Officer, and Carol Kelejian, Director of Institutional Research, who are working to support system upgrades and data analytics. Dean of Finance and Administration Penny Howard continues her efforts to re-engineer business processes in Financial Services. College Counsel Cindy Norwood has tackled policy development and continues work on regulatory compliance.

President Sydow then commented on the challenges still facing Richard Bland, particularly in functions like Financial Services, Human Resources and Financial Aid, due to the fact that the College is too small to maintain adequate infrastructure and staff for these and other core functions. The President also commented on the state budget deficits and potential reduction in state funding for higher education. A brief discussion ensued, followed by the administrative reports.

Dean of Enrollment Services Tyler Hart provided a progress report on enrollment growth, and student retention and discussed the freshman profile. A brief discussion ensued.

Dean of Faculty and Academic Effectiveness Vern Lindquist provided an update on new faculty hires and noted the focus this fall would be on promoting the online associate degree in business and the equine therapy certification as well as expanding other equine-assisted activities for

Richard Bland College Committee  
MINUTES  
Page 2

business and industry groups. Dean Lindquist updated the Committee on the work preparing for and writing the SACSCOC Monitoring Report. A brief discussion ensued.

Dean of Finance and Administration Penny Howard reported on the restructuring of the Finance and Administrative unit over the last 12 months and discussed the goals for fiscal year 2017 to support RBC-19 and 100% student success. A brief discussion ensued.

Chief Information, Strategy and Innovation Officer Kenneth LaTessa reported on the in-depth analysis into technical processes, procedures, systems and personnel which he undertook when he arrived on campus in June, which led to the development of a strategic 90-day plan with the primary objective of creating a level of stability. A brief discussion ensued.

Joanne Williams reported on the new format for the College newsletter and recent media exposure for Richard Bland in the September issues of both *Richmond Magazine* and *Virginia Living*.

Faculty representative Jill Mitten discussed her report, detailed in Enclosure F. She introduced Assistant Professor of Psychology Tiffany Birdsong who reported on the creation of the First Year Experience initiative at Richard Bland. A brief discussion ensued.

Student representative David Snyder discussed his report, detailed in Enclosure G, and outlined student activities undertaken during the first part of the semester. A brief discussion ensued.

Ms. Dillon and President Sydow reviewed the resolutions, then Ms. Dillon asked for a motion to approve **Resolution 1**, Appointments to Fill Vacancies in the Professional Faculty. Motion was made by Ms. Roday, seconded by Mr. Payne and approved by voice vote.

Ms. Dillon asked for a motion to approve **Resolution 2**, Award of Academic Tenure and Promotion. Motion was made by Ms. Roday, seconded by Mr. Buck and approved by voice vote.

Ms. Dillon asked for a motion to approve **Resolution 3**, Retirement of Esther W. Floyd, Division of Language and Humanities. Motion was made by Ms. Schultz, seconded by Mr. Payne and approved by voice vote.

Ms. Dillon asked for a motion to approve **Resolution 4**, Retirement of Mark L. Fidelman, Division of Natural Science. Motion was made by Ms. Schultz, seconded by Ms. Roday and approved by voice vote.

Ms. Dillon moved that the Richard Bland College Committee convene in Closed Session to discuss specific personnel matters, and for briefings by legal counsel or staff members pertaining to specific legal matters, as provided for in Section 2.2-3711.A.1. and 7., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Committee went into Closed Session at 4:00 p.m.



Richard Bland College Committee  
MINUTES  
Page 3

The Committee reconvened in open session at 4:32 p.m. Ms. Dillon reviewed the topic discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Roday and approved by roll call vote of the Board members conducted by Ms. Dillon. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 4:33 p.m.

September 21, 2016

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

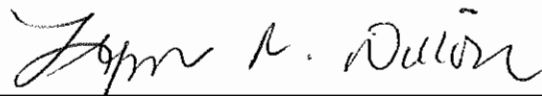
AYES:

6

NAYS:

0

ABSENT DURING CLOSED SESSION:



Lynn M. Dillon

Vice Chair

Richard Bland College Committee

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

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

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

**CAROL KELEJIAN**, Director of Institutional Research, effective January 2016:  
M.Ed., George Mason University, 2004  
B.G.S., Virginia Commonwealth University, 1984

Gateway Community and Technical College, 2011-2013  
Educational Enrichment Services Coordinator and Health Profession  
Opportunity Grant (HPOG) Data Research Analyst

Lincoln College of Technology, 2009-2011  
Director of Skills Enhancement

Board of Visitors

Resolution   10  

November 16-18, 2016

Page   1   of   1  

**COLLEGE OF WILLIAM AND MARY  
RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF  
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE, AND RICHARD BLAND COLLEGE  
FOR THE FISCAL YEAR ENDED JUNE 30, 2016**

The Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2016, has been presented by the Senior Vice President for Finance and Administration and the Chief Financial Officer to the Presidents of the Colleges, who have approved it for presentation to the Rector and the Board of Visitors.

The statements included in this consolidated Financial Report provide a concise analysis of the College's financial affairs for fiscal year 2015-2016. The report is subject to a detailed audit to be conducted by the Auditor of Public Accounts.

RESOLVED, That the Unaudited Consolidated Financial Report for the Year Ended June 30, 2016 (*see separate booklet*) for The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.

# PROGRESS REPORT

November, 2016

## ENROLLMENT

J. Tyler Hart

Dean of Enrollment Services

### Spring Registration

On October 17, Richard Bland College of William & Mary opened spring registration for 116 students who are actively participating in the Statesman Scholars Honors program. This semester marks the first time that the College has offered preferred registration to a specific group of students. The Statesman Scholars were excited to get preferred scheduling based on their hard work and academic achievement. RBC will maintain this perk in future semesters as a program benefit as well as an incentive to get the students engaged in their future plans early in the academic year.

Registration for the remaining student body opened on October 20. With all students enrolled in the ESE@RBC Student Success Project, and in partnership with their Learner Mentors, RBC has set clear registration goals for the Student Success Team to achieve an 84% fall-to-spring retention rate. The team is committed to achieving targets on the schedule below:

November 1, 2016	40%
November 15, 2016	60%
December 1, 2016	80%
January 15, 2017	90%

Learner Mentors are individually accountable using the following outline:

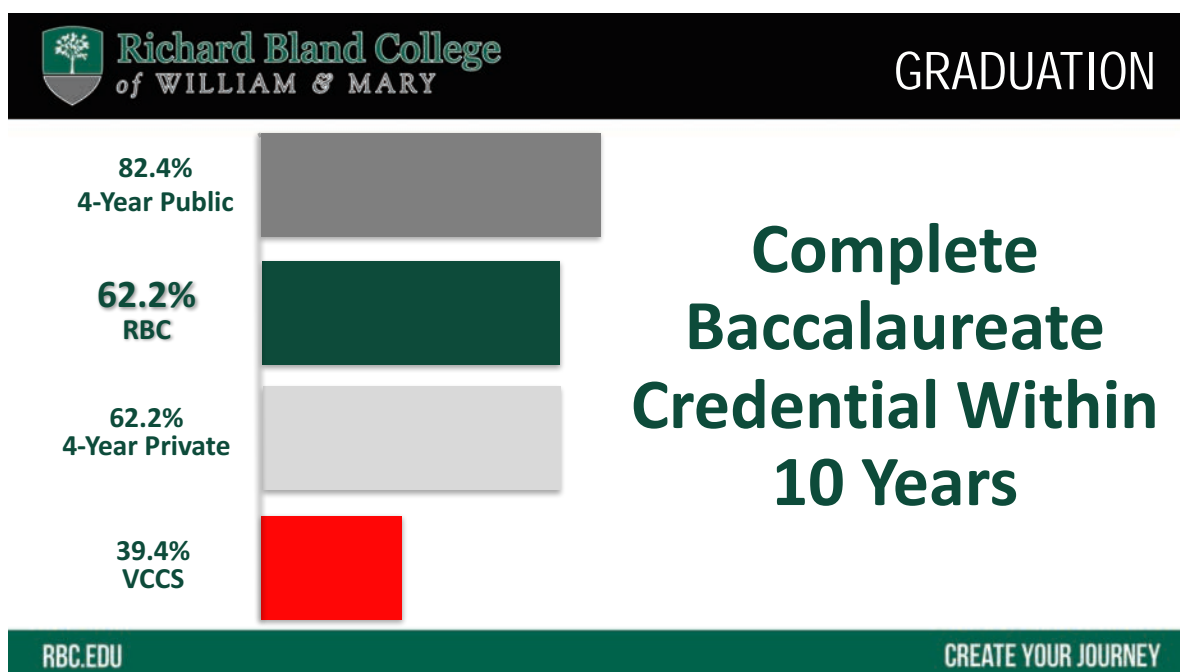
1. 100% student contact with all students in caseload by end of each semester
2. 100% face-to-face contact by end of semester - be creative
3. Number of interventions - interventions can include the following:
  - Tutoring
  - Success Strategies
  - Counseling
  - Career Coaching
4. At-risk students (in the red zone, academic probation, warning)
5. Groups advising
6. Technology utilization
7. Measurement & data tracking

# PROGRESS REPORT

November, 2016

## Transfer

As illustrated below, RBC students complete baccalaureate degrees at much higher rates than VCCS institutions and compare favorably with 4-year institutions over a 10-year period (SCHEV 2016).



Analysis of student data from the National Student Clearinghouse Student Tracker service shows that since 2011, 70% of students with matched clearinghouse records leaving RBC (graduates and non-graduates) attend a subsequent institution. 58% of the students transferring attend a 4-year college or university. The top 4-year colleges and universities that RBC students attend after leaving are (in order):

1. Virginia Commonwealth University (329)
2. Virginia State University (122)
3. Old Dominion University (72)
4. Longwood University (71)
5. Liberty University (61)
6. College of William and Mary (52)

# PROGRESS REPORT

November, 2016

The 4-year colleges and universities that RBC students graduate from (in order) are as follows:

1. Virginia Commonwealth University (81)
2. Virginia State University (35)
3. College of William and Mary (31)
4. Longwood University (25)
5. Old Dominion University (21)
6. Liberty University (13)

\*Students attending in most recent semesters may still be enrolled at a 4-year institution and thus not included in graduation numbers.

# PROGRESS REPORT

November, 2016

## Finance & Administration

Penny Howard

Dean of Finance & Administration

### Overview of Unit

The Finance & Administration unit of Richard Bland College of William & Mary consists of the following units; general accounting, procurement, accounts payable, accounts receivable, cashiering, budgeting and financial reporting. Financial aid and human resources have been reassigned to other units.

As stated in previous reports, the unit has undergone significant restructuring in the last 12 months. This includes staff turnover in all key positions, redistribution of duties and responsibilities, the implementation of a newly structured finance and financial aid system, frequent audits and reviews of ongoing process change, and the building and implementation of new and revised standard operating procedures and policies.

As of this report, we continue to strengthen processes, train personnel on state and local financial and reporting requirements and analyze and adjust staffing levels and duties. We are adjusting our previously ambitious operational plan for FY 2017 downward to ensure that we stay on task in the finance unit, focused on the prudent management of the school's financial resources, improvement of customer service, access to reliable data for operational decision making, construction and documentation of reliable and repeatable processes, and relationship-building with other campus partner units to ensure that we are all delivering on the promise of 100% student success.

### Finance

In FY 2016 the finance unit determined that the then-current financial system needed to be overhauled. From the period of January to June 2016, Finance & Administration also assumed responsibility for information technology services and hired two Banner (the name of our financial system) experts into the college to lead the upgrade of both the finance and financial aid modules for a go-live date of July 1, 2016. With this task to tackle, we were also part of the mandated state of Virginia's implementation of the new financial system, Cardinal, with a go-live date of February 1, 2016. In September, the Commonwealth notified all agencies about the replacement of the old state payroll system, advising that we would be required to provide relatively significant personnel time to this project as well. IT has taken the lead on the



# PROGRESS REPORT

November, 2016

management of this project for RBC, but finance staff will be heavily involved in decision making, data entry and analysis, and implementation.

Through the joint efforts of newly hired financial and IT Banner staff, we made our very ambitious go-live deadline of July 1 for our own system. We continue to build the processes around our new system, integrating the data interface with the state system, and revising our business workflows to create effective processes. It is still a work in progress, but we are moving in the right direction.

We have also had ongoing audits of our status in restructuring and revitalizing this department and its systems since last September. Although progress was slow in the beginning, it has picked up momentum since April, and continues to improve on a weekly basis. Unfortunately, there are also the normal stumbling blocks to rebuilding an entire unit. During the preparation of the FY 2016 financial statements, our financial reporting manager moved to DC with her family and took another job in that area, leaving us short staffed during the preparation of the statements. As we worked through this setback, we discovered that the documentation and support for prior year financial statements was often incomplete or missing, and there were no preparation instructions for how some of the prior year values were calculated. This slowed us down considerably as we worked with W&M to finalize some of the financial statement values since part of the process is analyzing variances from one year to the next. Interpretations of what should be captured where and how can significantly impact variances from values. Because we used an approach that was different from last year, and did not immediately understand that the process W&M used would be incompatible with our first-draft financial statements, we threw the financial statement deliverable off by a week. We have also realized during the efforts to meet FY 17 operational goals so far this fiscal year that we need one more manager to manage the general ledger processes to keep the unit processing transactions in a timely and accurate manner in addition to providing and preparing all other required state and college reporting and processing. We are currently conducting searches for both positions. Processes for collecting and reporting data continue to improve, and we are capturing our standard operating procedures for each financial activity to ensure that they are all documented by end of fiscal year.

The institution's cash flow is always tight over the summer and into the first quarter of the fiscal year due to low summer enrollment and timing of the beginning of the semester in first quarter, as well as federal regulations not allowing the drawing of federal aid for freshmen until 30 days after the beginning of the semester. Those issues are compounded this year by the

# PROGRESS REPORT

November, 2016

deferral of the fall due date for tuition and fees for fall 2015 and the lack of adequate financial aid processing resources until almost the end of that same semester. These two critical factors, aggravated by the system issues described above as well as having to cover some capital and auxiliary expenditures that will be reimbursed from other sources later in the year, consumed the meager cash buffer we had from last year, leaving us tightly managing spending in the first quarter of fiscal year 2017. As of the beginning of October, we have frozen all spending that is not mission-critical until such a point that we can build some sort of reserve balance again this year. This will impact some operational plan items for this fiscal year for all units, either deferring them until later in the academic year or next fiscal year. As of this report, the cash flow issue is easing as we begin to draw more federal aid down, and have implemented a campus wide effort to work with students on paying outstanding balances not covered by financial aid.

An additional financial concern that has not impacted us yet is the potential for the state to require the return of a percentage of the general funds due to the budget shortfall. We were recently informed by the Department of Planning and Budget (DPB) of the following:

- The State's targeted saving strategies will amount to cuts for RBC of approximately \$100,000 in FY '17
- The State has mandated for FY '18 a 7.5% cut, amounting to approximately \$500,000 for RBC.

## Summary

As of the beginning of October 2016, Financial Aid has been moved under the Dean of Enrollment Services to test a new structure leveraging the learner mentors as part of the financial aid process. As of October 21, 2016, Human Resources has been moved back to the President as a direct report. Unfortunately, the newly hired HR Director had to leave RBC for personal reasons, and we are currently conducting a search for the HR Director position. Due to the volume of work, implementation of the new state payroll system, reporting requirements and ongoing reviews of the finance area, as well as the pending SACSCOC reaccreditation process, we are scaling our FY 17 operational plan down and the president is assuming direct responsibility for HR until such a time when the finance unit processes and reviews settle out. We will be focusing all efforts for FY 2017 in finance to building stable, documented, and auditable processes, procedures and reporting; improving customer service, and managing financial resources responsibly and meeting all of the mandated state deliverables.

# PROGRESS REPORT

November, 2016

## ACADEMICS

Dr. Vern Lindquist  
Dean of Faculty

### Supporting a Culture of Inquiry and Innovation

We recently completed the *Affordable Pathways* Grant application (\$140,000) through SCHEV, which would support an expansion of our successful ALEKS Math Summer Bridge Program. Partnering with local high schools (Petersburg, Hopewell, and Sussex), the program will expand to 70-100 students. Awards are made in December.

Deans Lindquist, Joyaux, and Hart will be presenting a talk at the SACSCOC Annual Meeting in Atlanta this December. The talk, "A Stitch in Time: Using Predictive Analytics as a Retention Tool to Identify & Intervene with At-Risk Students" will give RBC an opportunity to share our experiences and successes concerning the ESE@RBC program with the entire region.

### Develop Robustness of Honors

Associate Dean Aimee Joyaux, Learner Mentor James Tobias, and second-year Honors student Rachel Baugh attended the Virginia Collegiate Honors Council Fall Meeting at Reynolds CC in September. Rachel was engaged with other students planning the spring conference at ODU. We will be taking several students to that event which focuses on service- and project-based learning. Additional opportunities available through the Honors Council is study abroad, where RBC students can get 3 credits through VCU for a two-week course titled Global Refugees and Global Leadership at the Crossroads of the Mediterranean focused on the refugee crisis in Italy. The cost for room, board, travel and tuition will be approximately \$5,200 per student. We are exploring fundraising options to send at least two students.

We are registering students now for W&M co-enrollment—the program should expand to six students for the spring, thanks to assistance from Dean Conley's staff. We are working with W&M to allow our second semester freshmen access to co-enrollment as there is a great deal of interest from those students.

A team of graduate and doctoral students in Professor Pam Eddy's Community College course (W&M Educational Leadership Program) is helping RBC staff to identify best practices and key trends in Honors programs at two-year colleges, thereby gaining valuable administrative

# PROGRESS REPORT

November, 2016

experience and, at the same time, supporting RBC's effort to structure our program in innovative and forward-thinking directions.

Associate Dean Joyaux is also working with partners on a community engagement / service learning initiative based on the Virginia Compact on National Service. Virginia Wesleyan College, AmeriCorps, and the Service Year Alliance are in discussion with RBC about designing a 2+1+2 program for our graduates.

## **Shared Governance**

Richard Bland College of William & Mary funded Professor Michelle Delano's attendance at a recent AAUP conference in Washington, DC. She returned with materials and ideas that could be helpful to RBC as it recalibrates shared governance on campus.

All College and Faculty committees are now meeting, posting agendas and minutes, and advancing the goals of our strategic plan and academic excellence on campus.

## **Assess & Develop the Complete College America Agenda**

Dr. Matthew Smith, Chair of Mathematics & Computer Science, is attending the Complete College America conference in San Francisco this November as RBC's representative. In addition, RBC is now participating in *Purpose First*, an initiative developed by CCA in conjunction with USA Funds. Faculty and staff from colleges in five states (Virginia, Texas, New Hampshire, Hawaii, and Tennessee) will meet regionally and collectively to develop a new model of best-practice student advising tools. RBC was asked by SCHEV to participate as one of 4-5 institutions to represent Virginia in this collaborative initiative, which kicks-off this spring.

## **Develop and Enhance the Academic Portfolio**

After protracted efforts, RBC and the University of Virginia College of Arts & Science have developed a Guaranteed Admission Agreement.

Additionally, LeJeanna Raymond, Chair of Language & Humanities, met with Dean Lindquist and representatives from Virginia Wesleyan to lay the groundwork for a program-to-program articulation agreement in Education between the institutions. VWU is considering offering some of the core required courses on the RBC campus if there is sufficient interest. We are also working on summer programs at VWU for RBC students in the sciences as well.

In conjunction with Communications, we are developing marketing materials for the online Business AS degree.

# PROGRESS REPORT

November, 2016

## **Lead RBC through SACSCOC Reaffirmation**

To kick-off the reaffirmation process on campus, President Sydow has named members of the RBC reaffirmation team (Vern Lindquist, Matthew Smith, Aimee Joyaux, Penny Howard, Kenneth LaTessa, & Tyler Hart) and has supported their attendance at the SACSCOC annual meeting where they will receive an orientation by SACS staff. We will be forming and orienting self-study committees in January 2017 and will spend the bulk of that year researching and writing the Compliance Certification Report and Quality Enhancement Plan.

# PROGRESS REPORT

November, 2016

## Residential & Student Life

**Dr. Corey Scott**

Associate Dean of Residential & Student Life

### Strategic Plan

Focus 1 (F1) – Client Service	(on track)
Focus 2 (F2) – Transformative Learning	(on track)
Focus 3 (F3) – Fiscal Stability	(on track)

Two months into the academic term there has been a heavy focus on the transformative learning aspect of our strategic plan (as evidenced below). This is intentional as transformative learning is a heavier lift than the other focus areas.

### Accomplishments

Strategic plan developed and uploaded using the Achievet software  
On track for accomplishing goals of the strategic plan

### Office of Student Activities & Leadership

- Swore in the new Student Assembly members
- Expanded shuttle van service into downtown Petersburg and downtown Richmond
- Successfully embarked on a collaboration with Walnut Hill Elementary School to provide students with real life teacher training experience **(F2)**
- Spearheaded a total of 21 separate events, including Wellness Wednesdays, which are designed to educate students about enjoying healthy lifestyles; and
- The Welcome Back Social, which was designed to provide students a festive atmosphere to meet, greet, and dance the night away **(F2)**

### Office of Residence Life

- Totaled over 80 conferences with students to discuss everything from classroom attendance and grades to policy violations and students' personal concerns **(F2)**
- Presented 9 students leadership programs
- Spearheaded "Welcome Week" activities

# PROGRESS REPORT

November, 2016

- Reactivated the Richard Bland College spirit team, the “Green Cavalry”
- Activated the Residence Hall Association (RHA) to provide increased student input into residential operations

## **Student Conduct & Integrity**

- Provided two preemptive programs to curb student violations **(F1)**
- Held three administrative hearings & two conduct board hearings

# PROGRESS REPORT

November, 2016

## Information & Technical Services

Dr. Kenneth LaTessa

Chief Information, Strategy & Innovation Officer

### College-wide Strategic Planning

Advancement of strategic planning across the organization was a primary objective in the first quarter of the fiscal year. Although attempts at execution of operational plans at the functional level and subsequent monitoring of impact was occurring, the process was not well-defined and systems used for tracking were inadequate. Most operational plans were too high level and/or contained objectives that, although very relevant to the goals of RBC-19, were not defined in such a way that they could be clearly measured or achieved. Two initiatives were executed, the first, identification of an efficient, easy-to-use system for creating, updating and monitoring plans, and the second, assist all functional department heads in the refinement of their plans so that objectives and tactics could be gauged and resolved.

Achievelt (<https://www.achievet.com/>) was chosen as the supporting system after exhaustive research and trial. The system permits an unlimited number of plans and unlimited contributor-level users allowing anyone to collaborate and provide updates on ongoing initiatives. Individual plans can be linked at various levels and the dashboard/report capabilities afford a multi-plan view of progress. Various methods for viewing and editing plans are available.

With the selection of the system complete, refinement of operational plans was undertaken in conjunction with the configuration of all plans within the Achievelt. RBC-19 goals and strategies were minimally updated to reflect changes since the original version was drafted and the plan was generated within the system. Next, meetings were set with each functional department head and operational plans were refactored. Objectives were fine-tuned so that measurable metrics were available and supporting tactics were clearly defined and available for tracking. Each of these plans were imported into Achievelt, due dates and assignments were placed on all levels, and update frequencies were defined.

One of the real strengths of Achievelt is an email-based mechanism that requests updates on defined time frequencies resulting in a proactive approach to monitoring initiative status and progress.



# PROGRESS REPORT

November, 2016

The decision was made that objectives and tactics supporting the goals and strategies of RBC-19 would be placed at the individual operational plan level versus placing all objectives and tactics in a single comprehensive plan. This allows for clear distinction of contributions across departments, provides a mechanism for seeing strategies that are not being fully utilized and affords the ability to replace operational plans annually without affecting the top level strategic plan.

The system is now fully configured and operational plans are actively in motion.

## **ITS Progress on Plan**

The original 90-day plan that provided preliminary direction as the department oriented itself under new leadership and reorganization has now developed into the Information & Technology Services (ITS) operational plan for fiscal year 2017. The theme of the plan is stability and is grouped into four focus areas: improving customer service perceptions; increasing the level of effectiveness in data access, delivery and integration; mitigation of risk by enhancing infrastructure and processes; engagement of staff through development and delivery.

Initiatives are progressing well with only a few items identified as off track or at risk. To highlight a particularly exciting project, substantial progress has been made on implementation of a data warehouse for consolidating key information from multiple disparate sources for reporting and improvement of data communication between systems. Because of this, our ability to generate visualizations of strategically important data to be used for business intelligence and decision-making has greatly increased. The visualizations have been built in Microsoft PowerBI and the data is available to business users on-demand in near real-time. We are actively expanding the content available.

# PROGRESS REPORT

November, 2016

## Advancement

Mary Beth Poma

Director of Advancement

The Advancement Office continues to focus our efforts in four important areas: (1) Foundation Board Development, (2) Alumni Relations, (3) Prospect and Fund Development, and (4) Advancement Operations and Staffing. The following is a brief update in each area with respect to recent developments since the last board meeting:

### Foundation Board Development

- Created and launched an orientation program for new Directors.
- Instituted a board development retreat that occurred prior to board meeting on September 27, 2016. The retreat was facilitated by Amy Nisenson, a non-profit consultant in strategic planning group facilitation, board development, and resource development and fundraising.
- Held 9<sup>th</sup> Annual Golf Tournament at The Country Club of Petersburg raising over \$11,000 with the largest attendance in nearly a decade.
- Organized and developed a Richard Bland College exhibit at the Petersburg Area Art League featuring 14 artists with connections RBC who exhibited their works. Opening Night on Friday, September 9, was the largest *Friday for the Arts* opening in several years.
- Hosted a combined Scholarship and Awards Gala on Tuesday, October 25, 2016 in the Barn Theatre. The purpose of this combined program was to celebrate the accomplishments of scholarship recipients, to honor alumni and friends of the College who have distinguished themselves through their accomplishments and service, and to pay tribute to the generous donors whose gifts make college possible for so many Richard Bland College students.

### Awards of Distinction Recipients

*Distinguished Alumni Award*

*Richard Bland Award*

*Young Alumni Award*

*The Honorable M. Kirkland Cox'81*

*The Solenberger Family*

*Mr. Jerome Goehring'09*

# PROGRESS REPORT

November, 2016

- Organized and worked with newly elected chairs of the Advancement, Audit & Finance, and Awards of Distinction Committees of the Foundation to establish FY16-17 goals.
- Created and mailed Endowment Activity Reports to all endowed scholarship donors in an effort to improve transparency and communication with donors.

## **Alumni Relations**

- Held the College's first Alumni Homecoming at the new Annual Pecan Festival on October 29, 2016. Special invitations were sent to alumni for 10, 20, 30, 40 and 50 year reunions. Email and social media invites were sent to other alumni. A special program for alumni, with remarks from President Sydow, was held at the Alumni tent in the grove.

## **Prospect and Fund Development**

- Developed a plan to increase Annual Fund donations in collaboration with Advancement Committee utilizing social media and alumni outreach by Foundation Directors. First mailing will be sent in early December.

## **Advancement Operation/Staffing**

- Developing new marketing materials for outreach, such as birthday cards, RBC notecards, foundation logo, etc.

# PROGRESS REPORT

November, 2016

## Athletics

**Chuck Moore**

**Director of Athletics & Recreation**

The Athletic Department is at a full strength as the result of new hires and strategic staffing. This is the most experienced staff that Statesman Athletics has ever had. The following are new staff members, including their previous coaching/work experience and where they played in college

- Nick Surkamp – Asst. Soccer Coach, played at NC State
- Katy Lampman – Head Softball Coach, Associate HC at Radford, played at Winthrop
- Cassidy Clayton – Asst. Softball Coach, former Asst. at Bridgewater, played at JMU
- Greg Prouty – Director of Athletic Communications, same role at Longwood and Indiana-Purdue

The process of implementing an Equestrian Team for fall '17 is in full motion. Beth Brown has been hired as the Equestrian Coach. She competed on the equestrian team at the College of Charleston. Beth left her career as an attorney to pursue her passion for stable management and horses.

A Student Athlete of the Week program has been implemented. Each week a student athlete is chosen by the entire athletic department based on athletic performance, academic success, and community involvement.

The Men's and Women's Golf Teams both placed 2<sup>nd</sup> in the Eagles Cup Tournament in Raleigh, NC. This was their first tournament of the season.

**Men's Basketball was picked in the preseason national polls ranked # 14.**

# PROGRESS REPORT

## COMMUNICATION & MARKETING REPORT

Joanne Williams – Director

Robin Deutsch – Assistant Director

Septembert 1, 2016 - November 1, 2016



TOTAL IMPRESSIONS

**1 MILLION**

7,500 FESTIVAL ATTENDEES



In conjunction with media partner WTVR/CBS 6, which matched purchased advertising time, the inaugural Pecan Festival secured 1 million total impressions. A focused Facebook campaign yielded 106,620 impressions. Media coverage was secured regionally and nationally.

## TOP INTERNET IMPRESSIONS



Late Start  
**45,947**

Statesman Scholar

**42,800**



## WEBSITE

(September, October 2016 vs. 2015)

**UP 25.93%**

NEW VISITORS

**UP 21.24%**

RETURNING VISITORS

## SOCIAL MEDIA CAMPAIGNS

98 FACEBOOK CAMPAIGNS

Total Impressions

**354,294**

Total People Reached

**150,731**

Demographics

**59% W / 41% M**

## SOCIAL MEDIA

f % of Facebook  
Likes up **37.5%**

📷 % of Instagram  
Followers up **7%**

🐦 % of Twitter  
Followers up **7%**

Earned Media  
**\$136,100**

DOES NOT INCLUDE TELEVISION

# PROGRESS REPORT

November, 2016

## Campus Police

Jeffrey Brown

Campus Safety & Chief of Police

### Police

- Development, implementation and marketing of new emergency telephone number for police, fire and rescue: (804) 862-6111.
- Completed re-organization plan and achieved full police staffing as of October, 2016, with hiring of deputy chief of police.

### Emergency Management

- Installed five AED machines, which are now in every academic, public use and residential building across campus, as well as in each police vehicle.
- Offering CPR/AED training to College staff and students.
- Two successful tests of the College's emergency notification system, RBC Alert.

### Title IX

- Title IX on-line student training has achieved a 65% completion rate (710 students).
  - Learner Mentors are working with students to increase the response rate.
  - Expectation is to achieve 100% student completion by December, 2016.
- Title IX on-line faculty and staff training has achieved a 55% completion rate (73 faculty and staff).
  - Faculty and staff have until November 11 to complete.



# PROGRESS REPORT

November, 2016

## Property Management

Eric Kondzielawa

Director of Property Management

### CAPITAL OUTLAY

#### Field House

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

#### Commerce Hall / HSS Renovation

Renovation of the HSS building, which became vacant with the re-opening of the Social Science, Humanities and English (SSHE) building in the fall of 2015, will add 78 beds, along with new restrooms, new HVAC and fire protection systems, and state-of-the-art common area space for student collaboration. When the facility opens in the fall of 2017, it will bring total beds to approximately 500, nearly double the number of beds available when residence halls opened in 2008. Due to the building's original design and utilization as a hospital, the conversion to a student residential facility will be relatively simple and efficient. 9C bond funding of \$2,650,000 will fund this renovation project. The preliminary BCOM submission is complete, and working drawings are almost ready for submission. Similar to The SHEE building, hazardous material abatement and demolition are proceeding as discreet projects at the front-end in order to expedite the construction cycle and save money on any GC mark-up. Completion is scheduled for August 2017.

#### Academic Innovation Center

In accordance with the Facilities Master Plan, 34,000 square feet of new and renovated space in the current Library building will function to advance priority goals, including increased retention, graduation, and transfer. The space will be designed to support academic innovation in online learning, curriculum design, OER-enhanced content, as well as VLN (Virginia Learning Network) and ESE (Exceptional Student Experience). This \$23.6 million project's primary focus is on academic innovation, expanded access to college credentials, and curricular excellence; it

# PROGRESS REPORT

November, 2016

involves 24,000 square feet of new construction and 10,000 square feet of renovated space. Pre-planning funds have been secured, and schematic drawings are currently underway.

## **Library Renovation**

In July of 2016 we started Phase 1 of a three-phased project to improve the flow and add much needed capacity to the library as well as the dining/kitchen area in preparation for opening a new residence hall in the fall of 2017. This was also the first step in moving to a one-stop shop for student support services. Space inside the 1<sup>st</sup> floor of the library was modified to strategically house all enrollment services employees, including Learner Mentors, to advance the Exceptional Student Experience (ESE@RBC). The second phase will include minor renovations to the dining/kitchen area to temporarily accommodate additional students in the new residence hall. Phase 3 is scheduled for summer 2018. To better serve students and other diners, this phase will bring all new kitchen equipment, including a dish wash station and kiosks to provide better, healthier and more diverse meal options.

## **Safety and Security Enhancements other Projects**

- All antiquated access controls in both Patriot and Freedom residence halls were converted from the old Continental Access to more updated RS-2 systems.
- A pilot program was introduced to test the conversion to stronger locking system strikes in residence halls. Additional hardware was added to better secure individual apartments.
- The outdated analog camera system in residence halls was replaced with an improved IP-based system that features better viewing angles and more pixels for better vision.
- In the interest of student safety and security, the rear bank of Statesman Hall doors was replaced. Access controls were updated, and we are exploring options for security cameras throughout.
- The 1<sup>st</sup> Pecan Festival was a huge success. Over 100 vendors and a huge crowd of more than 7,500 people enjoyed the grove. The event received rave reviews from visitors and all media outlets.
- Working with the Department of Forestry to continue activities outlined in the College's Forest Management Plan, a harvest on the South side of campus will occur in 2017.
- Summer utilization of the Residence Halls and Food Service reached a record level in 2016. All of last year's organizations, as well as three new corporations, are slated to lease campus facilities in the summer of 2017.



November 16-18, 2016

Page 1 of 3

**RICHARD BLAND COLLEGE  
2016-17 OPERATING BUDGET UPDATE**

**EDUCATIONAL & GENERAL**

	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Actuals</u> <u>2015-16</u>	<u>Requested</u> <u>2016-17</u>	<u>Amended</u>	<u>Actual</u>
<b>REVENUE</b>							
General Funds	\$ 5,238,116	\$ 5,474,340	\$ 5,652,050	\$ 5,886,045	\$ 6,434,240	\$ 6,434,240	\$ 2,561,329
Nongeneral	3,876,508	3,743,089	4,238,344	4,766,738	4,857,600	4,857,600	1,015,040
Central Appropriations	198,551	201,473	136,053	220,837	241,838	60,224	-
Prior Year Reappropriations	96,131	149,754	-	-	-	-	130,228
ARRA	-	-	-	-	-	-	-
General Fund Reversion	-	-	-	-	-	-	-
General Fund Carryover	(26,971)	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 9,382,335</b>	<b>\$ 9,568,656</b>	<b>\$ 10,026,447</b>	<b>\$ 10,873,620</b>	<b>\$ 11,533,678</b>	<b>\$ 11,352,064</b>	<b>\$ 3,706,597</b>

**EXPENDITURES**

Instruction	\$ 3,319,124	\$ 3,703,350	\$ 4,057,378	\$ 4,062,700	\$ 4,100,758	\$ 3,919,144	\$ 1,186,439
Academic Support	309,205	420,118	579,414	1,129,620	1,321,169	1,321,169	38,844
Student Services	1,131,591	1,249,042	1,710,292	1,628,400	1,741,214	1,741,214	596,458
Institutional Support	2,702,558	2,555,107	2,579,626	2,640,300	2,878,352	2,878,352	1,213,874
Operation of Plant	1,802,893	1,597,112	1,189,692	1,412,600	1,492,185	1,492,185	670,982
ARRA	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,265,371</b>	<b>\$ 9,524,729</b>	<b>\$ 10,116,402</b>	<b>\$ 10,873,620</b>	<b>\$ 11,533,678</b>	<b>\$ 11,352,064</b>	<b>\$ 3,706,597</b>

**RICHARD BLAND COLLEGE**  
**2016-17 OPERATING BUDGET UPDATE**

**SCHOLARSHIPS AND LOAN ASSISTANCE**  
**FINANCIAL AID**

	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Actuals</u> <u>2015-16</u>	<u>Requested</u> <u>2016-17</u>	<u>Amended</u>	<u>Actual</u>
General Funds	\$ 447,803	\$ 454,107	\$ 463,107	\$ 579,107	\$ 637,018	\$	\$ 641,518
Nongeneral Funds	60,000	60,000	60,000	60,000	60,000		60,000
<b>TOTAL REVENUE</b>	<b>\$ 507,803</b>	<b>\$ 514,107</b>	<b>\$ 523,107</b>	<b>\$ 639,107</b>	<b>\$ 697,018</b>	<b>\$ -</b>	<b>\$ 701,518</b>

\*Includes CSG, CSAP, and VMSDEP

**EXPENDITURES**

Scholarships	\$	458,528	\$	507,803	\$	523,107	\$	639,107	\$	697,018	\$	350,759
--------------	----	---------	----	---------	----	---------	----	---------	----	---------	----	---------

**FINANCIAL ASSISTANCE**  
**FOR F&G PROGRAMS**

	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Actuals</u> <u>2015-16</u>	<u>Requested</u> <u>2016-17</u>	<u>Amended</u>	<u>Actual</u>
General Funds	\$	-	\$	-	\$	-	
Nongeneral Funds*	12,877	93,180	47,706	17,725	15,000		15,000
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>12,877</b>	<b>\$</b>	<b>17,725</b>	<b>\$</b>	<b>15,000</b>	<b>\$</b>

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

**EXPENDITURES**

Sponsored Programs	\$	12,877	\$	93,180	\$	47,706	\$	17,725	\$	15,000	\$	7,500
--------------------	----	--------	----	--------	----	--------	----	--------	----	--------	----	-------

**PRIVATE FUNDS**

	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Actuals</u> <u>2015-16</u>	<u>Requested</u> <u>2016-17</u>	<u>Amended</u>	<u>Actual</u>
<b><u>REVENUE</u></b>							
Private Funds	\$ 16,021	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000		\$ 21,000
<b><u>EXPENDITURES</u></b>							
Scholarships	\$ 15,700	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000		\$ 10,500

November 16-18, 2016

Page 3 of 3

**RICHARD BLAND COLLEGE**  
**2016-17 OPERATING BUDGET UPDATE**

**AUXILIARY ENTERPRISES**

	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Actuals</u> <u>2015-16</u>	<u>Requested</u> <u>2016-17</u>	<u>Amended</u>	<u>Actual</u>
<b><u>REVENUE</u></b>							
Residences	2,140,560	2,416,544	2,519,005	2,800,000	2,800,000		840,226
General Operating	188,360	285,189	221,242	300,000	471,800		8,677
Parking	123,925	169,383	102,170	-	138,000		260
Athletics & Recreation	30,030	290,105	567,014	715,000	715,000		201,299
Student Activity Fee	-	-	-	-	138,000		
Food/Vending Services	93,975	27,144	298,161	600,000	800,000		6,784
Bookstore	-	-	139,321	100,000	100,000		21,770
Renewal/Replacement	-	-	197,200	200,000	138,000		
Debt Service Reserve	-	-	-	-	110,400		
<b>TOTAL REVENUE</b>	<b>\$ 2,576,850</b>	<b>\$ 3,188,365</b>	<b>\$ 4,044,113</b>	<b>\$ 4,715,000</b>	<b>\$ 5,411,200</b>	<b>\$ -</b>	<b>\$ 1,079,016</b>
<b><u>EXPENDITURES</u></b>							
Residences	\$ 877,838	\$ 734,492	\$ 811,659	\$ 830,000	\$ 930,000		242,747
Debt Service on Residence Halls	1,452,891	1,194,594	1,204,611	1,185,000	1,300,000		597,479
General Operating	356,460	131,092	194,275	238,000	375,000		10,889
Parking	388,210	10,534	38,647	30,000	50,000		190
Athletics & Recreation	25,264	423,066	594,932	715,000	715,000		201,239
Food Services	91,266	40,591	328,971	443,000	598,000		26,482
Indirect Costs	355,000	410,000	599,300	560,000	560,000		
Bookstore	-	8,957	564	5,000	-		
Renewal/Replacement	-	-	213,326	200,000	351,000		
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,546,929</b>	<b>\$ 2,953,326</b>	<b>\$ 3,986,285</b>	<b>\$ 4,206,000</b>	<b>\$ 4,879,000</b>	<b>\$ -</b>	<b>\$ 1,079,016</b>

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

The Faculty Assembly welcomed RBC Committee Chairman John Littel and Vice Chair Sue Gerdelman to the November 8, 2016, Faculty Assembly meeting. Faculty appreciated the opportunity to hear from and to communicate directly with the Board, both at the regularly scheduled Faculty Assembly meeting and earlier during scheduled time for drop-in visits with Chairman Littel and Vice Chair Gerdelman.

### **Faculty Governance Review**

On October 13, 2016, the Faculty Assembly voted on several recommendations regarding faculty governance at the College. Deliberations are ongoing. Prof. Tiffany Birdsong was elected to the position of Faculty Assembly Chair, and LeJeanna Raymond was elected Vice Chair at the Assembly meeting held on November 8.

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

On October 14, 2016, the Faculty Assembly met to vote on the Faculty Affairs Committee's recommendations regarding the *Faculty Handbook*. A motion to table the vote passed, and instead, the members of the body engaged in a fruitful discussion as to how they would like to see the review of the document proceed.

It was requested of the members of the Faculty Affairs Committee that they distribute a copy of the document reflecting the proposed changes. It was also requested of the Faculty Affairs Committee that they identify small sections of the document which can be discussed briefly by all faculty members in the upcoming Assembly meetings.

The Faculty Assembly has proposed Thursday, March 2, 2017, as the date by which it will forward its recommendations for the *Faculty Handbook* to Dean Lindquist who will review and submit his recommendations to President Sydow.

### **Faculty Development**

Celia Brockway, Instructor of Music, is excited to report that the pep band is preparing to perform at basketball games and that MUS 299:01 Chorus was added as a course offering for the spring semester.

Troy Bupp, Instructor of Math, has led the development of a Faculty and Staff Wellness Program. The Program encourages participants to seek gradual lifestyle improvements through a two-fold approach to their fitness and nutrition choices by focusing on the following areas: *Wellness Activities*: cardio-respiratory fitness, muscular endurance, strength endurance, flexibility, and meditation; and *Wellness Decisions*: diet, nutrition, and healthy lifestyle choices.

November 16-18, 2016

Page   2   of   2  

Michelle Delano, Professor of Art, continued to meet with students and the extended Art Learning Community (ALC) at First Fridays and Artober events in Richmond. The ALC is creating a new Center for Higher Innovation space adjacent to the Art Studio in the SSHE building. Prof. Delano worked on College Night for an evening of activities at the Virginia Museum of Fine Arts where Honors students volunteered, student representatives on the VMFA College Advisory Council helped plan the event, and the ALC met with alum transfer mentors who graduated from RBC and went on to programs at VCU, VSU, and UR. Prof. Delano also attended the AAUP conference on shared governance in Washington, DC from September 30 to October 2, 2016, and she delivered a summary report to President's Council at a meeting on October 18.

Alexandra Duckworth, Associate Professor of English, has taught horseback riding at the equine center. Prof. Duckworth made the following comment regarding the teaching of those classes: "...in terms of my interactions with students, [it] has been some of the most rewarding work I have done at RBC. The equine center is truly a remarkable place, and I feel lucky that I got to teach there. The students learned so much and had so much fun. An unmitigated success in every way from their point of view. I have loved sharing my passion with them."

Eric Miller, Assistant Professor of Biology, created a unique opportunity for students by bringing to campus the Eagle Pines Falconry (EPF). The EPF representatives showed students, faculty, and staff birds of prey with live demonstrations of their predatory instincts.

Jena Morrison, Instructor of Sociology, has launched the pilot meditation program, and it is going well. Four sessions have been held so far with a total of 28 attendees. An additional session was also held at the request of the golf team. Thus far, the total number of campus community members served is as follows: 40 students, faculty, and staff. The Learner Mentors and representatives from one of the dorms may also be requesting special sessions later in the semester. Prof. Morrison is hard at work preparing for the second annual Balance & Breathe Bash, which was a tremendous success last year and is set for Thursday, December 1st, this year. Currently, she is scheduling the following activities: cornhole tournament with prizes, dog therapy, meditation, yoga, video games, henna, chair massage, coloring and puzzle stations, dodgeball, volleyball, flash mob performed by the pep band, tai chi, study tips, and a cookout.

Prof. LeJeanna Raymond, Associate Professor of English, attended the Teaching Professor Conference in Atlanta, Georgia where she acquired new knowledge in the area of online teaching.

Jill Mitten  
Associate Professor of English, Speech, and Theatre

## RICHARD BLAND COLLEGE STUDENT REPRESENTATIVE REPORT

Fall is upon us as the semester has passed its halfway mark and has started to enter its closing weeks. Life on campus continues to be in full swing with academics, athletics, and clubs continuing to be a huge influence on the Richard Bland student experience. As the temperature goes down, excitement for the Holiday season goes up.

All students have settled into their schedules and routines, and first-semester students now have a couple months of experience knowing what college life is all about, while third semester students start to focus on finding the right transfer college after graduation. Both groups of students worked with their Learner Mentors during the first couple weeks of October to finalize their class schedules for the spring. The Learner Mentors themselves have done a brilliant job of helping and answering any questions a student may have about a class, even when "Banner" was updated and still had some bugs to be worked out. With registration happening so early, it gives students plenty of time to make changes to their schedules to ensure the perfect fit for each individual. Meanwhile many students are engaged with the presidential election. Michael Rogers hosted "Debate Viewing" Parties in the SSHE Auditorium, which were very popular even though it was a very diverse mix of opinions and political beliefs. It was especially beneficial to any residential students that may not have had a TV to watch the debates live. Virginia 21's RBC Chapter also got numerous students registered to vote before the deadline, helping students to become more engaged with the political system.

PTK, Honors, and other students who received scholarships for the academic year met in the Barn Theater for the annual Scholarship and Awards Gala to honor those who made charitable contributions for student scholarships. It gave the students a chance to meet those who gave and, in some cases, the opportunity to attend college. During the Gala, awards were given out to distinguished Alumni.

Statesman Pride has been more apparent than ever with regard to Athletics. The RBC Soccer team met and surpassed its goal for the season. In his third year of Head Coaching, Eduardo de Souza helped lead the men to another outstanding season, this year going 10-6-1 advancing to the Region X tournament. There they won the quarterfinal game, moving onto the semifinals where they would face the No. 9 Nationally Ranked team and the defending champions of Region X, Louisburg College. The Statesman pulled off the upset winning 2 to 1 and carried

November 16-18, 2016

Page   2   of   2  

that momentum into the final where they won after 120 minutes of play and Penalty kicks. On November 4<sup>th</sup> the Statesman experienced another first by traveling to Daytona Beach for the District Semifinals. Meanwhile RBC's largest Golf team ever has continued to progress and get better every time they play, becoming stout contenders in every in which they participate. With both Soccer and Golf coming to a close, Basketball is just getting started. They had their first game of the season and took the win. After an unfulfilling season last year, the Statesman are hungrier than ever to regain championship form this year, and we all look forward to what their season has to offer.

Richard Bland College experienced another "first" the last weekend of October. Hosting what was the college's biggest event ever, the 1<sup>st</sup> Pecan Festival was a major success. Jamie Camp, Director of Auxiliaries, along with a large majority of volunteer staff, helped make a blueprint and jotted-down notes a reality. Hundreds of local food and beverage vendors attended and "set up shop" in the Pecan Grove. Meanwhile there was a constant flow of Live Music being heard throughout the grove. Children were not disappointed either once they saw the bouncy house, the hay maze, or the wide range of animals. Whether it was a Petersburg local, a friend from Northern Virginia, or a family member from west of the Mississippi River, people attended from all areas of the country, including both residential and commuter students. The estimated number in attendance was 7,500. The Festival is now an RBC tradition, and it is a clear example of how the college is evolving. Next year I look forward to coming back to the college as an alumnus for athletic games, revisiting some of the most amazing professors I have ever had, and attending the 2<sup>nd</sup> annual Richard Bland College Pecan Festival. The future looks bright for the college and I could not be happier to be a part of it!

David Snyder IV  
Student Representative to the Board of Visitors

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

November 17, 2016

3:15 – 4:00 p.m.

Board Room - Blow Memorial Hall

William H. Payne II, Chair

John Charles Thomas, Vice Chair

- I. Introductory Remarks – William H. Payne II
- II. Approval of Minutes – September 22, 2016
- III. Report from College Building Official – David W. Rudloff. Enclosure F.
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
  - A. Capital Outlay Project Progress Report. Enclosure G.
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
  - A. Fair Labor Standards Act (FLSA) Update
  - B. Capital Outlay Project Progress Report. Enclosure H.
  - C. Resolution to Approve the FY 2017 Transportation Alternatives Set-Aside Project. **Resolution 6**.
  - D. Resolution to Approve Capital Project Construction Procurement Process. **Resolution 7**.
  - E. Resolution to Approve the Naming of The Martha Wren Briggs Center for the Visual Arts. **Resolution 8**.
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn



COMMITTEE ON ADMINISTRATION,  
BUILDINGS AND GROUNDS

MINUTES – SEPTEMBER 22, 2016

**MINUTES**  
**Committee on Administration, Buildings & Grounds**  
**September 22, 2016**  
**Board Room – Blow Memorial Hall**

Attendees William H. Payne II, Chair; John Charles Thomas, Vice Chair; Warren W. Buck III; James A. Hixon; Anne Leigh Kerr; Karen Kennedy Schultz; DeRonda M. Short and faculty committee representative Christopher Abelt. Board members present: S. Douglas Bunch, Lynn M. Dillon, Thomas R. Frantz, John E. Littel, Christopher M. Little, Todd A. Stottlemeyer, H. Thomas Watkins, III, and staff liaison and David N. Morales. Others present: President W. Taylor Reveley III; Provost Michael Halleran, Virginia M. Ambler, Henry R. Broaddus, Edward C. Driscoll, Jr., Michael J. Fox, Samuel E. Jones, Jennifer Latour, Dean John T. Wells, Brian T. Whitson, Sandra J. Wilms and other College and VIMS faculty and staff.

Chair William H. Payne II called the meeting to order at 10:17 a.m. Mr. Payne welcomed new Committee members Mr. Buck and Ms. Kerr. Mr. Payne introduced David Morales, staff liaison to the Board and Christopher Abelt, faculty representative to this Committee.

Mr. Payne thanked Ann Baise, the past chair, for her leadership and service to the Committee's work and to the university as a whole. Mr. Payne stated that he had met with several staff members, and commended the following:

- John Poma, Chief Human Resources Officer
- Courtney Carpenter, Chief Information Officer;
- Cindy Glavas, Director of Auxiliary Services
- Van Dobson, Associate Vice President for Facilities Management
- Deb Cheesebro, Chief of Police
- Aaron De Groft, Director of the Muscarelle Museum

Recognizing that a quorum was present, Mr. Payne requested a motion to approve the minutes of the April 21, 2016 meeting of the Committee on Administration, Buildings and Grounds. Motion was made by Ms. Schultz, seconded by Mr. Thomas, and approved by voice vote of the Committee.

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

Dean John T. Wells provided an overview to new Committee members of the campuses at Gloucester, Wachapreague, and Topping. He provided highlights from VIMS' written report on capital outlay projects, as detailed in Enclosure I, and updated the status of design and construction on the Bay Eagle. Dean Wells reviewed two capital requests submitted to the Governor: Facilities Management building equipment and Eastern Shore Administration and Education Complex.

Dean Wells provided an overview of **Resolution 8**, Resolution to Approve Property Acquisition: 6 Riverview Avenue; and **Resolution 9**, Resolution to Approve Land Use Permit from the

Committee on Administration, Buildings and Grounds  
MINUTES  
Page 2

Virginia Department of Transportation for Underground Saltwater Utilities at Spencer Road. A brief discussion ensued.

Senior Vice President for Finance and Administration, Samuel E. Jones reminded the Committee of the scope of their oversight, including approval of the six-year capital plan, and oversight of the building code official. Mr. Jones highlights from the written report on capital projects, as detailed in Enclosure J.

Mr. Jones introduced Sara Bon Harper of Highland and Eugene Ruang of Waterstreet Studio, consultants to the Master Plan for Highland. This past year has been a “year of opportunity,” given the restoration of the property name to “Highland,” and the proper identification of the original 1799 residence and 1818 guest house (the result of multi-disciplinary research), the latter of which received extensive positive media coverage. Overseen by the Monroe Commission and the Monroe Legacy Working Group, the master plan will guide three main themes: historical interpretation, private use, and conservation agriculture. Many initiatives have yet to be defined.

Ms. Bon Harper reviewed various aspects of the plan, with a renewed emphasis on Monroe, the historic figure, rather than his house. Research is a big draw for visitors. When Ms. Bon Harper presented 2016’s research findings, the rediscovery of accurate history proved to be a dynamic attraction for young people.

Approval of the master plan is essential to releasing the fund raising effort. The Board discussed various fund raising aspects and asked several questions. The next phase of development will be concept drawings to establish a budget. Highland is part of the “Presidential Precinct” which includes Mount Vernon and Monticello. A brief discussion ensued.

Mr. Jones provided highlights from the summer 2016 construction season. He reviewed completed projects, and those under design or preplanning. Mr. Jones introduced **Resolution 10**, Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Zable Stadium; **Resolution 11**, Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Busch Field Turf; **Resolution 12**, Resolution of the Board of Visitors of the College of William and Mary 9(D) Sale Pooled Bond Program: Renovate/Expand Zable Stadium and Replace Busch Field Turf; and **Resolution 13**, Resolution to Approve 2016 Master Plan of James Monroe’s Highland.

Mr. Payne asked for a motion to approve **Resolutions 8 through 13** in a block, for recommendation to the full Board for adoption. Motion was made by Mr. Thomas, seconded by Mr. Buck, and approved by voice vote of the Committee.

The Board asked about items saved from the demolition of the old Lodges: doors, mantles, and bricks. These items were auctioned off during the W&M Weekend in DC, proceeds of which benefit the university’s capital campaign *For The Bold*.

The reports completed, and there being no further business, the Committee adjourned at 11:30 a.m.

Board of Visitors

Enclosure F

November 16-18, 2016

Page 1 of 1



**WILLIAM & MARY**

CHARTERED 1693

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

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

**Date: November 1, 2016**

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

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

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

- VIMS – Construct Consolidated Scientific Research Facility

Final construction completion document was issued for:

- Ewell Hall Restroom Ceiling

Temporary Certificate of Use and Occupancy was issued for:

- Zable Stadium Improvements

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

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

### **268 - 18281 Chesapeake Bay Hall HVAC & Envelope Replacement**

Appropriation Amount: \$932,000

Biennium: 2016-2018

Design Team: TBD

Obligated to Date: \$0

Fund Sources: VCBA Bonds

Contractor: TBD

Description: This appropriation funds the detailed planning of the replacement of the heating and ventilation systems and repair of the exterior envelope of Chesapeake Bay Hall.

Progress: A commissioning study to review operations of the building and assess building systems to help identify items of concern has been completed. This assessment resulted in recommended systems replacement of the rooftop Govenair HVAC, controls, roof, and repair of the exterior skin. A request for proposals will be advertised for Architect/Engineers in December 2016. The design phase is anticipated to last 12 months and a phased implementation to follow.

### **268 - 18088 Facilities Management Building**

Appropriation Amount: \$6,738,000

Biennium: 2014-2016

Design Team: RRMM

Obligated to Date: \$1,190,790

Fund Sources: VCBA Bonds

Contractor: TBD

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

Progress: VIMS and Code Review Team (CRT) are finalizing comments in preparation for issuing the building permit. Archeology of underground utility impacts is complete; review of the proposed building pad continues. The Department of Planning and Budget has provided direction to proceed with construction. VIMS finalized the shortlisted General Contractor's and has issued them the Invitation for Bid. Bids will be due to VIMS in mid-December 2016. Construction is anticipated to start in December of 2016 and the project will be approximately 13 months.

November 16-18, 2016

Page   2   of   4  

**268 - 17950 Research Vessel**

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

Biennium: 2012-2014  
Obligated to Date: \$886,509  
Contractor: Meridian Maritime  
Reparation

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

Progress: VIMS has successfully negotiated with Meridian Shipyard to bring in their bid within the project appropriation. Contract development is in progress and is anticipated to be complete by the end of November 2016. Vessel construction is anticipated to be approximately 18 months.

**268 - 17993 Consolidated Scientific Research Facility**

Appropriation Amount: \$13,553,021  
Design Team: Moseley Architects  
Fund Sources: VCBA Bonds

Biennium: 2012-2014  
Obligated to Date: \$1,631,559  
Contractor: Barton Malow Company

Description: This appropriation funds the planning and construction of a new 32,000 square-foot building to provide research, study, office, and technology space for the following units: Information Technology, Marine Advisory Services, Virginia Sea Grant, Center for Coastal Resources Management, and the Publications/Communications Center in a single facility.

Progress: All permit and contract documents are approved and signed. The project is under construction. Archeology is complete and crews are observing contractor digging on an as needed basis. Demolition of the existing structures is complete. Construction crews are currently laying out utilities and building foundations. Project completion is anticipated to be November 2017.

**268 - 16634 Property Acquisition: VA-NERRS**

Appropriation Amount: \$350,000  
Fund Source: Federal Funds

Biennium: 2000-2002  
Obligated to Date: \$193,000

Description: This appropriation funds the purchase of properties by the Virginia Estuarine & Coastal Research Reserve System using federal grants.

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

**268 - 16299 Property Acquisition: Master Plan Properties**

Appropriation Amount: \$1,100,000

Biennium: 2000-2002

Fund Sources: VCBA Bonds

Obligated to Date: \$1,099,781

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

Biennium: 1998-2000

Fund Sources: Private Funds

Obligated to Date: \$736,328

Higher Education Operating

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

Progress: Two parcels of land located at #6 Riverview Avenue has become available and the owner has accepted an offer made by VIMS. A purchase agreement has been ratified and all proper property assessments, appraisals, and title preparations are complete. The final closing dates are being coordinated with the seller. VIMS anticipates closing in November 2016.

November 16-18, 2016

Page   4   of   4  **268-12331 Maintenance Reserve**Funding Sources: VCBA (0817)  
E&G (0100)

2016	Carry Over:	\$ 315,654
2017	Appropriation:	\$ 538,273
2018	Appropriation:	\$ 578,436
<b>Total:</b>		<b>\$1,432,363</b>

Spent-to-date	(\$156,657)
	\$1,275,706

Remaining Project Commitments	(\$339,963)
Maintenance Reserve Fund Balance	\$ 935,743

**2016 Projects**

## Projects Completed:

- Replace Turbocor Compressor at Chesapeake Bay Hall
- Replace Boilers in Chesapeake Bay Hall-Phase I
- Dredge Boat Basin
- Repair Various Roofs

**2017 Projects**

## Projects in Design:

- Replace Atrium Roof at Chesapeake Bay Hall
- Repair Sewer Pump Station #1 and #2
- Replace Boilers in Three Buildings (Andrews Hall-Phase II, Fisheries Science Laboratory, and Seawater Research Laboratory)

## Projects under Construction:

- Replace Rooftop HVAC/Roof at Fisheries Science Building

## Projects Completed:

- Replace Various HVAC Units-Chesapeake Bay Hall Controls Compressor
- Replace Various HVAC Units-Wilson House
- Replace Various HVAC Units-Kauffman Aquaculture Center



**COLLEGE OF WILLIAM AND MARY  
CAPITAL OUTLAY PROJECT PROGRESS REPORT**

**204 - 17650 Construct: Integrated Science Center Ph 3**

Design Team: EYP

Biennium: 2008-2010

Budget: \$74,180,000

Contractor: Whiting Turner

Funding Source: state

Obligated to date: \$72,705,285

Description: The project will construct a 113,000 gsf facility, designed for scientific research in existing applications (applied science, biology, chemistry, and psychology), future inter-disciplinary programs, and computer modeling. Project also includes demolition of Millington Hall.

Progress: Construction of ISC 3 is complete. Millington Hall was turned over to CM control on 9/12 for extensive hazardous material remediation and subsequent demolition which will require at least six months. Anticipated final completion is 4/15/17.

**204 – 18002 Improve: Accessibility Infrastructure**

Design Team: Clark-Nexsen

Biennium: 2012-2014

Budget: \$2,889,456

Contractor: TBD

Funding Source: state

Obligated to date: \$486,612

Description: The project supports review, design, and construction of improvements to remedy accessibility issues at facilities not currently targeted for renovation within the next decade, and at various other campus locations.

Progress: Revised working drawings comments have been received and incorporated into permit drawings for nine projects including installation of an Adair Hall elevator and restrooms, improvement of campus pathways, and construction of access ramps at two of the Jamestown Road Houses. Permit drawings were submitted to the Code Review Team on 11/1 and the project has been permitted. Construction is anticipated to take twelve months following receipt of bids.

**204 – 18003 Improve: Lake Matoaka Dam Spillway**

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3,169,182

Contractor: TBD

Funding Source: state

Obligated to date: \$271,095

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

Progress: The Department of Environmental Quality (DEQ) Division of Dam Safety has approved the use of Roller Compacted Concrete (RCC) on the downstream face of the

November 16 - 18, 2016

Page   2   of   7  

dam to meet the new spillway requirement. This method will require approximately \$2.4M in additional state funds. DEQ completed an evaluation of Probable Maximum Precipitation (PMP) and provided an updated PMP target which is under review by Draper Aden. Upon completion of their analysis, the College will request permission to proceed to preliminary design using the new design criteria, and will prepare a revised project budget. Construction drawings and construction are contingent upon authorization of additional funding to support RCC and toe extension.

**204 – 18004 Improve: Campus Stormwater Infrastructure**

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3,391,198

Contractor: TBD

Funding Source: state

Obligated to date: \$493,904

Description: Create a new Stormwater Management Plan to achieve compliance with state regulations and federal Chesapeake Bay Total Maximum Daily Limit (TMDL) pollutant guidelines. Planning includes inventory of existing stormwater structures, and the identification, prioritization, sequencing, design and construction of projects required to achieve regulatory compliance. The College must achieve a 5% contaminant reduction during 2013 – 2018, 40% during 2019 – 2024 and 100% during 2025 – 2030.

Progress: Working drawings were provided to the project manager on 10/15 and are currently under review prior to submission to the Code Review Team (CRT). Construction on the four projects identified will require approximately twelve (12) months.

**204 - 18046 Construct: Hixon Experiential Learning Center**

Design Team: VMDO

Biennium: 2014-2016

Budget: \$7,308,000

Contractor: Gilbane Construction

Funding Source: private; CWM debt

Obligated to date: \$7,015,245

Description: The project is a 14,400 gsf "Experiential Learning Center" which will accommodate law practicum, legal clinics and associated courtroom training.

Progress: Structural framing, floor slabs, cold steel wall framing, and mechanical, electrical and plumbing rough-in are complete. The facility has been "dried in" to enable interior build out. Construction is anticipated to be complete by January, 2017.

**204 – 18100-01 Renovate: One Tribe Place Addition**

Design Team: Clark Nexsen

Biennium: 2014–2016

Budget: \$4,427,471

Contractor: Kjellstrom &amp; Lee

Funding Source: CWM debt

Obligated to Date: \$1,390,777

Description: The assembly and residential space in the 1984 addition (90 beds) will be demolished after extensive investigation and cost analysis determined that renovation was not cost effective. Two garage levels will be retained.

November 16 - 18, 2016

Page   3   of   7  

Progress: Floors 3 – 6 (Westminster Room Level and three residential floors) will be demolished, and the former Brown and Blue Garages (floors 1 and 2) will be retained. The deconstruction design is in progress. The demolition package will be ready for code review by the end of November. CRT comments will be addressed in permit drawings during December. Demolition is anticipated to begin in January, 2017, and will occur in 2 phases over eight months. Phase 1 work will occur while occupied; phase 2 work will begin after commencement when the facility is empty.

**204 – 18100 - 6 Renovate: Landrum Hall**

Design Team: Clark Nexsen

Biennium: 2016–2018

Budget: \$17,137,000

Contractor: TBD

Funding Source: CWM debt

Obligated to Date: \$0

Description: The residential space in the 1958 era, 221 bed facility will be renovated in order to bring the facility into compliance with current building code, replace 57 year-old building systems and replace interior finishes with modern materials and design, similar to the work achieved in Chandler Hall.

Progress: Programming of the renovated space is complete. Preliminary design documents are scheduled for submission to CRT on 12/2. Working drawings and permit drawings are subsequently scheduled for 2/15/17 and 3/31/17, respectively, to enable permit issuance in April. Construction will begin after commencement. Construction duration is fourteen months to support occupancy in the fall of 2018.

**204 - 204 – 18192 Construct: Integrative Wellness Center**

Design Team: EYP

Biennium: 2016-2018

Budget: \$17.0M

Contractor: Whiting-Turner

Funding Source: CWM debt/Aux/private funds

Obligated to Date: \$2,564,740

Description: Construct a 28,600 gsf wellness center to house, integrate and enhance the functions of the existing Student Health Center, the Counseling Center (currently in Blow Hall), Health Promotions and select recreational activities (yoga, massage, expressive movement, etc.). The center will promote proactive holistic wellness.

Progress: Preliminary design documents were completed 9/6. A design overview was presented to the Operations and Maintenance staff on 9/21 in order to gain operating staff input. The DRB approved architecture will be presented to the Art and Architectural Review Board on 12/2. All comments will be incorporated into construction drawings which are scheduled for submission on 12/19 to enable permitting by 3/21/17. Design will be followed by twelve months for construction. Occupancy is anticipated after Commencement, 2018.

**204 – 18202 Design: West Utility Plant**

Design Team: RMF Engineering

Budget: \$28.0M (estimated)

Funding Source: state

Biennium: 2016-2018

Contractor: TBD

Obligated to Date: \$1,945,017

Description: The new facility will be approximately 11,500 gsf, and will initially house three 1200 ton chillers and three 9,900 MBH (million British Thermal Units / hour) and will be sized to accommodate one additional chiller and two boilers in order to replace and centralize existing stand-alone units on west campus as they reach life expectancy.

Progress: Preliminary design was approved by the DRB on 4/20/16. Preliminary drawings are complete and are awaiting review by CRT and budget validation by BCOM. Construction is estimated to take 12-15 months. A Capital Budget Request has been submitted to the Department of Planning and Budget (DPB) for the Governor's approval of the non-general fund portion of project funds (\$14.4M) on an estimated total project budget of \$28M.

**204 – 18292 Construction: Fine and Performing Arts Complex, Ph 1 and 2**

Design Team: Moseley/HGA

Budget: \$118M estimated

Funding Source: state

Biennium: 2016-2018

Contractor: TBD

Obligated to Date: \$0

Description: Design and construct two phases of a three phase "Arts Quarter" program, which is in the 2016 General Assembly's bond bill of \$2.1B.

Phase 1 will consist of 74,951 gsf of new teaching and performance space for Music. Key program elements include four classrooms/seminar rooms, 15 teaching studios, 33 practice rooms, 60-person choral and 45-person instrument practice rooms, a 125 seat recital hall and a 450 seat recital hall.

Phase 2 will be the adaptive reuse of Phi Beta Kappa Hall for Theater, Speech and Dance, which will produce a 109,157 gsf facility (77,260 sf new + 31,897 gsf renovation). Key components will be a 60 seat dance recital studio, 100 seat student laboratory, a 250 seat black box theater, and a 500 seat renovated main theater.

Progress: A cost analysis is underway to compare the design and construction cost of temporary teaching/performance space versus the cost of escalation if Phases 1 and 2 are constructed sequentially rather than simultaneously. In addition to temporary performance space, a 4500 gsf pre-engineered building will be designed and constructed at the Dillard Complex to support set construction while PBK is unavailable. (The Dillard facility will support permanent Arts & Sciences storage after PBK construction is complete.) Construction of Phase 1 (Music facility) and Phase 2 (PBK renovation) is anticipated to take 18 and 24 months, respectively.

**204 – XXXXX Design: Integrated Science Center, Ph 4**

Design Team: TBD

Biennium: 2016-2018

Budget: TBD (\$73,266,000 estimated)

Contractor: TBD

Funding Source: state

Obligated to Date: \$0

Description: Design Phase 4 of the Integrated Science Complex (ISC), which will house Mathematics, Computer Science, and Kinesiology. The project will construct 124,000 gsf of new space and renovate 10,000 gsf of existing space in order to connect to the adjacent the ISC.

Status: The 2016 General Assembly authorized project planning using institutional funds which may be reimbursed by the Commonwealth. Detailed Planning is not authorized until 7/1/2017, and construction may not commence until 1/1/2019.

**204 – 17809 - 3 Construct: Busch Field Turf (Campus Recreation)**

Design Team: Matthew G. Burton Architect LLC

Biennium: 2016-2018

Budget: \$1,010,000

Contractor: Carolina Green

Funding Source: auxiliary

Obligated to Date: \$852,430

Description: Install a "Field Turf" artificial surface with drainage to support the recreation sports program.

Progress: Final report. Construction was completed on 10/7.

**"For the Bold" Capital Campaign Projects:****204 – 0000 – XXX-16 Plan: Muscarelle Museum Feasibility**

Design Team: TBD

Biennium: 2016-2018

Budget: TBD

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$0

Description: Develop a renovation and expansion of the existing museum to create a state of the art facility. Actual program and budget to be determined.

Progress: A/E Interviews were successfully conducted and an architect selected. Negotiations are underway for the first phase of design, a feasibility (preplanning) study. Upon completion of negotiations, a contract will be executed. Programming is expected to get underway no later than December, 2016.

**204 – 0012 – 001 - 15 Study: Alumni House Addition**

Design Team: Glave &amp; Holmes

Biennium: 2016-2018

Budget: \$74,765

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$74,042

November 16 - 18, 2016

Page   6   of   7  

Description: Expansion of the Alumni Center will include a welcome center, event spaces, and seated dining for 400 guests.

Progress: The Preplanning study was completed in September, 2015. The proposed site selection and design intent were presented to the Design Review Board at their September meeting and approved.

**204 – 0042 – 001 - 15 Study: Athletics Practice Facility**

Design Team: Quinn Evans/Sink Combs Dethlefs	Biennium: 2016-2018
Budget: \$106,900	Contractor: TBD
Funding Source: private funds	Obligated to Date: \$105,404

Description: The proposed Practice Facility will accommodate basketball (men's and women's), volleyball (women's), and gymnastics (men's and women's) with practice and event space. The program also includes sports medicine, academic support, NCAA compliance and ticketing.

Progress: A Preplanning Study was completed during summer 2015. In September 2015, the Design Review Board approved the site for a 45,000 gsf facility, which will attach to the northeast corner of William and Mary Hall immediately across Brooks Street from Recreation Sports.

**204 – 0000 – 005 - 15 Study: Aquatics Center Feasibility**

Design Team: Matthew Burton/Sink Combs Dethlefs	Biennium: 2016-2018
Budget: \$59,526	Contractor: TBD
Funding Source: private funds	Obligated to Date: \$48,508

Description: A Preplanning Study options included a "stretch" 25 meter and a 50 meter pool which can host swimming and diving. The facility will be capable of supporting both intercollegiate and community swimming programs.

Progress: The Preplanning Study was completed by September, 2015. In November 2015, the Design Review Board approved the site for a 36,000 gsf facility, which will attach to the southwest corner of William and Mary Hall.

**204-12713 Maintenance Reserve - Funding Source: VCBA (0817)**

2014 -16 Carry Over:	\$1,365,829	
2017 Appropriation:	\$2,234,469	
2018 Appropriation:		\$2,452,322 (tentative)
<b>Total:</b>	<b>\$3,600,298</b>	

Project Commitments thru 2017	(\$3,483,843)
Maintenance Reserve Fund Balance	\$ 116,455

November 16 - 18, 2016

Page   7   of   7  

### **2016 Projects**

#### Projects planned:

- 204 – 15007 Pop Lab AHU / FCU Replacement
- 204 – 16005 Health Center BMP

#### Projects in design:

- 204 – 15002 Yates Lot Storm Runoff Repair
- 204 – 15012 McGlothlin-Street Hall Fire Alarm Repl
- 204 – 16002 Dillard Library Storage HVAC

#### Projects in progress:

- 204 – 15010 Classroom Renovation
- 204 – 15013 Tyler/Blair Sidewalk Repairs
- 204 – 15015 Jones Hall Water Line Repair
- 204 – 16008 Campus Street Light Conversion to LED

#### Projects completed:

- 204 – 15001 College Apts Roof Repair
- 204 – 16002 Library Storage HVAC
- 204 – 16003 McGlothlin-Street HE Lab Compressor

### **2017 Projects**

#### Projects Planned:

- 204 – XXXX College Apts Fire Alarm Replacement
- 204 – XXXX Ewell Fire Sprinkler Riser Repair
- 204 – XXXX Fire Alarm Cable Riser
- 204 – XXXX Fiber Optic Maintenance
- 204 – XXXX Parking Garage BMP Maintenance
- 204 – XXXX Elevator Repair (Small Hall)
- 204 – XXXX Underground Utility Repair
- 204 – XXXX Campus Street Light Conversion to LED
- 204 – XXXX Ewell Hall Roof Gutter Repair
- 204 – XXXX Swem Pavilion B Window Lintel Repair
- 204 – XXXX Blow Hall Fan Coil Unit Replacement
- 204 – XXXX Retro Commissioning
- 204 – XXXX Classroom Renovations

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE THE FY 2017  
TRANSPORTATION ALTERNATIVES SET-ASIDE PROJECT**

WHEREAS, in 2014 the City of Williamsburg applied for a Transportation Alternative Program (TAP) grant from the Virginia Department of Transportation (VDOT), and were notified of their success in 2016, receiving \$1.0M towards a \$1.2M grant; and

WHEREAS, the successful project was a pedestrian and bike trail running from Treyburn Drive (see map) to Ironbound Road along College Woods and parallel to Monticello Avenue; and

WHEREAS, the City engineers collaborated and coordinated with the university on the City's project, using the university's own estimate of cost for the then-proposed "Monticello Avenue Multi-Use Trail;" and

WHEREAS, subsequent to the award of the TAP grant, the university has determined that it is eligible to apply for a similar grant from the Transportation Alternatives Set-Aside ("the Grant"), to support construction of a walkway and bike-path from Compton Drive to Monticello Avenue (see map) thereby providing the missing link to the Monticello Avenue Multi-Use trail; and

WHEREAS, the need for both projects is precipitated by unprotected student, pedestrian and bike traffic along Monticello Avenue, a major east-west corridor and thoroughfare through the City that includes only an in-road bike path and no lighting or other pedestrian traffic safety measures; and

WHEREAS, the total cost of the proposed Compton Drive Multi-Use Trail ("the Project") is estimated to be \$793,135 of which, according to the terms of the grant, the institution will be responsible for 20%, or \$158,627; and

WHEREAS, the Project is in accordance with the university's 2015 campus master plan (page 93) and with the university's Strategic Plan (Administration and Infrastructure, Goal 4) to provide a safe and secure environment; and

WHEREAS, in accordance with the Commonwealth Transportation Board construction allocation procedures, it is necessary that a resolution be received from the sponsoring local jurisdiction or agency requesting the Virginia Department of Transportation to establish a Transportation Alternatives project for the university;

THEREFORE, BE IT RESOLVED, that the College of William and Mary requests that the Commonwealth Transportation Board establish a project for construction of the Compton Drive Multi-Use Trail; and



November 16-18, 2016

Page 2 of 3

BE IT FURTHER RESOLVED, that the College of William and Mary hereby agrees to provide the 20% matching contribution to this Project, which is estimated to be \$158,627; and

BE IT FURTHER RESOLVED, that the College of William and Mary hereby agrees to enter into a project administration agreement with the Virginia Department of Transportation and provide the necessary oversight to ensure the project is developed in accordance with all state and federal requirements for design, right of way acquisition, and construction of a federally funded transportation project; and

BE IT FURTHER RESOLVED, that the College of William and Mary will be responsible for maintenance and operating costs of any facility constructed with the Grant funds unless other arrangements have been made with VDOT; and

BE IT FURTHER RESOLVED, that if the College of William and Mary subsequently elects to cancel this project, the university hereby agrees to reimburse VDOT for the total amount of costs expended by the department through the date that the department is notified of such cancellation. The College of William and Mary also agrees to repay any funds previously reimbursed that are later deemed ineligible by the Federal Highway Administration; and

BE IT FURTHER RESOLVED, that the Board of Visitors of The College of William and Mary in Virginia hereby grants authority to the Senior Vice President for Finance and Administration and his staff to apply for the Transportation Alternative funds for FY 2017, and to execute project administration agreements, as well as any other documents necessary, for the approved Transportation Alternative projects.

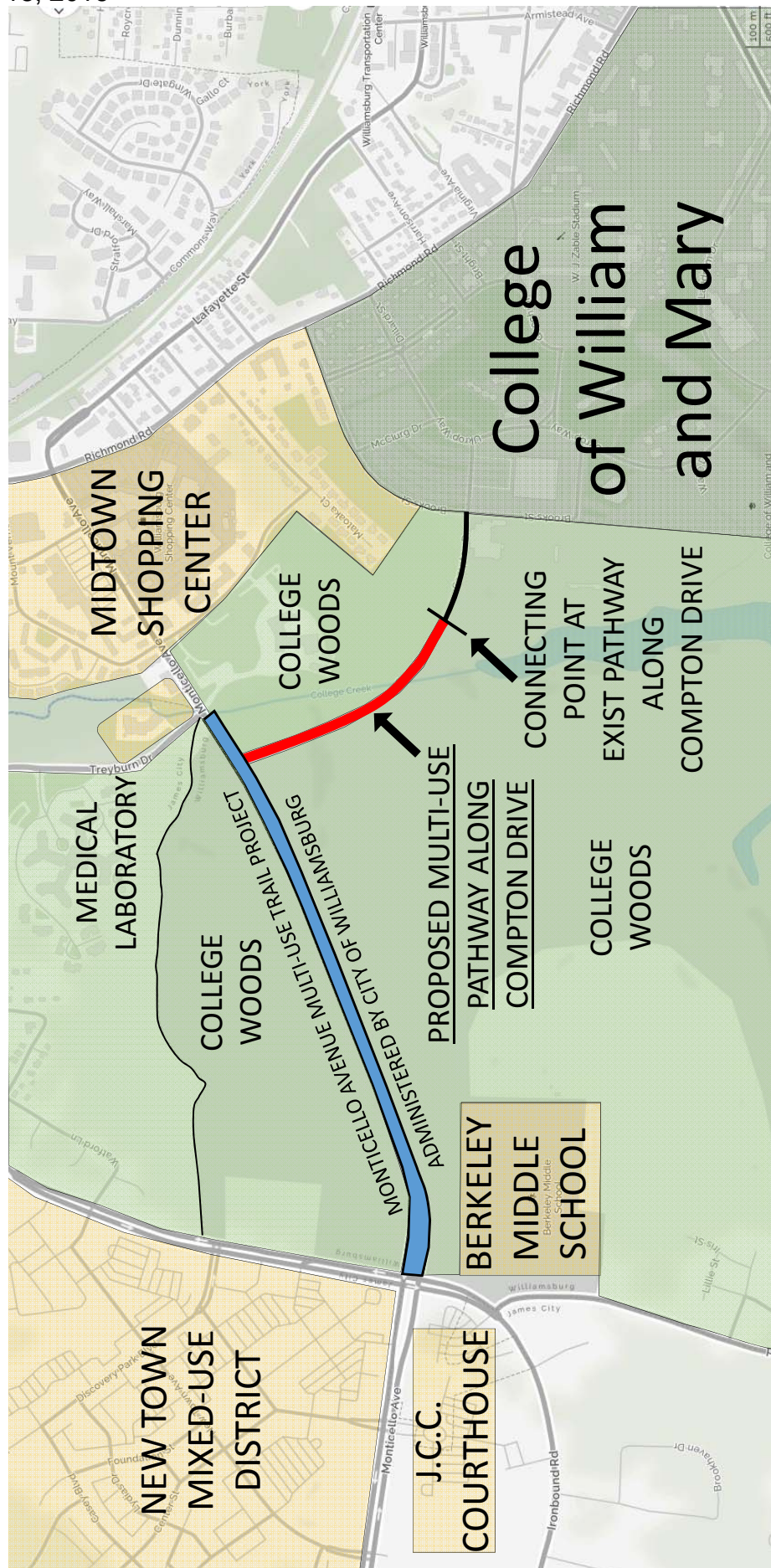
This 18<sup>th</sup> day of November, 2016.

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

Sue H. Gerdelman  
Secretary, Board of Visitors

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

Michael J. Fox  
Secretary to the Board of Visitors



# COMPTON DRIVE MULTI-USE PATHWAY

10/20/2016

**RESOLUTION TO APPROVE CAPITAL PROJECT  
CONSTRUCTION PROCUREMENT PROCESS**

**WHEREAS**, during the 2016 General Assembly session, the Commonwealth passed legislation in Chapter 780, item 4-4.01(y), designed to ensure a fair process in the procurement of construction services for capital projects; and

**WHEREAS**, William & Mary, in cooperation with other Tier 3 restructured institutions, developed a procedure to ensure the fair application of Construction Management at Risk (CM) and Design-Build (D-B), a procedure that calls for written justification when using any method other than Design-Bid-Build (low bid); and

**WHEREAS**, CM and D-B are both negotiated contracts that use a Request for Qualifications (RFQ) and subsequent Request for Proposal (RFP) selection process; and

**WHEREAS**, the legislation called for the institution to send its procurement procedure to the Department of General Services (DGS) for review and to its Board of Visitors for approval prior to implementation; and

**WHEREAS**, the Department of General Services reviewed the university's procedure and requested the following:

1. Recommends that the university include additional language emphasizing cost and project timeline as critical components when selecting the CM;
2. Recommend that the university include in the RFQ the justification language used to substantiate the construction delivery method; and

**WHEREAS**, the university has modified its procedures to comply with DGS recommendations.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the procurement procedure as stated and attached; and

**BE IT FURTHER RESOLVED**, That the Board of Visitors approves the implementation of such procedure and any modifications promulgated by the Department of General Services by the Senior Vice President for Finance and Administration and his staff.

**Determination & Findings - Capital Project Procurement Delivery Method Selection**

**Agency:** 204

**Prepared by:** Project Manager \_\_\_\_\_ **Date:** \_\_\_\_\_

**Recommended by:** Dir., Planning, Design & Construct \_\_\_\_\_ **Date:** \_\_\_\_\_

**Approved by:** AVP, Facilities Management \_\_\_\_\_ **Date:** \_\_\_\_\_

**General Information:**

**Project Number/Title:** \_\_\_\_\_

**Building Use:** \_\_\_\_\_

**Construction Budget:** \_\_\_\_\_

**Required Contract Completion Date:** \_\_\_\_\_

**Delivery Method Selected:**

- ☐ Design Bid Build
- ☐ Design Build
- ☐ Construction Management

**Considerations for Procurement Method (check applicable considerations) (\*critical):**

- ☐ \*Schedule challenges/critical completion dates during procurement, design and construction
- ☐ \*Cost control, cost, cost efficiencies
- ☐ Technical complexity
- ☐ Building use
- ☐ Coordination of phased and/or fast track construction to expedite project completion.
- ☐ Historical value
- ☐ Constructability analysis during design for cost savings, quality control and safety
- ☐ Continuous value engineering to achieve budget
- ☐ Project staffing requirements
- ☐ Risk reduction
- ☐ Prequalification for/experience with specialty systems, materials or equipment expertise
- ☐ Early procurement of long lead time materials or equipment
- ☐ Campus security and limited access to restricted areas
- ☐ Minimizing disruption to academic and research programs
- ☐ Continuity of university operations and utility systems
- ☐ Overall benefit to the university

**Background:**

**Procurement Method Justification (to be included in RFQ):**

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE THE NAMING OF  
THE MARTHA WREN BRIGGS CENTER FOR THE VISUAL ARTS**

Throughout her life, Martha Wren Briggs '55 has made an enduring impact on the arts. After earning a bachelor of arts at William & Mary, Martha completed her master's in art history at the Institute of Fine Arts at New York University. She is an accomplished art historian and author of several award-winning articles and books on internationally acclaimed artists such as Louis Comfort Tiffany.

Ms. Briggs' devotion to and generous support of her alma mater are well established. A previous gift provided for the restoration of the campus amphitheatre on Lake Matoaka, which is named in her honor, and she has afforded numerous opportunities to William & Mary students studying the arts through her support of need-based scholarships.

William & Mary, the first university in the nation to collect art and to include the arts as part of its curriculum, proudly continues its tradition of excellence in the arts today. In recent years, the Muscarelle Museum of Art hosted world-renowned exhibitions on Michelangelo, Leonardo da Vinci and Caravaggio. In 2017, it will welcome works by Sandro Botticelli, the master Italian Renaissance painter.

Building upon its legacy in the arts, William & Mary is primed to expand its presence in this sphere. Ms. Briggs, as part of the university's *For the Bold* campaign, has made an extraordinarily generous gift to support the Muscarelle Museum's growth to include a state-of-the-art Center for the Visual Arts. The Center's central mission will be to advance art and artists, build a dynamic and vibrant community, promote thought-provoking dialogue and encourage diverse and creative thinking. Its expansive space will house exhibitions featuring interactive technologies and a teaching center for research and engaged learning, including the study of tangible works of art. It will feature a modern auditorium and gathering spaces to encourage engagement of the entire William & Mary community around the arts.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President and in recognition of Ms. Briggs' generous support of her alma mater, the Board of Visitors of the College of William & Mary hereby names the Center as the Martha Wren Briggs Center for the Visual Arts; and

BE IT FURTHER RESOLVED, That a copy of this resolution be presented to Ms. Briggs, with the best wishes and grateful thanks of the Board of Visitors and the entire College community.

COMMITTEE ON STUDENT AFFAIRS

November 17, 2016

4:00 – 4:45 p.m.

Board Room - Blow Memorial Hall

Lisa E. Roday, Chair

William H. Payne, II, Vice Chair

- I.     Introductory Remarks - Ms. Roday
- II.    Report from Vice President for Student Affairs – Virginia M. Ambler
  - A.     Career Development at W&M: An Update on Career Readiness Initiatives  
*Kathleen I. Powell, Associate Vice President for Career Development*
- III.   Report from Student Liaisons – J.C. LaRiviere and Rachel Smith
- IV.   Adjourn

COMMITTEE ON UNIVERSITY ADVANCEMENT

November 17, 2016

4:45 – 5:30 p.m.

Board Room - Blow Memorial Hall

Sue H. Gerdelman, Chair

Christopher M. Little, Vice Chair

- I. Opening Remarks – Ms. Gerdelman
- II. Approval of Minutes
  - 1. September 23, 2016
  - 2. October 15, 2016 – Campaign Steering Committee
- III. University Advancement Report – Vice President Matthew T. Lambert
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

COMMITTEE ON UNIVERSITY ADVANCEMENT  
MINUTES – SEPTEMBER 23, 2016

CAMPAIGN STEERING COMMITTEE  
MINUTES – OCTOBER 15, 2016



**MINUTES**  
**Committee on University Advancement**  
**September 23, 2016**  
**Board Room - Blow Memorial Hall**

Attendees: Christopher M. Little, Vice Chair; Board members: Rector Todd A. Stottlemeyer, Warren W. Buck III, S. Douglas Bunch, Lynn M. Dillon, Thomas R. Frantz, James A. Hixon, Anne Leigh Kerr, John E. Littell, William H. Payne II, Lisa E. Roday, Karen K. Schultz, DeRonda M. Short, John Charles Thomas, H. Thomas Watkins III, Brian P. Woolfolk, student representative Eboni S. Brown, faculty representative Eric D. Chason and staff liaison David M. Morales. Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Mark L. Begly, Henry R. Broaddus, Dean Kate Conley, Edward C. Driscoll, Kent B. Erdahl, Lee J. Foster, Michael J. Fox, Daniel H. Frezza, W. Fanchon Glover, Nancy B. Gofus, Heather E. Golden, Earl T. Granger III, Samuel E. Jones, Matthew T. Lambert, Jennifer B. Latour, Deborah A. Love, Jeremy P. Martin, Sarah E. Melchior, Marilyn N. Midyette, Jake A. Perez, Kathleen I. Powell, Amy S. Sebring, Jennifer J. Smith, Michael Steelman, John T. Wells, Brian W. Whitson, Sandra J. Wilms and Janice L. Zeman.

Vice Chair Christopher M. Little called the meeting to order at 8:30 a.m. and welcomed the Board members, noting that he was clearly not Sue Gerdelman, chair of the Committee.

Recognizing that a quorum was present, Mr. Little asked for a motion to approve the minutes of the meeting of April 21, 2016. Motion was made by Ms. Roday, seconded by Ms. Dillon and approved by voice vote.

Mr. Little welcomed Nancy Gofus, Chair of the College of William & Mary Foundation.

Mr. Little then turned the meeting over to Vice President Matthew Lambert.

Mr. Lambert announced the birth of Ryland John Ridjaneck, son of Matt & Emily Ridjaneck and grandson of John & Sue Gerdelman.

Mr. Lambert reminded the Board members of the three campaign goals:

1. Strengthen alumni engagement
2. Achieve 40% alumni participation
3. Raise \$1 billion

The Committee was updated about the William & Mary Alumni Association Awards, the recent Volunteer Leadership Summit, renaming of the Alumni Service award, and the Alumni Interest Survey.

Mr. Lambert informed the Committee about two upcoming major celebrations.

1. Commemoration: 50 Years of Residential African-American Students – President Reveley has charged the steering committee to design events commemorating and celebrating the 50<sup>th</sup> anniversary of when African-American students first began living on campus. In autumn 1967, three African-American women, Lynn Briley, Janet Brown and Karen Ely, enrolled at W&M and moved into one of our residence halls. Prior to this date, several other African-

Americans had studied at the university but lived elsewhere. The 50<sup>th</sup> anniversary will be an occasion to reflect on the history of African-American students and document their stories, understand their challenges, celebration their successes and point to future directions.

2. Commemoration: 100 Years of Coeducation – Existing events references convocation, Charter Day and commencement. There is a plan to create a centennial endowment and engage all departments focusing existing programming on the commemoration.

All were encouraged to mark their calendars for Homecoming 2016 and William & Mary weekend in New York City in May 2017.

Vice President Lambert introduced Michael Steelman, Director of Alumni Career Management and Professional Networks. He described the *One Tribe. One Network* program and all the opportunities that are offered to over 100,000 W&M alums globally. The goal of this network is to Connect, Share, Learn & Succeed. There are several programs available to alums such as *Online Networking Hours*, *Tribe @ Work*, *Breakfast & Business Cards* and *Hire the Tribe*. Mr. Steelman also offers career management opportunities with alums and provides them resources to connect with other alums.

Mr. Lambert announced Tag Day on October 20, 2016. He announced that this year we are trying a new concept to encourage student philanthropy, and we stole it from MIT who has done it very successfully to increase student giving rates. Student organizations submit a proposal to our office for a project they want to do on campus or in the Williamsburg community that is service-oriented. A committee will choose the top 3 proposals, and then they will compete for funding. They will solicit \$5 donations from fellow student which will give those students the right to vote for the project that they want to fund. The \$5 donation can be to any area of campus the student wants to support. The project that receives the most votes will get the most funding, and that funding will come from a challenge donor. So the idea is a double-win: we encourage student philanthropy and then they see an immediate impact on campus or in the community.

Mr. Lambert announced upcoming events:

- New York City Campaign Kickoff – September 29
- Homecoming – October 13-16
- Zable Stadium Dedication – October 29
- Charter Day Weekend – February 9-12
- One Tribe One Day – March 28
- William & Mary Weekend in New York City – May 17-21

Following brief discussion, Mr. Little moved that the Committee on University Advancement convene in closed session pursuant to Section 2.2-3711.A.8., of the Code of Virginia, in order to discuss specific recommendations related to future fundraising strategies as well as current development activities. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 9:23 a.m.

Committee on University Advancement  
MINUTES  
Page 3

The Committee reconvened in open session at 9:38 a.m. Mr. Little reviewed the topics discussed during closed session for the benefit of the observers, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Roday and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

There being no further business, the Committee adjourned at 9:42 a.m.

September 23, 2016

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:



Christopher M. Little

Vice Chair

Committee on University Advancement

**MINUTES**  
**Campaign Steering Committee**  
**October 15, 2016**  
**Miller Hall, Brinkley Commons**

Board of Visitors Attendees:

Sue H. Gerdelman and Lynn M. Dillon

Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Matthew T. Lambert, Mark L. Begly, Janet R. Atwater, Peter W. Atwater, David M. Brashear, Teri D. Dungan, Thomas F. Dungan, Jean B. Estes, Rob W. Estes, John W. Gerdelman, Nancy B. Gofus, Cynthia S. Jarboe, Emma C. Lowther, Audra L. Mallow, David A. Marshall, Raymond A. Mason, Nancy W. Mathews, Bee McLeod, Carla S. Moreland, Edward E. Moreland, Charles J. Natale, Patricia E. Nelson, Michael D. Nelson, , Luke M. Schwenke, Alyssa W. Scruggs, Robert H. Trice, Susan S. Trice, J. Goody Tyler III, Jim E. Ukrop, Brooke Weinmann, Lee J. Foster, Rebecca A. Murray, Jennifer A. Shimp-Bowerman, Monique D. Dandridge, Heather E. Golden, Robbie J. Graham, Earl T. Granger III, Jake A. Perez, Dan H. Frezza, Stacey B. Summerfield, Sani P. Silvennoinen, Suzie M. Armstrong, Craig R. Anzalone, Lacey Cope, Kathleen A. Daugherty, Renee A. Davis, John M. Hunter, Richard N. Long, Mary Ann Jones, Ann T. Ruble.

Chair Sue Gerdelman called the meeting to order at 9:00 a.m. and expressed her thanks to those attending.

Mrs. Gerdelman moved that the Campaign Steering Committee convene in Closed Session to discuss specific recommendations related to future fundraising strategies as well as post-launch campaign strategy, as provided for in Section 2.2-3711.A.8, of the Code of Virginia. Motion was seconded by Mr. Gerdelman and approved by voice vote. The observers were asked to leave the room and the Campaign Steering Committee went into closed session at 9:06 a.m.

The Campaign Steering Committee reconvened in open session at 10:28 a.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mrs. Jarboe and approved by voice vote of the Campaign Steering Committee conducted by Mrs. Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Campaign Steering Committee adjourned at 10:30 a.m.

October 15, 2016

CERTIFICATION OF CLOSED SESSION

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

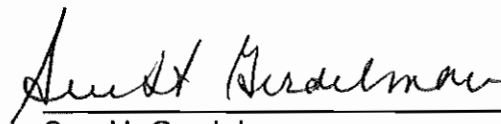
WHEREAS, '2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

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

VOTE

AYES: 2

NAYS: 0



Sue H. Gerdelman  
Chair, Campaign Steering Committee

COMMITTEE ON ATHLETICS  
November 17, 2016  
5:30 – 6:00 p.m.  
Board Room – Blow Memorial Hall

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

- I. Introductory Remarks – Ms. Short
- II. Approval of Minutes – September 22, 2016
- III. Closed Session (if necessary)
- IV. Competitive Excellence Update
  - A. Fall Championships
  - B. Individual Recognitions
- V. Winter Sports Update
- VI. Short Sports Support
- VII. Events
- VIII. Other Business
- IX. Adjourn

COMMITTEE ON ATHLETICS  
MINUTES – SEPTEMBER 22, 2016



**MINUTES**  
**Committee on Athletics**  
**September 22, 2016**  
**Board Room – Blow Memorial Hall**

Attendees: DeRonda M. Short, Chair; H. Thomas Watkins III, Vice Chair; S. Douglas Bunch; Thomas R. Frantz, and Faculty Committee Representative Rex K. Kincaid. Board members present: Rector Todd A. Stottlemeyer, Lynn M. Dillon, John E. Littel, Christopher M. Little, William H. Payne II, Karen Kennedy Schultz, John Charles Thomas and Staff Liaison David N. Morales. Others present: President W. Taylor Reveley III, Michael R. Halleran, Virginia M. Ambler, Henry R. Broaddus, Dean Davison Douglas, Edward C. Driscoll, Jr., Michael J. Fox, Samuel E. Jones, Matthew T. Lambert, Jennifer Latour, Deborah Love, Jeremy Martin, Sarah Melchior, Dean John T. Wells, Brian W. Whitson, Sandra J. Wilms and other College staff.

Chair DeRonda M. Short called the meeting to order at 9:34 a.m. and welcomed new member Doug Bunch and faculty representative Rex Kincaid to the Committee. She noted several honors received by the Athletic Department this week and distributed a Griffin lapel pin, which she encouraged Board members to wear in support of Tribe athletics.

Recognizing that a quorum was present, Ms. Short asked for a motion to approve the minutes of the April 21, 2016 meeting. Motion was made by Mr. Watkins, seconded by Mr. Frantz and approved by voice vote of the Committee.

Director of Athletics Terry Driscoll presented an update on the Committee on Competitive Excellence initiative and introduced a short video featuring the baseball team winning the CAA Championship game. Ms. Short reminded Board members of the football game versus Elon on Saturday, which will be televised, and the dedication of the renovated Zable Stadium during the game on October 29. She encouraged everyone to sign up for the Tribe Athletics website. A brief discussion ensued.

Ms. Short moved that the Committee on Athletics convene in Closed Session for the purpose of discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.8., of the Code of Virginia. Motion was seconded by Mr. Watkins and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 9:47 a.m.

The Committee reconvened in open session at 9:58 a.m. Ms. Short reviewed the topic discussed in closed session and moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Watkins and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Driscoll briefly reviewed the 2016-2017 budget and provided an update on fall sports. Ms. Short encouraged everyone to get involved and support Tribe athletics. A brief discussion ensued.

Following brief closing remarks, and there being no further business, the Committee adjourned at 10:08 a.m.

September 22, 2016

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES:

4

NAYS:

0

ABSENT DURING CLOSED SESSION:

  
DeRonda M. Short  
Chair  
Committee on Athletics

JOINT SESSION

COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

Thomas R. Frantz, Chair  
H. Thomas Watkins III, Vice Chair

COMMITTEE ON ACADEMIC AFFAIRS

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

November 18, 2016  
8:00 – 9:30 a.m.  
Board Room – Blow Memorial Hall

- I. Introductory Remarks – Mr. Frantz and Ms. Dillon
- II. Academic Affairs & Strategic Initiatives Joint Session
  - A. Whole of Government Center of Excellence
  - B. Master of Science in Business Analytics
  - C. New Programs and Initiatives in the School of Education
- III. Strategic Planning Dashboard – Enclosure I.
- IV. Business Innovation Update
- V. Closed Session (if necessary)
- VI. Adjourn



# STRATEGIC PLANNING DASHBOARD

■ NEW DATA  
■ UNAVAILABLE DATA

CHALLENGE : Leading Liberal Arts University											COMPARISONS		
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN			
1	Undergraduate acceptance rate		33.7%	33.2%	33.0%	34.5%	36.5%	34%	30% (2015-16)	9% (2015-16)			
2	Undergraduate yield rate		36.8%	31.7%	31.4%	29.5%	28.7%	34%	40% (2015-16)	56% (2015-16)			
3	Undergraduate SAT scores: 25th - 75th percentile range		1250-1450	1270-1460	1270-1470	1260-1460	1250-1470	1250-1450	1250-1460 (2015-16)	1370-1560 (2015-16)			
4	Undergraduate graduation rate: completions within 6 years		91%	90%	90%	Available 4/2017	Available 4/2018	95%	93% (2009 cohort)	96% (2009 cohort)			
5	Student-faculty ratio		11:1	12:1	12:1	12:1	Available 4/2017	12:1	15:1 (2015-16)	7:1 (2015-16)			
6	Small undergraduate classes: percent with 2-19 students		49%	48%	48%	49%	Available 4/2017	50%	56% (2015-16)	70% (2015-16)			
7	USNWR: Best Undergraduate Teaching		N/A	2	4	12	Available 9/2017	1	N/A	4 (2015-16)			
8	Gap between avg. faculty salary and 60th percentile of SCHEV peers		N/A	20.1%	15.7%	Available 4/2017	Available 4/2018	60th pctl.	N/A	N/A			
CHALLENGE : Diversity											COMPARISONS		
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN			
9	Undergraduate students who are members of historically underrepresented groups		20%	28%	29%	29%	29%	N/A	29% (2015-16)	37% (2015-16)			
10	Graduate/professional students who are members of historically underrepresented groups		13%	15%	14%	16%	18%	N/A	18% (2015-16)	23% (2015-16)			
11	Undergraduate Pell grant recipients		9%	12%	11%	Available 3/2017	Available 3/2018	N/A	13% (2014-15)	16% (2014-15)			



# STRATEGIC PLANNING DASHBOARD

■ NEW DATA  
■ UNAVAILABLE DATA

CHALLENGE : Global Engagement										COMPARISONS	
MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN		
12 Undergraduate students with international citizenship		2%	4%	5%	6%	6%	N/A	5% (2015-16)	13% (2015-16)		
13 Graduate students with international citizenship		8%	15%	15%	14%	14%	N/A	16% (2015-16)	30% (2015-16)		
14 Undergraduate students who study abroad		N/A	48%	50%	51%	Available 9/2017	60%	N/A	N/A		
15 Total international student enrollment		N/A	575	667	687	691	600	N/A	N/A		
16 Total countries with students enrolled		N/A	55	58	65	61	60	N/A	N/A		
CHALLENGE : Lifelong Connection										COMPARISONS	
MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN		
17 Alumni giving participation rate: undergraduates with degrees		21.9%	24.9%	27.1%	28.6%	Available 9/2017	40%	N/A	28% (2015-16)		
CHALLENGE : Communications										COMPARISONS	
MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN		
18 USNWR: National Universities		32	33 (tie)	34 (tie)	32 (tie)	Available 9/2017	N/A	24 (tie) (2015-16)	14 (2015-16)		
19 USNWR: Public Universities		6	6	6	6	Available 9/2017	N/A	2 (tie) (2015-16)	N/A		





# STRATEGIC PLANNING DASHBOARD

NEW DATA  
UNAVAILABLE DATA

CHALLENGE : Business Plan											COMPARISONS		
MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN				
20 USNR: Financial Resources		111	110	113	112	Available 9/2017	70	55 (2015-16)	22 (2015-16)				
21 Total sponsored program expenditures (in millions)		\$50	\$59	\$61	Available 4/2017	Available 4/2018	\$60	\$329 (2014-15)	\$110 (2014-15)				
22 Debt service as percent of operating expense		N/A	5.7%	5.6%	5.9%	Available 9/2017	7%	N/A	N/A				
23 Annual giving to the Fund for W&M plus expendable scholarships (in millions)		\$5.6	\$6.8	\$8.6	\$8.2	Available 9/2017	\$9	N/A	N/A				
24 Total annual giving not including gifts >\$100K (in millions)		\$13.6	\$19.0	\$20.6	\$21.3	Available 9/2017	\$22	N/A	N/A				
25 Total new private gifts and commitments (in millions)		\$39	\$104	\$106	\$143	Available 9/2017	\$100	N/A	N/A				
26 Endowment per student (year end)		N/A	\$99,388	\$100,572	\$99,381	Available 10/2017	\$175,000	\$277,100 (2014-15)	\$349,520 (2014-15)				
27 Total endowment (in millions)		\$586	\$798	\$811	\$804	Available 10/2017	\$1,500	\$6,181 (2014-15)	\$3,073 (2014-15)				
28 Average per-borrower cumulative undergraduate debt		\$16,765	\$25,733	\$26,017	Available 2/2017	Available 2/2018	\$20,000	\$24,905 (2015 grads)	\$22,197 (2015 grads)				
29 Undergraduate students who graduate with debt		39%	38%	37%	Available 2/2017	Available 2/2018	40%	35% (2015 grads)	34% (2015 grads)				
CHALLENGE : Administrative Resources and Infrastructure											COMPARISONS		
MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN				
30 All E&G Facilities Condition Index		12.4%	5.7%	5.8%	4.8%	Available 2/2017	10%	5% (2014-15)	N/A				

## DASHBOARD NOTES

The dashboard contains selected measures keyed to challenge areas within the strategic plan. W&M tracks many of these measures against a set of 16 peer universities identified in the strategic planning process. This dashboard contains publicly available data for two of those schools for illustrative purposes. Comparisons with other schools are challenging and require careful analysis. UVA and Brown, for example, both have engineering and medical schools, and W&M does not.

Source Notes by Dashboard Measure Number

1	Integrated Postsecondary Education Data System (IPEDS) of US Dept. of Education Nat'l Center for Education Statistics (data for required reports could vary among schools by one year for some measures)
2	IPEDS. See note 1.
3	US News & World Report (USNWR): rankings published in September based on data submitted in previous spring. Reported for year data collected. Calculated by adding the 25th and 75th percentiles for Critical Reading and the percentiles for Math.
4	IPEDS. See note 1.
5	USNWR. See note 3. Does not include faculty or students in stand-alone graduate or professional programs (e.g., Law)
6	Common Data Set (or institutional website as available).
7	USNWR. See note 3.
8	IPEDS HR data reporting. Currently FY1415 W&M's average faculty salary is \$96,741 and 60th percentile of the peer group is \$111,956. The 15.7% gap in between in dollar amount is \$15,215.
9	IPEDS. See note 1. Underrepresented groups include American Indian or Alaska Native, Asian, Native Hawaiian/ Other Pacific Islander, Black or African American, Hispanic, Two or more races. Underrepresented groups do not include White, Unknown, Nonresident aliens.
10	IPEDS. See note 1. Underrepresented groups include American Indian or Alaska Native, Asian, Native Hawaiian/ Other Pacific Islander, Black or African American, Hispanic, Two or more races. Underrepresented groups do not include White, Unknown, Nonresident aliens.
11	IPEDS. See note 1. Calculated by dividing the number of Pell Grant recipients by the total number of undergraduates--financial aid cohort. Data unavailable prior to 2008-09, so percent receiving federal aid used as a proxy.
12	IPEDS. See note 1. This measure reflects the IPEDS variable "nonresident alien," which is defined as "a person who is not a citizen or national of the United States and who is in this country on a visa or temporary basis and does not have the right to remain indefinitely."
13	IPEDS. See note 12.
14	Institute of International Education, "Open Doors Data" reports. Since 2012-13, W&M has been using an internal calculation that includes both IIE's Open Doors number and adds international students who study abroad.
15	W&M records.

## DASHBOARD NOTES

The dashboard contains selected measures keyed to challenge areas within the strategic plan. W&M tracks many of these measures against a set of 16 peer universities identified in the strategic planning process. This dashboard contains publicly available data for two of those schools for illustrative purposes. Comparisons with other schools are challenging to say the least, and require careful analysis. UVA and Brown, for example, both have engineering and medical schools and W&M does not.

Source Notes by Dashboard Measure Number

16	W&M records. Total number of countries represented by W&M students.
17	Council for Aid to Education/Voluntary Support of Education. Money received and irrevocable commitments only. Does not include all pledges. Annual rate based on Council for Aid to Education/ Voluntary Support of Education (VSE). Uva data is not available.
18	USNWR. See note 3.
19	USNWR. See note 3.
20	USNWR. See note 3.
21	IPEDS. See note 1.
22	National Association of College and University Business Officers (NACUBO).
23	W&M records. "Gifts" of \$100,000 and more are not included.
24	W&M records. "Gifts" of \$100,000 and more are not included.
25	W&M records. New gifts plus new commitments.
26	National Association of College and University Business Officers (NACUBO)
27	NACUBO. See note 26.
28	Common Data Set (or institutional website, as available). CDS_H5: Average cumulative principal borrowed by undergraduate borrowers who started as freshmen at the institution and who had earned bachelor's in year previous to when IPEDS report was submitted.
29	Common Data Set (or institutional website, as available). CDS_H4. Note that transfer students and debt accumulated at other institutions are excluded. Only students who started at and graduated from the respective institution are included, and only the debt those students accumulated while enrolled at that institution is reported.
30	The Facilities Condition Index (FCI) is a fitness indicator for the College's facilities and infrastructure. The FCI is the ratio of known maintenance deficiencies to the current replacement value of academic facilities. Industry standards suggest that an FCI of 5% or less indicates good condition, 5% to 10% fair condition, and above 10% poor condition. "All E&G Facilities" are those facilities supported by general funds allocated by the Commonwealth. These facilities include "major" E&G facilities (classrooms, class lab facilities, Wren Building, Admissions, Blow Memorial Hall, Cohen Career Center) and "minor" E&G facilities (e.g., Jamestown Road Houses, Galt Houses, Quonset Huts, physical plant-related facilities). E&G facilities do not have a revenue generating component and exclude facilities that are self-supporting such as dormitories, athletic facilities, food service facilities.



COMMITTEE ON FINANCIAL AFFAIRS  
November 18, 2016  
9:30 – 10:45 a.m.

Board Room - Blow Memorial Hall

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

- I. Introductory Remarks - Mr. Watkins
- II. Approval of Minutes - September 23, 2016
- III. Reports from Senior Vice President for Finance and Administration Samuel E. Jones and Chief Financial Officer Amy S. Sebring
  - A. Continuation: William & Mary Promise. **Resolution 9**.
  - B. Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2016 (*joint with Richard Bland College*). **Resolution 10**.
  - C. Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2016. **Resolution 11**.
  - D. 2016-2017 Operating Budget Summary. Enclosure J.
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
  - A. 2016-2017 Operating Budget Summary. Enclosure K.
- V. Investments Subcommittee Report – Mr. Hixon
- VI. Discussion
- VII. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS  
MINUTES – SEPTEMBER 23, 2016

**MINUTES**  
**Committee on Financial Affairs**  
**September 23, 2016**  
**Board Room - Blow Memorial Hall**

Attendees: H. Thomas Watkins III, Chair; James A. Hixon, Vice Chair; S. Douglas Bunch, Lynn M. Dillon; Thomas R. Frantz; Anne Leigh Kerr; Christopher M. Little; Brian P. Woolfolk; and faculty committee representative Catherine Forestell. Board members present: Rector Todd A. Stottlemeyer; Warren W. Buck III; John E. Littel; William H. Payne II; Lisa E. Roday; Karen Kennedy Schultz; DeRonda M. Short; and John Charles Thomas. Others in attendance: President W. Taylor Reveley III; Provost Michael R. Halleran; Kiersten L. Boyce, Henry R. Broaddus; Davison M. Douglas; Edward C. Driscoll, Jr.; Kent B. Erdahl; Michael J. Fox; Samuel E. Jones; Matthew T. Lambert; Jennifer Latour, Deb Love, Jeremy P. Martin; Sarah Melchior, Amy S. Sebring; John T. Wells; Brian W. Whitson, other College and VIMS staff; and staff from Wells Fargo Advisors, the Board of Visitors' investment consultant.

Chair Thomas Watkins convened the Committee on Financial Affairs 9:50 a.m. and welcomed new members Doug Bunch, Brian Woolfolk, and faculty committee representative Cathy Forestell. Recognizing that a quorum was present, Mr. Watkins requested a motion to approve the minutes of the April 22, 2016 meeting. Motion was made by Mr. Hixon, seconded by Ms. Dillon and approved by voice vote of the Committee.

Mr. Watkins outlined priorities he would like the Committee to consider during the year, including more insight and transparency regarding the College's financial operations and engaging in long range financial planning.

Mr. Watkins called on T.C. Wilson from the Optimal Service Group of Wells Fargo Advisors, the College's investment consultants, to report on investment performance. The value of the Board of Visitors' endowment, as of August 31, 2016 was \$77.3 million. The Investments Subcommittee will be reviewing asset allocations and classes over the next six months, with ongoing monitoring of individual managers. Orientations for new Board of Visitors' members will continue.

Senior Vice President Jones presented an overview of the Commonwealth's estimated revenue shortfall. The Governor's actions to date for FY 2017 include elimination of State support for a 3% raise; drawdown of funds from the "Rainy Day" reserve; and 5% reduction plans from State agencies. Exempted from budget reductions are K-12 and higher education. William and Mary actions include holding the College's share of the 3% salary increases for faculty/staff and operating at a slower pace of spending.

The 2016-18 Six-Year Plan update supports the FY 2017 Board of Visitors approved budget, adjusted for removal of the 3% salary increase that has been eliminated by the State; maintains FY 2018 planned expenditures, which includes \$11 million in College support supplemented by State funding; and reduces planned tuition increase for incoming in-state undergraduates from 7.5% to 4.4%.

Committee on Financial Affairs

MINUTES

Page 2

Mr. Jones provided a summary of endowment funds, which include the Board of Visitors' endowment, as well as the endowments of the College's affiliated foundations. The market value, as of June 30, 2016, of the consolidated endowment was at \$803.7 million.

John Wells, Dean and Director of the Virginia Institute of Marine Science, provided an overview of the Virginia Institute of Marine Science for new Board members, highlighting the various and important attributes of the Institute. It is uncertain at this time how the State revenue shortfall will affect VIMS. The updated Six-Year Plan reflects revised FY 17 numbers due to legislative action and a slight shift in priorities for FY18.

Mr. Watkins requested a motion to approve **Resolution 14**, 2016-18 Six-Year Plan Update for the College of William and Mary and the Virginia Institute of Marine Science. Motion was made by Mr. Frantz, seconded by Ms. Dillion and approved by voice vote of the Committee.

There being no further business, the Committee on Financial Affairs adjourned at 11:00 a.m.

**COLLEGE OF WILLIAM AND MARY****CONTINUATION: WILLIAM & MARY PROMISE**

For fiscal year 2018, the administration recommends that the university maintain the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with its other elements, provides the University with the resources necessary to respond to state funding actions and implement aspects of its Six-year Plan as submitted to the Commonwealth, while providing a four-year tuition guarantee for incoming Virginia undergraduates, reducing net tuition for the vast majority of middle-income Virginia families, and reducing the student loan debt burden for these students.

In April, 2013, the Board of Visitors approved **Resolution 25--Approval and Implementation: William and Mary Promise**, setting tuition rates for incoming full-time in-state undergraduate students for fiscal years 2014 through 2016. A review of the program shows that the university has been able to increase in-state applicants and maintain the overall quality of the undergraduate student body while generating the resources necessary to improve faculty and staff salaries and implement other institutional initiatives. Setting FY 2018 tuition for incoming full-time in-state undergraduates now provides prospective Virginia students and their families with tuition information prior to accepting an offer of admission.

Tuition and fees for out-of-state undergraduate as well as in-state and out-of-state graduate and professional students will be set by the Board at its April, 2017 meeting, reflecting State funding actions and market conditions for each student group.

Revenue generated through the William & Mary Promise allows the College to respond to state funding actions and implement aspects of the College's Six-year/Strategic Plans. Outside expenditures in support of student aid, revenues generated through the Promise may support a limited merit-based salary pool for faculty and staff and targeted investment in College programs and activities.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia, on the recommendation of the President, approves continuation of the William & Mary Promise as the operating model for the university, and

BE IT FURTHER RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia, on the recommendation of the President, approves the FY 2018 tuition for incoming in-state undergraduates at \$16,370.

Board of Visitors

Resolution 10

November 16-18, 2016

Page 1 of 1

**COLLEGE OF WILLIAM AND MARY  
RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF  
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE, AND RICHARD BLAND COLLEGE  
FOR THE FISCAL YEAR ENDED JUNE 30, 2016**

The Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2016, has been presented by the Senior Vice President for Finance and Administration and the Chief Financial Officer to the Presidents of the Colleges, who have approved it for presentation to the Rector and the Board of Visitors.

The statements included in this consolidated Financial Report provide a concise analysis of the College's financial affairs for fiscal year 2015-2016. The report is subject to a detailed audit to be conducted by the Auditor of Public Accounts.

RESOLVED, That the Unaudited Consolidated Financial Report for the Year Ended June 30, 2016 (*see separate booklet*) for The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.



# WILLIAM & MARY

CHARTERED 1693

## Unaudited Consolidated Financial Report For The Year Ended June 30, 2016



# WILLIAM & MARY

CHARTERED 1693

2015-2016 CONSOLIDATED FINANCIAL REPORT  
FOR  
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE  
AND  
RICHARD BLAND COLLEGE

November 1, 2016

To the Board of Visitors of The College of William and Mary, Virginia Institute of Marine Science and Richard Bland College:

We are pleased to submit the following consolidated annual financial report for The College of William and Mary, Virginia Institute of Marine Science and Richard Bland College for the fiscal year ended June 30, 2016. Financial management at William & Mary has prepared and is responsible for the financial statements and all information in the financial report related to the University, the Virginia Institute of Marine Science and its affiliated component units, while the management of Richard Bland College prepared and is responsible for its information and that of its affiliated foundation. University staff consolidated the two reports as required by the Commonwealth of Virginia. The consolidated statements have been prepared in conformity with generally accepted accounting principles consistently applied.

The statements contained in this report are intended to provide a picture of the flow of financial resources during the fiscal year 2015-16 and the balances available for the future.

Management believes that the current internal control systems provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition, and that the financial records are reliable for preparing financial statements and maintaining accountability for assets. These statements are augmented by written policies and organizational structure providing division of responsibilities, careful selection and training of the financial staff, and a program of internal audits.

The financial statements remain subject to audit by the State Auditor of Public Accounts.

Respectfully submitted,

Samuel E. Jones  
Senior Vice President for Finance  
and Administration  
The College of William and Mary

Penelope G. Howard, CPA  
Chief Financial Officer  
Richard Bland College



**The College of William and Mary in Virginia  
Richard Bland College**

**June 30, 2016**

**The Board of Visitors**

Todd A. Stottlemeyer - Rector  
H. Thomas Watkins III - Vice Rector  
Sue H. Gerdelman - Secretary

Kendrick F. Ashton, Jr.  
Ann Green Baise  
Lynn M Dillon  
Keith S. Fimian  
Thomas R. Frantz  
James A. Hixon  
John E. Littel  
Christopher M. Little  
William H. Payne II  
Lisa E. Roday  
Karen Kennedy Schultz  
Robert E. Scott  
DeRonda M. Short  
John Charles Thomas

**Student Representatives**

Yohance D. Whitaker - College of William and Mary  
Amanda C. Archer - Richard Bland College

**Faculty Representatives**

Suzanne Raitt - College of William and Mary  
D. Jill Mitten - Richard Bland College

**Staff Liaison**

Lyle M. Varnell – College of William and Mary

**OFFICERS OF ADMINISTRATION**

**The College of William and Mary in Virginia**

W. Taylor Reveley III, President  
Michael R. Halleran, Provost  
Virginia M. Ambler, Vice President for Student Affairs  
Henry R. Broaddus, Vice President for Strategic Initiatives  
Samuel E. Jones, Senior Vice President for Finance and Administration  
Matthew T. Lambert, Vice President for University Advancement

**Richard Bland College**

Debbie L. Sydow, President

**THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE  
AND RICHARD BLAND COLLEGE**

**ANNUAL FINANCIAL REPORT 2015 - 2016**

**Contents**

Management's Discussion and Analysis	1-9
Financial Statements	
Statement of Net Position	12
Statement of Revenues, Expenses and Changes in Net Position	13
Statement of Cash Flows	14-15
Notes to Financial Statements	17-66
Required Supplementary Information and Notes to the Required Supplementary Information	67-71

**The College of William & Mary in Virginia,  
Virginia Institute of Marine Science  
and Richard Bland College  
Consolidated Financial Statements**

**MANAGEMENT'S DISCUSSION AND ANALYSIS**

---

(Unaudited)

This Management's Discussion and Analysis (MD&A) is a supplement to the consolidated financial statements designed to assist readers in understanding the financial statement information presented. The following information includes a comparative analysis between the current fiscal year ending June 30, 2016 and the prior year ending June 30, 2015. Significant changes between the two fiscal years and important management decisions are highlighted. The summarized information presented in the MD&A should be reviewed in conjunction with both the financial statements and associated footnotes in order for the reader to have a comprehensive understanding of the institution's financial status and results of operations for FY16. William & Mary's management has prepared the MD&A, along with the financial statements and footnotes. W&M's management is responsible for all of the information presented for The College of William and Mary (W&M), the Virginia Institute of Marine Science (VIMS), and their affiliated foundations. Richard Bland College's (RBC) management is responsible for all of the information presented for RBC and its affiliated foundation.

The financial statements have been prepared in accordance with the Governmental Accounting Standards Board (GASB) Statement Number 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities*, as amended by GASB Statement Numbers 37 and 38, and GASB Statement 68 *Accounting and Financial Reporting for Pensions*. Accordingly, the three financial statements required are the Statement of Net Position, the Statement of Revenues, Expenses, and Changes in Net Position, and the Statement of Cash Flows. The aforementioned statements are summarized and analyzed in the MD&A.

These financial statements are consolidated statements that include The College of William and Mary in Virginia (W&M), the Virginia Institute of Marine Science (VIMS) and Richard Bland College (RBC). All three entities are agencies of the Commonwealth of Virginia reporting to the Board of Visitors of the College of William and Mary and are referred to collectively as the "University" within the MD&A as well as in the financial statements under the columns titled "University", unless otherwise indicated.

The institutions' affiliated foundations are also included in these statements consistent with *GASB Statement No. 61, The Financial Reporting Entity: Omnibus*. The University has a total of nine foundations, of which the financial information for eight of the foundations is presented in the statements under the column titled "Component Units". While affiliated foundations are not under the direct control of the Board of Visitors, this presentation provides a more holistic view of resources available to support the University and its mission. Additional information and detail related to the foundations can be found in the Component Unit Financial Information footnote. The ninth foundation, Intellectual Properties, was established in FY08 and is presented blended in the University column as required by GASB 61, because W&M has a voting majority of the board.

Financial Summary

Statement of Net Position

The Statement of Net Position provides a snapshot of the University's financial position, specifically the assets, deferred outflows of resources, liabilities, deferred inflows of resources and resulting net position as of June 30, 2016. The information presented for FY15 for comparative purposes has been restated for FY16 beginning Net Position adjustments. The information allows the reader to determine the University's assets available for future operations, amounts owed by the University and the categorization of net position as follows:

- (1) Net Investment in Capital Assets – reflects the University's capital assets net of accumulated depreciation and any debt attributable to their acquisition, construction or improvements.

- (2) Restricted – reflects the University’s endowment and similar funds whereby the donor has stipulated that the gift or the income from the principal, where the principal is to be preserved, is to be used to support specific programs. Donor restricted funds are grouped into generally descriptive categories of scholarships, research, departmental uses, etc.
- (3) Unrestricted – reflects a broad range of assets available to the University that may be used at the discretion of the Board of Visitors for any lawful purpose in support of the University’s primary mission of education, research and public service. These assets are derived from student tuition and fees, state appropriations, indirect cost recoveries from grants and contracts, auxiliary services sales and gifts.

Summary Statement of Net Position

	FY 2016	FY 2015	Dollar Change	Percent Change
<u>Assets:</u>				
Current	\$ 71,008,986	\$ 66,849,954	\$ 4,159,032	6.22%
Capital, net of accumulated depreciation	841,573,380	798,571,344	43,002,036	5.38%
Other non-current	138,047,959	139,990,529	(1,942,570)	-1.39%
Total assets	<u>1,050,630,325</u>	<u>1,005,411,827</u>	<u>45,218,498</u>	<u>4.50%</u>
<u>Deferred outflows of resources:</u>				
Pension related	17,679,350	12,130,339	5,549,011	45.74%
Loss on refunding of debt	5,005,962	4,755,397	250,565	5.27%
Total deferred outflows of resources	<u>22,685,312</u>	<u>16,885,736</u>	<u>5,799,576</u>	<u>34.35%</u>
<u>Liabilities:</u>				
Current	89,046,249	87,063,011	1,983,238	2.28%
Non-current	362,434,619	353,289,754	9,144,865	2.59%
Total liabilities	<u>451,480,868</u>	<u>440,352,765</u>	<u>11,128,103</u>	<u>2.53%</u>
<u>Deferred inflows of resources:</u>				
Pension related	8,639,000	18,214,000	(9,575,000)	-52.57%
Gain on refunding of debt	545,484	613,320	(67,836)	-11.06%
Total deferred inflows of resources	<u>9,184,484</u>	<u>18,827,320</u>	<u>(9,642,836)</u>	<u>-51.22%</u>
<u>Net Position:</u>				
Net investment in capital assets	604,059,089	549,677,812	54,381,277	9.89%
Restricted	90,036,486	96,504,841	(6,468,355)	-6.70%
Unrestricted	(81,445,290)	(83,065,175)	1,619,885	1.95%
Total net position	<u>\$612,650,285</u>	<u>\$563,117,478</u>	<u>\$ 49,532,807</u>	<u>8.80%</u>

The overall result of the University’s FY16 operations was an increase in net position of approximately \$49.5 million or 8.80 percent, bringing Total Net Position to \$612.7 million. The increase is primarily due to an increase in the net investment in capital assets of \$54.4 million with a more modest, \$1.6 million increase in unrestricted net assets. These increases were partially offset by a decrease in restricted net assets of \$6.5 million year over year.

Total assets increased by \$45.2 million. Capital assets, net of accumulated depreciation, increased by \$43.0 million primarily as a result of construction in progress for projects such as the Integrated Science Center Phase 3, Tyler Hall renovation, construction of the Hixon Experiential Center, renovations to Chandler Hall, Zable Stadium improvements, the build out of the School of Business Entrepreneurship Center in Miller Hall and the renovation of Ernst Hall at Richard Bland College. These projects are discussed in more detail under *Capital Asset and Debt Administration* below. The \$5.8 million increase in deferred outflows of resources is

due to the recording of pension liability obligations of \$5.5 million and losses on refundings of notes and bonds payable of almost \$251,000 in FY16.

Total liabilities increased by \$11.1 million, which reflects a net increase in both current liabilities and non-current liabilities. The change in current liability was primarily attributable to accounts payable accruals, accrued expenses, unearned revenue, and an advance from the Treasury of Virginia for working capital used pending the receipt of funds from bond sale proceeds. Non-current liabilities increased by \$9.1 million due primarily to recording the net pension liability for GASB 68.

#### Statement of Revenues, Expenses and Changes in Net Position

The Statement of Revenues, Expenses and Changes in Net Position presents the results from operations for the fiscal year. Revenues for the daily operation of the University are presented in two categories: operating and non-operating. Operating revenues include the significant categories of tuition and fees, grants and contracts, and the sales of auxiliary enterprises representing exchange transactions. Non-operating revenues include the significant categories of state appropriations, gifts and investment income representing non-exchange transactions. Net other revenues include capital appropriations, grants and contributions.

#### Summary Statement of Revenues, Expenses and Changes in Net Position

	<u>FY 2016</u>	<u>FY 2015</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating revenues	\$ 317,121,202	\$ 307,271,207	\$ 9,849,995	3.21%
Operating expenses	<u>439,635,855</u>	<u>415,981,223</u>	<u>23,654,632</u>	5.69%
Operating gain/(loss)	(122,514,653)	(108,710,016)	(13,804,637)	-12.70%
Net Non-operating revenues	<u>103,515,481</u>	<u>96,965,665</u>	<u>6,549,816</u>	6.75%
Income/(Loss) before other revenues	(18,999,172)	(11,744,351)	(7,254,821)	-61.77%
Net other revenues	<u>68,531,979</u>	<u>51,021,071</u>	<u>17,510,908</u>	34.32%
Increase in net position	<u>\$ 49,532,807</u>	<u>\$ 39,276,720</u>	<u>\$ 10,256,087</u>	26.11%

Overall, the result from operations was an increase in net position of \$10.3 million. This increase was primarily attributable to overall increases in each of the major revenue categories -- operating revenues, non-operating revenues and other net revenues. Although all categories saw an increase between FY15 and FY16, the most notable was a \$17.5 million increase in net other revenues which included an \$10.6 million increase in capital appropriations and \$6.9 million in capital grants and contributions. Increases in total revenue were partially offset by operating losses and income losses.

Focusing only on operating revenues and expenses, an increase of \$9.8 million in operating revenue was driven primarily by an increase in tuition and fees and auxiliary enterprises. See the following section of *Summary of Revenues* for further details. Operating expenses increased notably in academic and institutional support as well as operation and maintenance of plant. See the following section of *Summary of Expenses* for further details.

With the inclusion of state appropriations for the University in the non-operating category, the University will typically display an operating loss for the year. For FY16, state appropriations contributed almost \$72 million or 70% of non-operating revenue.

The following table provides additional details of the operating, non-operating and other revenues of the University.

	<u>Summary of Revenues</u>			
	<u>FY 2016</u>	<u>FY 2015</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating Revenues:				
Student Tuition and Fees, net of scholarship allowances	\$ 166,839,220	\$ 158,642,376	\$ 8,196,844	5.17%
Federal, State, Local and Non-governmental grants and contracts	48,193,809	48,480,782	(286,973)	-0.59%
Auxiliary Enterprise, net of scholarship allowances	94,612,368	92,573,756	2,038,612	2.20%
Other	7,475,805	7,574,293	(98,488)	-1.30%
Total Operating Revenues	<u>317,121,202</u>	<u>307,271,207</u>	<u>9,849,995</u>	<u>3.21%</u>
Non-Operating:				
State Appropriations	71,984,252	69,208,059	2,776,193	4.01%
Gifts, Investment Income and other income and expenses	31,531,229	27,757,606	3,773,623	13.59%
Total Non-Operating	<u>103,515,481</u>	<u>96,965,665</u>	<u>6,549,816</u>	<u>6.75%</u>
Other Revenues, Gains and (Losses):				
Capital Appropriations	46,394,308	35,796,099	10,598,209	29.61%
Capital Grants and Gifts	22,137,671	15,224,972	6,912,699	45.40%
Total Other Revenues, Gains and (Losses)	<u>68,531,979</u>	<u>51,021,071</u>	<u>17,510,908</u>	<u>34.32%</u>
Total Revenues	<u>\$ 489,168,662</u>	<u>\$ 455,257,943</u>	<u>\$ 33,910,719</u>	<u>7.45%</u>

Within the operating revenue category, student tuition and fees increased \$8.2 million, net of scholarship allowances. A slight decrease in Federal, Local, and Non-governmental Grants and Other Operating Revenue was more than offset by increases in Auxiliary Enterprise Revenues. Non-operating revenues grew significantly, with increases in both State Appropriations and Gifts, Investment Income and Other Income and Expenses. Likewise, the University experienced a significant growth totaling almost \$17.5 million in Total Other Revenues year over year as we continue to make significant investments in our physical plant and capital infrastructure.

Details of the operating expenses of the University are summarized below:

Summary of Operating Expenses

	<u>FY 2016</u>	<u>FY 2015</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating Expenses:				
Instruction	\$ 121,586,984	\$ 112,452,044	\$ 9,134,940	8.12%
Research	55,110,901	53,859,353	1,251,548	2.32%
Public Service	30,672	75,417	(44,745)	-59.33%
Academic Support	36,120,309	32,636,011	3,484,298	10.68%
Student Services	14,359,763	14,118,203	241,560	1.71%
Institutional Support	42,517,509	37,006,880	5,510,629	14.89%
Operation and Maintenance of Plant	25,425,790	23,810,722	1,615,068	6.78%
Student Aid	34,201,601	33,340,367	861,234	2.58%
Auxiliary Enterprise	79,775,030	78,274,049	1,500,981	1.92%
Depreciation	30,039,613	29,381,341	658,272	2.24%
Other Operating Expenses	467,683	1,026,836	(559,153)	-54.45%
Total Operating Expenses	<u>\$ 439,635,855</u>	<u>\$ 415,981,223</u>	<u>\$ 23,654,632</u>	<u>5.69%</u>

For FY16, operating expenses increased most significantly in Instruction, Academic Support, Institutional Support, and Operation and Maintenance of Plant. Student Aid remains a growth area year over year as financial need continues to rise.

Statement of Cash Flows

The Statement of Cash Flows provides detailed information about the University's sources and uses of cash during the fiscal year. Cash flow information is presented in four distinct categories: Operating, Non-capital Financing, Capital Financing and Investing Activities. This statement aids in the assessment of the College's ability to generate cash to meet current and future obligations.

Summary Statement of Cash Flows

	<u>FY 2016</u>	<u>FY 2015</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Cash Flows from:				
Operating Activities	\$ (91,029,500)	\$ (75,972,180)	\$ (15,057,320)	-19.82%
Non-capital Financing	112,479,187	104,383,531	8,095,656	7.76%
Capital Financing	(22,034,221)	(32,232,946)	10,198,725	31.64%
Investing Activities	5,789,808	(3,447,515)	9,237,323	-267.94%
Net Increase in Cash	<u>\$ 5,205,274</u>	<u>\$ (7,269,110)</u>	<u>\$ 12,474,384</u>	<u>171.61%</u>

Cash flow from operations and non-capital financing reflects the sources and uses of cash to support the core mission of the University. The primary sources of cash supporting the core mission of the University in FY16 were tuition and fees - \$160.2 million, auxiliary enterprise revenues - \$95.0 million, state appropriations - \$72.0 million, and research grants and contracts - \$47.1 million.

The primary uses of operating cash in FY16 were payments to employees - \$241.9 million representing salaries, wages and fringe benefits and payments to suppliers of goods and services - \$112.4 million.

Cash flow from capital financing activities reflects the activities associated with the acquisition and construction of capital assets including related debt payments. The primary sources of cash in FY16 were capital appropriations - \$44.1 million, capital grants and contributions - \$21.1 million and bond sales - \$10.0

million. The primary uses of cash were for capital expenditures - \$72.2 million and debt payments - \$27.6 million.

The change in cash flows from investing activities is due to market fluctuations.

### Capital Asset and Debt Administration

#### The College of William & Mary

The following list provides highlights of capital projects completed, in progress, or in design during FY16.

- **Projects Completed in FY16** – Two projects were placed into service in FY16. The Plumeri Baseball Practice Facility was funded with private funds, and the Chandler Residence Hall was supported with 9d debt. Residual funds in each budget have been used to restore items deleted from project scopes during design and/or to purchase equipment required to optimize facility functionality. These projects will be closed out as soon as warranty inspections are completed.
- **Projects in Progress** – Twenty-eight projects are currently in progress, with five in design, eight in construction and 15 in close out.

Projects in Design – Four of the five projects listed below are for Education & General (E&G) facilities. The remaining auxiliary facility supports student wellness. A brief description of each project is provided below:

- An accessibility project will install a ramp, elevator and accessible restrooms in Adair Hall, build wheelchair ramps at two former residential properties acquired by W&M, and improve pathways throughout campus.
- The Swem Media Center updates existing space to provide state-of-the-art presentation media technology for student use. The center provides instructional space and collaboration space for the teaching and practice of the media technologies.
- The Lake Matoaka Dam Spillway Improvement project addresses Virginia dam safety regulations, which require that high risk dams have the capacity to pass off 90% of the flow created by probable maximum precipitation. The capacity will be created by hardening the downstream face of the dam using roller compacted concrete in order to allow passage of flow by overtopping without damage to the earthen embankment.
- The West Utility Plant project will create a new regional utility plant that will reduce the load on the existing Swem Plant and create sufficient chilled water/hot water capability to support the west side of South Campus, including a new Fine and Performing Arts Complex as part of W&M's Campus Master Plan.
- The Integrative Wellness Center project will co-locate all campus physical and mental health resources (Health Center, Counseling Center, Center for Mindfulness and Authentic Excellence (CMAX) and selected recreational activities which promote relaxation (e.g., yoga, massage, etc.) The synergy of these activities is intended to stress prevention via intervention and to create an environment which promotes relaxation and healing.

Construction - In FY16, W&M had eight projects in construction. Projects numbered 1 through 5 below address Education and General (E&G) facilities while the remaining address auxiliary facilities. A brief summary of each is provided below:

1. Andrews Hall Renovation – A print photography lab is being provided to expand course offerings.



2. Hixon Experiential Center – This new facility will house several legal clinics, consolidating services under one roof.
3. Integrated Science Complex, Phase 3 - New instructional and research space is being brought on line. The facility provides a home for the Department of Applied Sciences, space for the remaining elements of the Biology Department (which are currently housed in the adjacent Millington Hall), facilities for selected elements of Chemistry and Psychology and a new academic computing center. The facility provides interdisciplinary laboratory space to foster increased collaborative research in support of state Science Technology Engineering and Mathematics (STEM) initiatives. As part of this project, Millington Hall will be demolished following completion of construction in order to reclaim the building site for a future facility.
4. Tyler Hall Renovation - This 1925-era academic building was last renovated in 1980. This project brings the facility into current code compliance, while simultaneously, improving building systems, instructional space and technology. It will house the departments of Economics, Government, Public Policy and the Institute for Public Policy in a completely modernized facility.
5. School of Business Entrepreneurship Center – An innovation/maker space is being constructed to create an atmosphere which promotes brainstorming, innovation and business creation.
6. Zable Stadium Improvements – This project adds 2,630 seats in a new upper deck on the west stands. The project also adds replacement seating to the lower stands, upper and lower concourses, suites and a press box on the west side. On the east side, existing restrooms will be renovated and new men's and women's restrooms provided. The project will be completed in early FY17.
7. Cary Field Turf Replacement – This project replaces ten-year old artificial turf at Cary Field within Zable Stadium.
8. One Tribe Place 84 Addition - This project will demolish residential floors due to severe moisture infiltration which compromises the interior environment to an unacceptable level.

Looking ahead, W&M will shift its focus to the Fine and Performing Arts Complex, initiate the Integrated Science Complex (Phase 4), continue the dormitory renovation program and improve supporting utility infrastructure in addition to the continued renewal of existing facilities. Utility upgrades will include modernization of the central campus communications node as W&M moves to the cloud. The Six-Year Plan submission for 2018 – 2024 and future plans will continue to be guided and informed by the 2015 W&M Campus Master Plan.

#### *Virginia Institute of Marine Science (VIMS)*

VIMS continues to focus its capital program in three areas: property acquisition, construction of a new research vessel, and construction and renovation of research and support facilities. In FY16, no properties were available for purchases; however, the Institute continues to work with land owners in the area as opportunities arise. Key projects for VIMS in FY16 are described below:

1. **The Research Vessel project** involves the planning and construction of a new custom-designed research vessel to replace the R/V Bay Eagle. In FY16, contract drawings were completed and a short list of selected shipyards was established, with submission of technical and cost proposals scheduled for July 2016.
2. **The Consolidated Scientific Research Facility** project involves the planning of a new 32,000 square-foot building to provide research, study, office and technology space for Information Technology, Marine Advisory Services, Virginia Sea Grant, Center for Coastal Resources Management, and the Publication/Communication Center in a single facility. Working drawings

were completed and a construction manager has been selected. Construction bids have been received and final Guarantee Maximum Price is being negotiated.

3. **The Facilities Management Building** project involves the planning of a new 15,000 square-foot modern building to relocate and house facilities management administrative offices, maintenance trades shops, automotive and equipment repair garage, grounds keeping, housekeeping, and central shipping and receiving units. Working drawings have been finalized and a Request for Qualifications (RFQ) has been advertised to solicit contractors to determine short list.

### Richard Bland College

Ernst Hall was opened in 1967 and has not had any major renovations. Its square footage is 33,000. The Bureau of Capital Outlay Management (BCOM) approved a \$9.3 million request to renovate this building. RBC achieved substantial completion of the project in late July 2015, with faculty and students taking occupancy of the building the first week of August. Mitigation of outstanding renovation issues and ongoing landscaping work for the exterior of the building continued through June 30, 2016.

In 2014, the VA Department of Forestry (DOF) created a Forestry Stewardship Plan for RBC, which included the revitalization and improvement of 700 acres of campus woodlands. In FY16, as part of this plan, DOF cleared 168 diseased acres, and sprayed and replanted the area, which has improved the health and vitality of the campus woods.

### Debt Activity

The University's long-term debt is comprised of bonds payable, notes payable, capital lease payable and installment purchases. The bonds payable are Section 9(c) bonds which are general obligation bonds issued and backed by the Commonwealth of Virginia on behalf of the University. These bonds are used to finance capital projects which will produce revenue to repay the debt. The University's notes payable consists of Section 9(d) bonds, which are issued by the Virginia College Building Authority's (VCBA) Pooled Bond Program. These bonds are backed by pledges against the University's general revenues. As of June 30, 2016 the University has outstanding balances for Section 9(c) bonds and Section 9(d) bonds of \$73.2 million and \$156.9 million respectively.

The outstanding balance of 9(c) bonds can be summarized in five major categories as follows: (1) Renovation of Dormitories - \$35.0 million, (2) Commons Dining Hall - \$5.9 million, (3) Other housing / residence - \$4.4 million, (4) New Dormitory - \$21.5 million, and (5) Underground Utility - \$0.1 million. The majority of the 9(d) balance at June 30, 2016 is related to: One Tribe Place - \$21.5 million, the Miller Hall School of Business - \$16.3 million, the Barksdale dormitories - \$16.1 million, Cooling Plant - \$18.4 million, Integrated Science Center - \$13.5 million, the Parking Deck - \$7.1 million, Recreation Sports Center - \$6.2 million, Marshall-Wythe Law School Library - \$9.9 million and Expansion of the Sadler Center - \$7.4 million.

### Economic Outlook

Our strong economic health continues to reflect W&M's ability to recruit students, its status as a public institution within the Commonwealth of Virginia's higher education system, our ability to raise revenue through tuition and fees, grants and contracts and private funds, and our ability to reallocate funds to support the University's highest priorities.

W&M continues to recruit, admit and retain top-caliber students even as we compete against the most selective public and private institutions in the country. Freshman applications to the University continue to be strong, with 14,381 students seeking admission for fall 2016. With an incoming class size of approximately 1,500 students, W&M has almost 9.5 applicants for every student enrolled. Given its robust applicant pool, the credentials of admitted students remain strong, reflecting William & Mary's highly selective nature. These

statistics, coupled with the University's academic reputation, suggest a strong continuing student demand for the future. Similarly, the Virginia Institute of Marine Science (VIMS) continues to see significant success in its academic, research and advisory programs, particularly in high profile areas such as coastal flooding, sea-level rise, and water quality. Richard Bland College (RBC) continues its growth trajectory as well, with steady increases in both headcount and full-time equivalent enrollments. In terms of student mix, RBC has successfully increased its efforts to draw students from outside of the area, with 42% of its students coming from outside the tri-cities region.

State support for operations is a function of general economic conditions and the priority assigned to higher education among competing demands for Commonwealth resources. Both the Governor and the General Assembly clearly set higher education as a top priority for the Commonwealth's 2016-2018 biennial budget, providing over \$300 million in incremental operating support to higher education in the State or an increase of approximately six percent. These actions reverse the recent trend of declining state support for Virginia's colleges and universities. However, the Commonwealth ended FY16 with a revenue shortfall that may limit the extent to which incremental State support is available. On-going pressures on, and competing interest in, State revenues require that we exercise caution in making budget commitments that assume State funding support.

While the future of State funding is uncertain, the on-going implementation of the William & Mary Promise will provide incremental tuition revenue over the next several years. These revenues, when combined with increased private support and a reallocation or reprioritization of operating funds, allow the University to move forward strategically.

The rebound in endowment value began in FY10 and continued through FY15. In FY16, we saw a slight decline from \$811.2 million as of June 30, 2015 to \$803.7 million as of June 30, 2016 in the consolidated value of endowments held by all of the various entities supporting the University. The decline reflects the volatility of the markets during the course of the fiscal year. Despite the slight downturn, we anticipate continued growth in our endowed funds given consistent investment performance by both the Board of Visitors and the College of William and Mary Foundation endowments, and increasing donor giving. The Board of Visitors' endowment and the Foundation's William and Mary Investment Trust, the largest of the investment portfolios, remain highly diversified across asset classes.

Relative to private fund raising, William & Mary continued its success in FY16 raising more than \$143 million in gifts and commitments and exceeding over \$100 million in gifts and commitments for each of the last four years. This past year marked W&M's public launch of a \$1 billion fund-raising campaign. As of June 30, 2016, W&M has raised \$577.5 million. With more than 18,250 undergraduate alumni donors, and an undergraduate alumni giving rate of 28.7%, William & Mary has the highest percentage of alumni giving of any public college or University in the country. With increased investment in University Advancement, we expect continued progress in private support for University programs and activities.

Investments in our academic facilities and infrastructure remain strong with the construction of the Integrated Science Center, Phase 3 and the renovation of Tyler Hall almost fully completed in FY16 as described above. The 2016 General Assembly enacted an unprecedented level of capital support for W&M, identifying three major capital projects valued at approximately \$200 million in addition to providing capital funding for VIMS and RBC. With the infusion of these funds, W&M will begin transitioning away from construction of new space to the renovation, retrofit or replacement of existing facilities and supporting infrastructure in order to ensure that the physical inventory does not outstrip resources for operations and maintenance

This Page Intentionally Left Blank

## **Consolidated Financial Statements**

**The College of William and Mary in Virginia, Virginia Institute of Marine Science  
and Richard Bland College - Consolidated Report  
Statement of Net Position  
As of June 30, 2016**

	<b>ASSETS</b>	<b>University</b>	<b>Component Units</b>
Current assets:			
Cash and cash equivalents (Note 3)	\$ 26,833,494	\$ 20,730,523	
Investments (Note 3)	18,592,547	2,285,220	
Appropriation available	396,284	-	
Receivables, net of allowance for doubtful accounts (Note 5)	16,144,088	2,446,944	
Due from commonwealth	7,290,441	-	
Inventories	568,694	6,127	
Pledges receivable	-	9,898,874	
Prepaid expenses	1,054,799	948,117	
Other assets	128,639	371,665	
Total current assets	71,008,986	36,687,470	
Non-current assets:			
Restricted cash and cash equivalents (Note 3)	30,799,444	12,111,345	
Restricted investments (Note 3)	83,301,810	589,988,567	
Investments (Note 3)	21,341,533	14,712,554	
Receivables	-	21,976,052	
Notes receivable, net of allowance for doubtful accounts (Note 5)	2,605,172	-	
Pledges receivable	-	13,185,872	
Capital assets, nondepreciable (Note 6)	205,147,589	12,564,065	
Capital assets, depreciable net of accumulated depreciation of \$376,142,667 (Note 6)	636,425,791	16,324,498	
Other assets	-	1,285,489	
Other restricted assets	-	159,603,165	
Total non-current assets	979,621,339	841,751,607	
Total assets	1,050,630,325	878,439,077	
Deferred outflows of resources			
Pension related	17,679,350		
Loss on refunding of debt	5,005,962		
Total deferred outflows of resources	22,685,312		
Total assets and deferred outflows of resources	1,073,315,637		
	<b>LIABILITIES</b>		
Current liabilities:			
Accounts payable and accrued expenses (Note 7)	45,234,956	1,633,313	
Unearned revenue	14,565,419	320,319	
Deposits held in custody for others	1,593,746	301,894	
Advance from the Treasurer of Virginia (Note 18)	2,004,876	-	
Obligations under securities lending program	659	-	
Long-term liabilities-current portion (Note 9)	25,187,680	1,503,797	
Short term debt	-	272,541	
Other liabilities	458,913	69,640	
Total current liabilities	89,046,249	4,101,504	
Long-term liabilities-non-current portion (Note 9)	362,434,619	57,263,875	
Total liabilities	451,480,868	61,365,379	
Deferred inflows of resources			
Pension related	8,639,000		
Gain on refunding of debt	545,484		
Total deferred inflows of resources	9,184,484		
Total liabilities and deferred inflows of resources	460,665,352		
	<b>NET POSITION</b>		
Net investment in capital assets	604,059,089	12,315,559	
Restricted for:			
Nonexpendable:			
Scholarships and fellowships	12,308,586	125,314,839	
Research	-	9,940,705	
Loans	-	24,230	
Departmental uses	37,906,457	153,642,602	
Other	-	207,900,369	
Expendable:			
Scholarships and fellowships	10,677,234	87,287,218	
Research	-	4,977,802	
Debt service	1,910,607	-	
Capital projects	-	14,734,170	
Loans	586,944	70,504	
Departmental uses	26,646,658	134,924,148	
Other	-	24,671,640	
Unrestricted	(81,445,290)	41,269,912	
Total net position	\$ 612,650,285	\$ 817,073,698	

The accompanying Notes to the Financial Statements are an integral part of this statement.

**The College of William and Mary in Virginia, Virginia Institute of Marine Science  
and Richard Bland College - Consolidated Report  
Statement of Revenues, Expenses and Changes in Net Position  
For the Year Ended June 30, 2016**

	<b>University</b>	<b>Component Units</b>
Operating revenues:		
Student tuition and fees, net of scholarship allowances of \$32,946,572	\$ 166,839,220	\$ -
Gifts and contributions	-	23,488,575
Federal grants and contracts	38,904,963	-
State grants and contracts	2,862,781	-
Local grants and contracts	223,028	-
Nongovernmental grants and contracts	6,203,037	-
Auxiliary enterprises, net of scholarship allowances of \$13,807,521	94,612,368	-
Other	7,475,805	13,225,275
Total operating revenues	317,121,202	36,713,850
Operating expenses: (Note 11)		
Instruction	121,586,984	6,362,993
Research	55,110,901	1,190,986
Public service	30,672	644,619
Academic support	36,120,309	5,171,528
Student services	14,359,763	871,871
Institutional support	42,517,509	22,343,108
Operation and maintenance of plant	25,425,790	1,034,253
Student aid	34,201,601	10,722,331
Auxiliary enterprises	79,775,030	1,059,461
Depreciation	30,039,613	859,911
Other	467,683	20,566,554
Total operating expenses	439,635,855	70,827,615
Operating loss	(122,514,653)	(34,113,765)
Non-operating revenues/(expenses):		
State appropriations (Note 12)	71,984,252	-
Gifts	35,759,039	-
Net investment revenue	(1,350,048)	(13,248,124)
Pell grant revenue	5,493,418	-
Interest on capital asset related debt	(6,335,395)	(258,838)
Other non-operating revenue	1,745,372	23,287,784
Other non-operating expense	(3,781,157)	(13,161)
Net non-operating revenues	103,515,481	9,767,661
Income/(loss) before other revenues, expenses, gains or losses	(18,999,172)	(24,346,104)
Capital appropriations	46,394,308	-
Capital grants and contributions	22,137,671	5,552,707
Additions to permanent endowments	-	11,644,431
Net other revenues, expenses, gains or losses	68,531,979	17,197,138
Increase/(Decrease) in net position	49,532,807	(7,148,966)
Net position - beginning of year, restated (Note 2)	563,117,478	824,222,664
Net position - end of year	\$ 612,650,285	\$ 817,073,698

The accompanying Notes to the Financial Statements are an integral part of this statement.

**The College of William and Mary in Virginia, Virginia Institute of Marine Science  
and Richard Bland College - Consolidated Report  
Statement of Cash Flows  
For the Year Ended June 30, 2016**

---

Cash flows from operating activities:	
Tuition and fees	\$ 160,171,111
Scholarships	(33,975,298)
Research grants and contracts	47,059,004
Auxiliary enterprise charges	94,974,464
Payments to suppliers	(112,359,460)
Payments to employees	(241,895,804)
Payments for operation and maintenance of facilities	(11,457,229)
Loans issued to students and employees	(484,411)
Collection of loans to students and employees	485,007
Other receipts	7,136,421
Other payments	(683,305)
	<hr/>
Net cash used by operating activities	(91,029,500)
	<hr/>
Cash flows from noncapital financing activities:	
State appropriations	71,984,252
Gifts	35,759,039
Agency receipts	2,312,874
Agency payments	(2,457,987)
Direct Loan receipts	41,158,628
Direct Loan disbursements	(41,158,628)
Other non-operating receipts	6,521,160
Other non-operating disbursements	(1,640,151)
	<hr/>
Net cash provided by noncapital financing activities	112,479,187
	<hr/>
Cash flows from capital financing activities:	
Proceeds from issuance of capital debt	9,969,902
Capital appropriations	44,137,228
Capital grants and contributions	21,126,258
Advance from the Treasurer of Virginia	2,004,876
Payment to the Treasurer of Virginia	(129,092)
Insurance payments	638,044
Capital expenditures	(72,201,611)
Principal paid on capital-related debt	(18,978,859)
Interest paid on capital-related debt	(8,668,982)
Proceeds from sale of capital assets	68,015
	<hr/>
Net cash used by capital and related financing activities	(22,034,221)
	<hr/>
Cash flows from investing activities:	
Investment income	(1,381,522)
Investments	7,171,330
	<hr/>
Net cash provided by investing activities	5,789,808
	<hr/>
Net increase/(decrease) in cash	5,205,274
Cash-beginning of year	<hr/>
	52,427,005
Cash-end of year	<hr/>
	\$ 57,632,279



**The College of William and Mary in Virginia  
and Richard Bland College - Consolidated Report  
Statement of Cash Flows  
For the Year Ended June 30, 2016**

Reconciliation of Cash-end of year-Cash Flow Statement, to Cash and Cash Equivalents-Statement of Net Position :

Statement of Net Position

Cash and cash equivalents	\$ 26,833,494
Restricted cash and cash equivalents	30,799,444
Less: Securities lending -Treasurer of Virginia	<u>(659)</u>

Net cash and cash equivalents	<u><u>\$ 57,632,279</u></u>
-------------------------------	-----------------------------

Reconciliation of net operating expenses to net cash used by operating activities:

Net operating loss	\$ (122,514,653)
--------------------	------------------

Adjustments to reconcile net operating expenses to cash used by operating activities:

Depreciation expense	30,039,613
Changes in assets, deferred outflows of resources, liabilities and deferred inflows of resources:	
Receivables-net	(2,207,307)
Inventories	62,840
Prepaid expense	112,829
Accounts payable	441,372
Unearned revenue	1,792,767
Deposit held for others	270
Federal loan contribution	(102,749)
Compensated absences	141,162
Pension obligations	217,989
Software licenses liability	1,201,990
Other liability	<u>(215,623)</u>

Net cash used in operating activities	<u><u>\$ (91,029,500)</u></u>
---------------------------------------	-------------------------------

**NONCASH INVESTING, NONCAPITAL FINANCING, AND CAPITAL  
AND RELATED FINANCING TRANSACTIONS**

Amortization of a deferred loss	\$ 3,154,400
Donated capital assets	\$ 1,011,413
Reduction/amortization of bond premium	\$ 546,504

The accompanying Notes to Financial Statements are an integral part of this statement.

This Page Intentionally Left Blank

**Notes to  
Financial Statements  
Year Ended June 30, 2016**

# The College of William and Mary in Virginia, Virginia Institute of Marine Science and Richard Bland College - Consolidated Report

## NOTES TO FINANCIAL STATEMENTS

---

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Reporting Entity

The consolidated financial statement of the College of William and Mary includes the financial statements of the College of William and Mary in Virginia (William and Mary or W&M) located in Williamsburg, Virginia, its York River campus at the Virginia Institute of Marine Science (VIMS) and Richard Bland College (RBC), collectively referred to as “the University”. All three entities are recognized as distinct state agencies within the Commonwealth of Virginia’s statewide system of public higher education with a shared governing board appointed by the Governor of Virginia. In this capacity, the University’s Board of Visitors is responsible for overseeing governance of all three entities. The University is a component unit of the Commonwealth of Virginia and is included in the general purpose financial statements of the Commonwealth.

The accompanying financial statements present all funds for which the University’s Board of Visitors is financially accountable. Related foundations and similar non-profit corporations for which the University is not financially accountable are also a part of the accompanying financial statements under Governmental Accounting Standards Board (GASB) Statement No. 61, *The Financial Reporting Entity: Omnibus, an amendment of GASB Statements No. 14 and No. 34*. These entities are separately incorporated and the University exercises no control over them. These component units are described in Note 13.

The University has nine component units as defined by GASB Statement 61 – the College of William and Mary Foundation, the Marshall-Wythe School of Law Foundation, the Alumni Association, the Athletic Educational Foundation, the School of Business Foundation, the Virginia Institute of Marine Science Foundation, the Richard Bland College Foundation, the Real Estate Foundation and the Intellectual Property Foundation. These organizations are separately incorporated tax-exempt entities and have been formed to promote the achievements and further the aims and purposes of the University.

Although the University does not control the timing or amount of receipts from the Foundations, the majority of resources or income which the Foundations hold and invest are restricted to the activities of the University by the donors. Because these restricted resources held by the Foundations can only be used by or for the benefit of the University, the Foundations are considered component units of the University and are discretely presented in the financial statements with the exception of the Intellectual Property Foundation. The Intellectual Property Foundation is presented blended in the University column because the University has a voting majority of the governing board of the Foundation.

The College of William and Mary Foundation is a private, not-for-profit corporation organized under the laws of the Commonwealth of Virginia to “aid, strengthen, and expand in every proper and useful way” the work of William and Mary. For additional information on the College of William and Mary Foundation, contact its office at Post Office Box 8795, Williamsburg, Virginia 23187.

The Marshall-Wythe School of Law Foundation is a non-stock, not-for-profit corporation organized under the laws of the Commonwealth of Virginia, established for the purpose of soliciting and receiving gifts to support the W&M School of Law. The Foundation supports the Law School through the funding of scholarships and fellowships, instruction and research activities, and academic support. For additional information on the Marshall-Wythe School of Law Foundation, contact the Foundation Office at Post Office Box 8795, Williamsburg, Virginia 23187.

The William and Mary Alumni Association is a private, not-for-profit corporation organized under the laws of the Commonwealth of Virginia which provides aid to W&M in its work, and promotes and strengthens the bonds of interest between and among William and Mary and its alumni. For additional information on the Alumni Association, contact the

Alumni Association Office at Post Office Box 2100, Williamsburg, Virginia 23187-2100.

The William and Mary Athletic Educational Foundation is a not-for-profit corporation organized under the laws of the Commonwealth of Virginia. The purpose of the Foundation is to promote, foster, encourage and further education, in all enterprises of all kinds at William and Mary, but it principally supports W&M's Athletic Department. For additional information on the Athletic Educational Foundation, contact the Foundation Office at 751 Ukrop Drive, Williamsburg, Virginia 23187.

The William and Mary Business School Foundation is a non-stock, not-for-profit corporation organized under the laws of the Commonwealth of Virginia. The purpose of the Business School Foundation is to solicit and receive gifts to endow the W&M School of Business Administration and to support the School through the operations of the Foundation. For additional information on the William and Mary Business School Foundation, contact the Foundation Office at Post Office Box 2220, Williamsburg, Virginia, 23187.

The Virginia Institute of Marine Science Foundation is a not-for-profit corporation organized under the laws of the Commonwealth of Virginia. The purpose of the Foundation is to support the Virginia Institute of Marine Science primarily through contributions from the public. For additional information on the Virginia Institute of Marine Science Foundation, contact the Foundation Office at Post Office Box 1346, Gloucester Point, Virginia, 23062.

The Richard Bland College Foundation is a private, not-for-profit corporation organized under the laws of the Commonwealth of Virginia which provides scholarships, financial aid, and books to RBC's students, along with support for faculty development and cultural activities. For additional information on the Richard Bland College Foundation, contact the Foundation Office at 11301 Johnson Road, South Prince George, Virginia 23805.

The William and Mary Real Estate Foundation is a nonprofit organization incorporated under the laws of the Commonwealth of Virginia in September 2006. Its purpose is to acquire, hold, manage, sell, lease and participate in the development of real properties in support of the educational goals of William and Mary and VIMS. For additional information on the William and Mary Real Estate Foundation, contact the Foundation Office at Post Office Box 8795, Williamsburg, Virginia, 23187-8795.

The Intellectual Property Foundation is a nonprofit organization incorporated under the laws of the Commonwealth of Virginia in September 2007. Its purpose is to handle all aspects of the intellectual property of William and Mary in support of the educational goals of the University. The Intellectual Property Foundation is presented blended with the University because the University has a voting majority of the board. For additional information on the William and Mary Intellectual Property Foundation, contact the Foundation Office at Post Office Box 8795, Williamsburg, Virginia, 23187-8795.

The Omohundro Institute of Early American History and Culture (OIEAHC), sponsored by William and Mary and The Colonial Williamsburg Foundation, is organized exclusively for educational purposes. Its Executive Board, subject to its sponsors, determines matters of policy and has responsibility for financial and general management as well as resource development. The Executive Board consists of six members: the chief education officer of the Colonial Williamsburg Foundation, W&M's chief academic officer, the chairperson of the Institute Council and three who are elected by OIEAHC's Executive Board. Prior to the beginning of each fiscal year, the sponsors determine the nature and extent of their responsibility for the financial support of the OIEAHC in the upcoming year. OIEAHC is treated as a joint venture with the University's portion of support to the Institute blended in the University column on the financial statements. The University contributed \$866,350 through direct payment of expenses.

The following summarizes the unaudited financial position of the OIEAHC at June 30, 2016:

Assets	<u>\$ 17,445,620</u>
Liabilities	6,272
Net Assets	<u>17,439,348</u>
Liabilities and Net Assets	<u>\$ 17,445,620</u>

The total unaudited receipts and disbursements of the OIEAHC were \$2,587,068 and \$1,865,435 respectively, for the year ended June 30, 2016. Separate financial statements for the OIEAHC may be obtained by writing the Treasurer, Omohundro Institute of Early American History and Culture, P.O. Box 8781, Williamsburg, Virginia 23187-8781.

### Basis of Presentation

The accompanying financial statements have been prepared in accordance with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB), including all applicable GASB pronouncements. Pursuant to the provisions of GASB Statement No. 34, *Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments*, and Statement No. 35, *Basic Financial Statements - and Management’s Discussion and Analysis - for Public Colleges and Universities*, effective for the years ending on or after June 30, 2002, the full scope of the University’s activities is considered to be a single business-type activity (BTA) and accordingly, is reported within a single column in the basic financial statements.

### Basis of Accounting

The financial statements of the University have been prepared using the economic resources measurement focus and the accrual basis of accounting, including depreciation expense related to capitalized fixed assets. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred. Bond premiums and discounts are deferred and amortized over the life of the debt. All significant intra-agency transactions have been eliminated.

### Newly Adopted Accounting Pronouncements

In February 2015, the GASB issued Statement No. 72, *Fair Value Measurement and Application*, effective for the University’s fiscal year beginning July 1, 2015. This statement establishes general principles for measuring fair value and standards of accounting and financial reporting for assets and liabilities measured at fair value, as well as guidance for applying fair value to certain investments and disclosures relating to all fair value measurements.

### Cash and Cash Equivalents

In accordance with the GASB Statement No. 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting*, definition, cash and cash equivalents consist of cash on hand, money market funds, and temporary highly liquid investments with an original maturity of three months or less.

### Investments

Investments are recorded at cost or fair market value, if purchased, or fair market value at the date of receipt, if received as a gift, and reported in accordance with GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools* and GASB Statement No. 72, *Fair Value Measurement and Application*. (See Note 3.) Realized and unrealized gains and losses are reported in investment income as non-operating revenue in the Statement of Revenues, Expenses, and Changes in Net Position.

### Receivables

Receivables consist of tuition and fee charges to students and auxiliary enterprises’ sales and services. Receivables also include amounts due from the federal government, state and local governments, or private sources, in connection with reimbursement of allowable expenditures made pursuant to grants and contracts. Receivables are recorded net of estimated uncollectible amounts.

### Inventories

Inventories at the Williamsburg and York River (Virginia Institute of Marine Science) campuses are reported using the consumption method, and valued at average cost. RBC does not report any inventory.

## Prepaid Expenses

As of June 30, 2016, the University's prepaid expenses included items such as insurance premiums, membership dues, conference registrations and publication subscriptions for FY17 that were paid in advance.

## Capital Assets

Capital assets are recorded at historical cost at the date of acquisition or fair market value at the date of donation in the case of gifts. Construction expenses for capital assets and improvements are capitalized when expended. The University's capitalization policy on equipment includes all items with an estimated useful life of two years or more. All three campuses capitalize all items with a unit price greater than or equal to \$5,000. Library materials for the academic or research libraries are capitalized as a collection and are valued at cost. GASB Statement No. 51, *Accounting and Financial Reporting for Intangible Assets*, requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets for financial statement periods beginning after June 15, 2009. The Williamsburg and York River campuses capitalize intangible assets with a cost greater than or equal to \$50,000 except for internally generated computer software which is capitalized at a cost of \$100,000 or greater. Richard Bland College capitalizes intangible assets with a cost greater than or equal to \$20,000.

Depreciation is computed using the straight-line method over the estimated useful lives of the respective assets as follows:

Buildings	40-50 years
Infrastructure	10-50 years
Equipment	2-30 years
Library Books	10 years
Intangible Assets – computer software	3-20 years

Collections of works of art and historical treasures are capitalized at cost or fair value at the date of donation. These collections, which include rare books, are considered inexhaustible and therefore are not depreciated.

## Deferred Outflows of Resources

Deferred outflows of resources are defined as the consumption of net assets applicable to a future reporting period. The deferred outflows of resources have a positive effect on net position similar to assets.

## Unearned Revenue

Unearned revenue represents revenue collected but not earned as of June 30, 2016. This is primarily comprised of revenue for student tuition and fees paid in advance of the semester, amounts received from grant and contract sponsors that have not yet been earned and advance ticket sales for athletic events.

## Compensated Absences

Employees' compensated absences are accrued when earned. The liability and expense incurred are recorded at year-end as accrued compensated absences in the Statement of Net Position, and as a component of compensation and benefit expense in the Statement of Revenues, Expenses, and Changes in Net Position. The applicable share of employer related taxes payable on the eventual termination payments is also included.

## Noncurrent Liabilities

Noncurrent liabilities include principal amounts of bonds payable, notes payable, capital lease payable and installment purchase agreements with contractual maturities greater than one year as well as estimated amounts for accrued compensated absences that will not be paid within the next fiscal year. Also included is pension liability for defined benefit plans administered through the Virginia Retirement System.

## Deferred Inflows of Resources

Deferred inflows of resources are defined as the acquisition of net assets applicable to a future reporting period. The deferred inflows of resources have a negative effect on net position similar to liabilities.

## Net Position

The University's net position is classified as follows:

Net Investment in Capital Assets – consists of total investment in capital assets, net of accumulated depreciation and outstanding debt obligations.

Restricted Net Position – Nonexpendable – includes endowments and similar type assets whose use is limited by donors or other outside sources and as a condition of the gift, the principal is to be maintained in perpetuity.

Restricted Net Position – Expendable – represents funds that have been received for specific purposes and the University is legally or contractually obligated to spend the resources in accordance with restrictions imposed by external parties.

Unrestricted Net Position – represents resources derived from student tuition and fees, state appropriations, unrestricted gifts, interest income, and sales and services of educational departments and auxiliary enterprises. When an expense is incurred that can be paid using either restricted or unrestricted resources, the University's policy is to first apply the expense toward restricted resources, and then toward unrestricted.

## Scholarship Allowances

Student tuition and fee revenues and certain other revenues from charges to students are reported net of scholarship allowances in the Statement of Revenues, Expenses, and Changes in Net Position. Scholarship allowances are the difference between the actual charge for goods and services provided by the University and the amount that is paid by students and/or third parties on the students' behalf. Financial aid to students is reported in the financial statements under the alternative method as prescribed by the National Association of College and University Business Officers (NACUBO). The alternative method is a simple calculation that computes scholarship discounts and allowances on a college-wide basis by allocating the cash payments to students, excluding payments for services, on the ratio of total aid to the aid not considered to be third party aid. Student financial assistance grants and other Federal, State or nongovernmental programs are recorded as either operating or non-operating revenues in the accompanying Statement of Revenues, Expenses, and Changes in Net Position. To the extent that revenues from these programs are used to satisfy tuition, fees, and other charges, the University has recorded a scholarship allowance.

## Federal Financial Assistance Programs

The University participates in federally funded Pell Grants, Supplemental Educational Opportunity Grants (SEOG), Federal Work Study, Perkins Loans, and Direct Loans, which includes Stafford Loans, Parent Loans for Undergraduate Students (PLUS) and Graduate PLUS Loans. Federal programs are audited in accordance with the Single Audit Act Amendments of 1996, the U.S. Office of Management and Budget Revised Circular A-133, Audit of States, Local Governments and Non-Profit Organizations, and the Compliance Supplement.

## Classification of Revenues and Expenses

The University presents its revenues and expenses as operating or non-operating based on the following criteria:

Operating revenues - includes activities that have the characteristics of exchange transactions, such as (1) student tuition and fees, net of scholarship allowances, (2) sales and services of auxiliary enterprises, (3) most Federal, State and Local grants and contracts and (4) interest on student loans.



Non-operating revenues - includes activities that have the characteristics of non-exchange transactions, such as gifts and contributions, and other revenue sources that are defined as non-operating revenues by GASB Statement No. 9, and GASB Statement No. 34, such as State appropriations and investment income.

Non-operating expenses - includes interest on debt related to the purchase of capital assets and losses on the disposal of capital assets. All other expenses are classified as operating expenses.

## 2. RESTATEMENT OF NET POSITION

Net position as previously reported June 30, 2015	\$ 564,581,093
The College of William and Mary and Virginia Institute of Marine Science	
Depreciation adjustment for legacy assets	486,106
Richard Bland College	
Capital asset adjustments	(420,426)
Accounts payable and accrued expenses adjustment	(930,088)
Remove error in Banner holding account	(599,207)
Net position at July 1, 2015	<u>\$ 563,117,478</u>

## 3. CASH, CASH EQUIVALENTS AND INVESTMENTS

### Cash and Cash Equivalents

Pursuant to Section 2.2-1800, et. seq., Code of Virginia, all state funds of the University are maintained by the Treasurer of Virginia, who is responsible for the collection, disbursement, custody and investment of State funds. Cash held by the University is maintained in accounts that are collateralized in accordance with the Virginia Securities for Public Deposits Act, Section 2.2-4400, et. seq. Code of Virginia. The Virginia Security for Public Deposits Act eliminates any custodial credit risk for the University.

### Investments

The investment policy of the University is established by the Board of Visitors and monitored by the Board's Financial Affairs Committee. In accordance with the Board of Visitors' Resolution 6(R), November 16, 2001, Resolution 12(R) November 21-22, 2002, and as updated by the Board in April 2015 investments can be made in the following instruments: cash, U.S. Treasury and Federal agency obligations, commercial bank certificates of deposit, commercial paper, bankers' acceptances, corporate notes and debentures, money market funds, mutual funds, convertible securities and equities.

### Concentration of Credit Risk

Concentration of credit risk requires the disclosure by amount and issuer of any investments in any one issuer that represents five percent or more of total investments. Investments explicitly guaranteed by the U.S. government and investments in mutual funds or external investment pools and other pooled investments are excluded from this requirement. The University's investment policy does not limit the amount invested in U.S. Government or Agency Securities. As of June 30, 2016, the University had 7.4% of its total investments in the Federal National Mortgage Association and 5.4% in the Federal Home Loan Mortgage Corporation.

### Custodial Credit Risk

Custodial credit risk is the risk that, in the event of failure of the counterparty, the University will not be able to recover the value of its investment or collateral securities that are in the possession of the outside party. All investments are registered and held in the name of the University and therefore, the University does not have this risk.

### Interest Rate Risk

The interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The University limits its exposure to interest rate risk by limiting its maximum maturity lengths of investments and structuring its portfolio to maintain adequate liquidity to ensure the University's ability to meet its operating requirements.

### Foreign Currency Risk

Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or a deposit. The University had no investments in foreign currency but had foreign deposits in the amount of \$620,427 as of June 30, 2016.

### Security Lending Transactions

Securities lending transactions represent Richard Bland College's allocated share of securities received for securities lending transactions held in the General Account of the Commonwealth. Loaned securities, for which the collateral is reported on the Statement of Net Position, are non-categorized as to credit risk. Details of the General Account securities lending program are included in the Commonwealth's Comprehensive Annual Financial Report.

### Fair Value Measurement

Certain assets and liabilities of the University are reflected in the accompanying financial statements at fair value. The University follows the provisions in GASB Statement 72, *Fair Value Measurement and Application*. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (an exit price). GASB 72 establishes a fair value hierarchy and specifies that the valuation techniques used to measure fair value shall maximize the use of observable inputs and minimize the use of unobservable inputs. Accordingly, the fair value hierarchy gives the highest priority to quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). The three levels of the fair value hierarchy under GASB 72 are described below:

*Level 1*—Quoted prices (unadjusted) in active markets for identical assets or liabilities that the University has the ability to access at the measurement date;

*Level 2*—Quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in inactive markets, or inputs other than quoted prices that are observable (directly or indirectly) for the asset or liability; and

*Level 3*—Prices, inputs or sophisticated modeling techniques, which are both significant to the fair value measurement and unobservable (supported by little or no market activity).

As required by GASB 72, assets and liabilities are classified within the level of the lowest significant input considered in determining fair value.

GASB 72 permits a governmental unit to establish the fair value of investments in non-governmental entities that do not have a readily determinable fair value by using the Net Asset Value ("NAV") per share (or its equivalent), such as member units or an ownership interest in partners' capital. The University uses the NAV or its equivalent as provided by the investment funds to value its investments in certain limited partnerships. Investments valued using the NAV or its equivalent are not categorized within the fair value hierarchy, and are presented in the table below for purposes of reconciling to the Statement of Net Position.

The University categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The following table presents investments as of June 30, 2016:

Investments Measured at Fair Value

	<u>6/30/2016</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Investments by Fair Value Level				
Debt Securities				
Corporate Bonds	\$ 24,443,720	\$ -	\$ 24,443,720	\$ -
Commercial Paper	3,998,840	-	3,998,840	-
Agency Unsecured Bonds and Notes	21,979,545	-	21,979,545	-
Mutual and Money Market Funds	50,426,361	50,426,361	-	-
Fixed Income and Comingled Funds	76,578	76,578	-	-
Total Debt Securities	<u>100,925,044</u>	<u>50,502,939</u>	<u>50,422,105</u>	<u>-</u>
Equity Securities				
Common and Preferred Stocks	\$ 14,502,943	\$ 14,502,943	\$ -	\$ -
Equity Index and Pooled Funds	25,023,059	25,023,059	-	-
Real Estate	711,173	711,173	-	-
Total Equity Securities	<u>40,237,175</u>	<u>40,237,175</u>	<u>-</u>	<u>-</u>
Total Investments by Fair Value level	<u>141,162,219</u>	<u>90,740,114</u>	<u>50,422,105</u>	<u>-</u>
Other - Rare Coin	<u>280</u>			

Investments measured at the Net Asset Value (NAV)

Equity Hedge Long/Short	679,279
Diversified Event Driven	1,173,415
Commodities	163,285
Managed Futures/Commodities	878,417
Multi Strategy	1,929,211
Relative Value	836,059
Private Equity	421,614
Funds in Liquidation	1,012,479
Total Investments measured at the NAV	<u>\$ 7,093,759</u>
 Total Investments measured at Fair Value	 <u>\$ 148,256,258</u>

Securities traded on U.S. or foreign exchanges are valued at the last reported sales price or, if there are no sales, at the latest bid quotation. Mutual funds and exchange traded funds listed on U.S. or foreign exchanges are valued at the closing net asset value; mutual funds not traded on national exchanges are valued in good faith at the pro-rata interest in the net assets of these entities. Short-term government and agency bonds and notes are valued based on market driven observations and securities characteristics including ratings, coupons and redemptions. The values of limited partnerships are determined in good faith at the pro-rata interest in the net assets of these entities. Investments held by these entities are valued at prices which approximate fair value. The estimated fair value of certain investments in the underlying entities, which may include private placements and other securities for which values are not readily available, are determined in good faith by the investment advisors or third party administrators of the respective entities and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. These investments are valued using valuation techniques such as the market approach, income approach, and cost approach. The estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments, and these differences could be material.

The following table summarizes liquidity provisions related to the College's investments measured at Net Asset Value:

Investments Measured at NAV

	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Equity Hedge Long/Short	\$ 679,279	\$ -	Quarterly	95 days
Diversified Event Driven	1,173,415	-	Quarterly	65 days
Commodities	163,285	-	Monthly	35 days
Managed Futures/Commodities	878,417	-	Monthly	10-65 days
Multi Strategy	1,929,211	-	Quarterly	100 days
Relative Value	836,059	-	Semi-Annual	95 days
Private Equity	421,614	658,655	Illiquid	-
Funds in Liquidation	1,012,479	-	Illiquid	-
Total Investments measured at NAV	<u>\$ 7,093,759</u>	<u>\$ 658,655</u>		

Interest Rate Risk: Maturities

Type of Investment	Fair Value	Less than 1 year	1-5 years	6-10 years	Greater than 10 years
Agency unsecured bonds and notes:					
Federal Home Loan Bank	\$ 2,998,461	\$ 2,998,461	\$ -	\$ -	\$ -
Federal Home Loan Mortgage Corp	6,280,368	-	6,280,368	-	-
Federal National Mortgage Assn	12,700,716	-	7,542,177	5,158,539	-
Commercial Paper	1,999,440	1,999,440	-	-	-
Corporate Bonds	24,443,720	17,538,585	6,905,135	-	-
Fixed Income and Commingled Funds	76,578	76,578	-	-	-
Mutual and money market funds:					
Money market	23,570,814	23,570,814	-	-	-
Mutual funds - Investment Funds	26,855,547	-	-	22,849,741	4,005,806
Mutual funds - Wells Fargo	534,246	534,246	-	-	-
State non-arbitrage program	23,659,646	23,659,646	-	-	-
	<u>\$ 123,119,536</u>	<u>\$ 70,377,770</u>	<u>\$ 20,727,680</u>	<u>\$ 28,008,280</u>	<u>\$ 4,005,806</u>

## Credit and Concentration of Credit Risks

	Fair Value	Moody's Credit Rating	Unrated
<u>Cash Equivalents</u>			
Certificate of deposit	\$ 130,000	\$ -	\$ 130,000
Money market	23,570,814	-	23,570,814
Commercial Paper	1,999,400	-	1,999,400
State non-arbitrage program	23,659,646	-	23,659,646
Securities lending	659	-	659
Total cash equivalents	49,360,519	-	49,360,519
<u>Investments</u>			
Agency unsecured bonds and notes:			
Federal Home Loan Bank	\$ 2,998,461	\$ -	\$ 2,998,461
Federal Home Loan Mortgage Corp	9,278,829	-	9,278,829
Federal National Mortgage Assn	12,700,716	-	12,700,716
Commercial Paper	1,999,440		1,999,440
Corporate Bonds:			
Aaa	2,000,560	2,000,560	-
Aa1	2,005,010	2,005,010	-
Aa2	4,511,545	4,511,545	-
Aa3	5,496,170	5,496,170	-
A1	6,896,000	6,896,000	-
A2	2,514,080	2,514,080	-
A3	1,020,355	1,020,355	-
Fixed Income and Commingled Funds	76,578	-	76,578
Mutual funds:			
Investment Funds	26,855,547	-	26,855,547
Wells Fargo	534,246	-	534,246
Total investments	\$ 75,889,076	\$ 24,443,720	\$ 51,445,356
<u>Other Investments</u>			
Other	47,330,934		
Rare coins	280		
Property held as investment for endowments	15,600		
Total other investments	47,346,814		
Total cash equivalents and investments	\$ 172,596,409		

## 4. DONOR RESTRICTED ENDOWMENTS

Investments of the University's endowment funds are pooled and consist primarily of gifts and bequests, the use of which is restricted by donor imposed limitations. The Uniform Management of Institutional Funds Act, Code of Virginia Title 55, Chapter 15 sections 268.1-268.10, permits the spending policy adopted by the Board of Visitors to appropriate an amount of realized and unrealized endowment appreciation as the Board determines to be prudent. In determining the amount of appreciation to appropriate, the Board is required by the Act to consider such factors as long- and short-term needs of the institution, present and anticipated financial requirements, expected total return on investments, price level trends, and general economic conditions. The amount available for spending is determined by applying the payout percentage to the average market value of the investment portfolio for the three previous calendar year-ends. The payout percentage is reviewed and adjusted annually as deemed prudent.

The University, at FY16 year-end, had a net appreciation of \$11,791,836 which is available to be spent and is reported in the Statement of Net Position in the following categories: Restricted Expendable for Scholarships and Fellowships - \$6,251,147, Restricted Expendable for Capital Projects - \$177,001, Restricted Expendable for Departmental Uses - \$4,361,664 and Unrestricted - \$1,002,024. The amount for Capital Projects was reclassified to unrestricted because the total net position for Restricted Expendable for Capital Projects was negative for the University.

## 5. ACCOUNTS AND NOTES RECEIVABLES

Receivables include transactions related to accounts and notes receivable and are shown net of allowance for doubtful accounts for the year ending June 30, 2016 as follows:

Accounts receivable consisted of the following at June 30, 2016:

Student Tuition and Fees	\$ 3,660,128
Auxiliary Enterprises	1,289,181
Federal, State and Non-Governmental Grants & Contracts	9,029,735
Other Activities	<u>2,166,156</u>
Gross Receivables	16,145,200
Less: allowance for doubtful accounts	<u>(1,112)</u>
Net Receivables	<u><u>\$ 16,144,088</u></u>

Notes receivable consisted of the following at June 30, 2016:

Non-current portion:	
Federal student loans and promissory notes	\$ 2,723,490
Less: allowance for doubtful accounts	<u>(118,318)</u>
Net non-current notes receivable	<u><u>\$ 2,605,172</u></u>

## 6. CAPITAL ASSETS

A summary of changes in the various capital asset categories for the year ending June 30, 2016 consists of the following:

	Beginning Balance	Beginning Balance Adjustments	Additions	Reductions	Ending Balance
Non-depreciable capital assets:					
Land	\$ 25,314,003	\$ -	\$ -	\$ -	\$ 25,314,003
Inexhaustible artwork and Historical treasures	74,968,424	-	861,283	-	75,829,707
Construction in Progress	<u>68,364,047</u>	<u>-</u>	<u>61,841,139</u>	<u>(26,201,307)</u>	<u>104,003,879</u>
Total non-depreciable capital assets	<u>168,646,474</u>	<u>-</u>	<u>62,702,422</u>	<u>(26,201,307)</u>	<u>205,147,589</u>
Depreciable capital assets:					
Buildings	770,884,446	-	26,196,306	(10,892)	797,069,860
Equipment	75,786,195	(15,880) *	5,833,940	(4,611,570)	76,992,685
Infrastructure	77,534,645	-	4,783,951	-	82,318,596
Other improvements	13,979,947	-	431,777	(1,269,668)	13,142,056
Library Materials	89,512,712	-	964,862	(422,617)	90,054,957
Computer software	<u>5,870,087</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,870,087</u>
Total depreciable capital assets	<u>1,033,568,032</u>	<u>(15,880)</u>	<u>38,210,836</u>	<u>(6,314,747)</u>	<u>1,065,448,241</u>
Less accumulated depreciation for:					
Buildings	228,463,514	(392,730)	20,025,330	(10,892)	248,085,222
Equipment	48,986,030	(93,376)	4,786,390	(3,817,796)	49,861,248
Infrastructure	32,615,753	-	3,325,127	-	35,940,880
Other improvements	6,223,842	-	566,259	(133,302)	6,656,799
Library Materials	82,425,654	-	1,355,866	(405,765)	83,375,755
Computer software	<u>4,994,049</u>	<u>-</u>	<u>108,497</u>	<u>-</u>	<u>5,102,546</u>
Total accumulated depreciation	<u>403,708,842</u>	<u>(486,106)</u>	<u>30,167,469</u>	<u>(4,367,755)</u>	<u>429,022,450</u>
Depreciable capital assets, net	<u>629,859,190</u>	<u>470,226</u>	<u>8,043,367</u>	<u>(1,946,992)</u>	<u>636,425,791</u>
Total capital assets, net	<u>\$ 798,505,664</u>	<u>\$ 470,226</u>	<u>\$ 70,745,789</u>	<u>\$ (28,148,299)</u>	<u>\$ 841,573,380</u>

\* This beginning balance adjustment was necessary due to RBC's FY16 beginning balance for equipment being \$15,880 less than the FY15 ending balance for equipment. Additions to equipment of \$15,880 are reported by RBC for FY16.

### Capitalization of Library Books

The methods employed to value the general collections of W&M's Earl Gregg Swem Library, W&M's Marshall-Wythe Law Library, VIMS' Hargis Library, and RBC Library are based on average cost determined by each library. The

average cost of the Swem Library purchases of books was \$43.39 for FY16. The average cost of the Law Library purchases of books was \$88.20 for FY16. Special collections maintained by each library are valued at historical cost or acquisition value. The average cost of library books purchased for VIMS was \$51.58 for FY16. The average cost of library books purchased for RBC was \$15.64 for FY16. The changes reflected in the valuation are due to the recognition of depreciation in accordance with GASB Statements No. 34 and 35, as well as purchases, donations and disposals.

#### Impairment of Capital Assets

GASB Statement No. 42, *Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries*, was issued effective for the fiscal year ended June 30, 2006. Statement No. 42 requires an evaluation of prominent events or changes in circumstances to determine whether an impairment loss should be recorded and whether any insurance recoveries should be offset against the impairment loss. There were no reported impairments during FY16.

Proceeds from other insurance recoveries attributable to capital assets are reported as a capital related financing activity in the Statement of Cash Flows. Accordingly, \$638,044 in proceeds from insurance recoveries is classified as a capital related financing activity.

#### 7. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following at June 30, 2016:

##### Current Liabilities:

Employee salaries, wages, and fringe benefits payable	\$ 23,857,238
Vendors and supplies accounts payable	7,934,022
Capital projects accounts and retainage payable	<u>13,443,696</u>
Total current liabilities-accounts payable and accrued liabilities	<u><u>\$ 45,234,956</u></u>

#### 8. COMMITMENTS

At June 30, 2016, outstanding construction commitments totaled approximately \$100,310,000.

Commitments also exist under various operating leases for buildings, equipment and computer software. In general, the leases are for one to three year terms with renewal options on the buildings, equipment and certain computer software for additional one-year terms. In most cases, these leases will be replaced by similar leases. William and Mary has also entered into one twenty-year lease for space in the Applied Science Research Center Building at the Jefferson Center for Research and Technology in Newport News, Virginia. Rental expense for the fiscal year ending June 30, 2016, was \$3,890,794.



As of June 30, 2016, the following total future minimum rental payments are due under the above leases:

<u>Year Ending June 30, 2016</u>	<u>Amount</u>
2017	\$ 3,169,323
2018	2,673,531
2019	838,009
2020	792,090
2021	782,121
2022 - 2026	<u>56,605</u>
Total	<u><u>\$ 8,311,679</u></u>

## 9. LONG-TERM LIABILITIES

The University's long-term liabilities consist of long-term debt (further described in Note 10), and other long-term liabilities. A summary of changes in long-term liabilities for the year ending June 30, 2016 is presented as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Current Portion</u>
Installment Purchases	\$ 4,127,568	\$ -	\$ (633,068)	\$ 3,494,500	\$ 480,211
Capital Leases Payable	22,458,851	329,094	(586,008)	22,201,937	711,252
Other long-term obligations	791,108	-	(112,569)	678,539	19,771
Notes Payable	161,776,794	24,548,889	(29,379,786)	156,945,897	8,435,000
Bonds Payable	<u>78,595,215</u>	<u>-</u>	<u>(5,424,142)</u>	<u>73,171,073</u>	<u>4,664,977</u>
Total long-term debt	267,749,536	24,877,983	(36,135,573)	256,491,946	14,311,211
Perkins Loan Fund Balance	2,498,565	-	(102,749)	2,395,816	-
Accrued compensated absences	10,614,385	10,755,547	(10,614,385)	10,755,547	10,502,087
Software licenses	-	1,351,716	(149,726)	1,201,990	374,382
Net Pension Liability	<u>101,435,000</u>	<u>35,160,000</u>	<u>(19,818,000)</u>	<u>116,777,000</u>	<u>-</u>
Total long-term liabilities	<u><u>\$ 382,297,486</u></u>	<u><u>\$ 72,145,246</u></u>	<u><u>\$(66,820,433)</u></u>	<u><u>\$ 387,622,299</u></u>	<u><u>\$25,187,680</u></u>

## 10. LONG-TERM DEBT

### Bonds Payable

William and Mary's bonds are issued pursuant to Section 9 of Article X of the Constitution of Virginia. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the University and are backed by the full faith, credit and taxing power of the Commonwealth and are issued to finance capital projects which, when completed, will generate revenue to repay the debt. Listed below are the bonds outstanding at year-end:

<u>Description</u>	<u>Interest Rates(%)</u>	<u>Fiscal year Maturity</u>	<u>Balance as of June 30, 2016</u>
Section 9(c) bonds payable:			
Dormitory, Series 2009C	3.000 - 4.000	2021	\$ 379,034
Dormitory, Series 2009C	3.000 - 4.000	2022	1,971,772
Dormitory, Series 2009D	2.500 - 5.000	2022	1,940,000
Renovate Residence Halls, Series 2010A2	2.000 - 5.000	2030	3,385,000
Dormitory, Series 2012A	3.000 - 5.000	2024	779,720
Dormitory, Series 2013A	2.000 - 5.000	2033	4,180,000
Dormitory, Series 2013B	3.000 - 5.000	2026	844,462
Dormitory, Series 2014A	2.000 - 5.000	2034	8,445,000
Dormitory, Series 2014B	2.000 - 5.000	2017	57,143
Dormitory, Series 2014B	2.000 - 5.000	2017	252,074
Dormitory, Series 2014B	2.000 - 5.000	2018	880,399
Dormitory, Series 2014B	2.000 - 5.000	2020	1,225,496
Dormitory, Series 2015A	2.000 - 5.000	2035	<u>10,660,000</u>
Renovation of Dormitories			35,000,100
Graduate Housing, Series 2008B	3.000 - 5.000	2018	225,000
Graduate Housing, Series 2009D	2.500 - 5.000	2022	1,270,000
Graduate Housing, Series 2013B	3.000 - 5.000	2026	1,411,860
Graduate Housing, Series 2015B	4.000 - 5.000	2028	<u>1,482,414</u>
Graduate Housing			4,389,274
Construct New Dormitory, Series 2010A2	2.000 - 5.000	2030	1,535,000
Construct New Dormitory, Series 2011A	3.000 - 5.000	2031	12,140,000
Construct New Dormitory, Series 2013A	2.000 - 5.000	2033	<u>7,860,000</u>
Construct New Dormitory			21,535,000
Underground Utility, Series 2014B	2.000 - 5.000	2017	<u>142,857</u>
Underground Utility			142,857
Renovate Commons Dining Hall, Series 2009D	2.500 - 5.000	2022	3,200,000
Renovate Commons Dining Hall, Series 2012A	3.000 - 5.000	2024	1,289,537
Renovate Commons Dining Hall, Series 2013B	3.000 - 5.000	2026	<u>1,389,450</u>
Commons Dining Hall			5,878,987
Total bonds payable			66,946,218
Unamortized premiums (discounts)			<u>6,224,855</u>
Net bonds payable			<u>\$ 73,171,073</u>

## Notes Payable

Section 9(d) bonds, issued through the Virginia College Building Authority's Pooled Bond Program, are backed by pledges against the general revenues of William and Mary and are issued to finance other capital projects. The principal and interest on bonds and notes are payable only from net income of specific auxiliary activities or from designated fee allocations. The following are notes outstanding at year-end:

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Fiscal year Maturity</u>	<u>Outstanding Balance as of June 30, 2016</u>
Section 9(d) Bonds:			
Barksdale Dormitory, Series 2006A	3.000 - 5.000	2027	\$ 510,000
Barksdale Dormitory, Series 2010B	2.000 - 5.000	2021	450,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2024	465,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2025	5,980,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2025	6,330,000
Barksdale Dormitory, Series 2014B	4.000 - 5.000	2026	1,605,000
Barksdale Dormitory, Series 2014B	5.000	2024	730,000
Barksdale Dormitory			<u>16,070,000</u>
William and Mary Hall, Series 2007B	4.000- 4.250	2018	165,000
William and Mary Hall, Series 2014B	3.000 - 5.000	2017	145,000
William and Mary Hall			<u>310,000</u>
Parking Deck, Series 2010B	2.000 - 5.000	2021	950,000
Parking Deck, Series 2012A	3.000 - 5.000	2024	975,000
Parking Deck, Series 2012A	3.000 - 5.000	2025	1,275,000
Parking Deck, Series 2012A	3.000 - 5.000	2025	3,140,000
Parking Deck, Series 2014B	4.000 - 5.000	2026	795,000
Parking Deck			<u>7,135,000</u>
Recreation Sports Center, Series 2010B	2.000 - 5.000	2021	220,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2024	225,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	4,225,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	1,225,000
Recreation Sports Center, Series 2014B	4.000 - 5.000	2026	310,000
Recreation Sports Center			<u>6,205,000</u>
Improve Athletics Facilities, Series 2006A	3.000 - 5.000	2027	205,000
Improve Athletics Facilities, Series 2012A	3.000 - 5.000	2025	1,655,000
Improve Athletics Facilities, Series 2014B	4.000 - 5.000	2026	425,000
Improve Athletics Facilities, Series 2014B	5.000	2024	280,000
Improve Athletics Facilities II, Series 2013A&B	2.000 - 5.000	2034	1,500,000
Improve Athletics Facilities			<u>4,065,000</u>

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Fiscal year Maturity</u>	<u>Outstanding Balance as of June 30, 2016</u>
Marshall-Wythe Library, Series 2014B	5.000	2020	500,000
Law School Library, Series 2007A	4.500 - 5.000	2028	880,000
Law School Library, Series 2010B	2.000 - 5.000	2021	260,000
Law School Library, Series 2012A	3.000 - 5.000	2024	280,000
Law School Library, Series 2014B	4.000 - 5.000	2026	1,640,000
Law School Renovations, Series 2013A&B	2.000 - 5.000	2034	<u>6,365,000</u>
Law School Library			9,925,000
Magnet Facility, Series 2010B	2.000 - 5.000	2021	570,000
Magnet Facility, Series 2012A	3.000 - 5.000	2024	<u>575,000</u>
Magnet Facility			1,145,000
School of Business, Series 2007A	4.500 - 5.000	2028	5,680,000
School of Business, Series 2014B	4.000 - 5.000	2026	<u>10,575,000</u>
School of Business			16,255,000
Integrated Science Center, Series 2007A	4.500 - 5.000	2028	2,980,000
Integrated Science Center, Series 2009A	2.750 - 5.000	2021	1,250,000
Integrated Science Center, Series 2014B	4.000 - 5.000	2026	5,545,000
Integrated Science Center, Series 2015B	2.100 - 4.000	2029	<u>3,755,000</u>
Integrated Science Center			13,530,000
Cooling Plant & Utilities, Series 2009B	2.000 - 5.000	2030	9,330,000
Cooling Plant & Utilities, Series 2010A1&A2	2.000 - 5.500	2031	<u>9,105,000</u>
Cooling Plant & Utilities			18,435,000
Power Plant Renovations, Series 2007A	4.500 - 5.000	2028	1,165,000
Power Plant Renovations, Series 2014B	4.500 - 5.000	2026	<u>2,175,000</u>
Power Plant Renovations			3,340,000
Busch Field Astroturf Replacement, Series 2009B	2.000 - 5.000	2030	1,135,000
Williamsburg Hospital/School of Education, 2006A	3.000 - 5.000	2027	640,000
Williamsburg Hospital/School of Education 2014B	5.000	2024	<u>910,000</u>
Williamsburg Hospital/School of Education			1,550,000
J. Laycock Football Facility, Series 2006A	3.000 - 5.000	2027	1,475,000
J. Laycock Football Facility, Series 2014B	5.000	2024	<u>2,100,000</u>
J. Laycock Football Facility			3,575,000
Residence Hall Fire Safety Systems, Series 2006A	3.000 - 5.000	2027	515,000
Residence Hall Fire Safety Systems, Series 2014B	5.000	2024	<u>730,000</u>
Residence Hall Fire Safety Systems			1,245,000
Ash Lawn-Highland Barn, Series 2010A1&A2	2.000 - 5.500	2031	635,000

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Fiscal year Maturity</u>	<u>Outstanding Balance as of June 30, 2016</u>
Expand Sadler Center, Series 2012B	3.000 - 5.000	2033	6,490,000
Expand Sadler Center, Series 2013A&B	2.000 - 5.000	2034	940,000
Sadler Center			<u>7,430,000</u>
One Tribe Place, Series 2013A&B	2.000 - 5.000	2034	21,545,000
Integrative Wellness Center	3.000 - 5.000	2036	9,320,000
Total 9(d) bonds			142,850,000
Unamortized premiums (discounts)			<u>14,095,897</u>
Net notes payable			<u>\$ 156,945,897</u>

### Installment Purchases

At June 30, 2016, installment purchases consist of the current and long-term portions of obligations resulting from various contracts used to finance energy performance contracts and the acquisition of equipment. The lengths of purchase agreements range from two to fifteen years, and the interest rate charges are from 3.1 to 4.7 percent. The outstanding balance of installment purchases as of June 30, 2016 is \$3,494,500.

### Capital Leases

Richard Bland College (RBC) has entered into a thirty year capital lease with Richard Bland College Foundation (RBCF) for the provision of a student housing complex with two dormitories on the RBC campus. RBC has accounted for the acquisition of the complex and its furniture and equipment as a capital lease, and therefore has recorded the facility and furnishings as depreciable capital assets and has also recorded a corresponding lease liability in long-term debt on the Statement of Net Position. The outstanding balance as of June 30, 2016 is \$21,848,348. RBC has also recorded an Other Long-Term Obligation which is payable to RBCF for repayment of the bonds for the dormitories for the amount due on the bonds which is greater than the total fair value of assets received. The outstanding balance as of June 30, 2016 is \$769,603. William and Mary has entered into Capital Lease agreements for the purchase of printers and copiers. The outstanding balance of these agreements as of June 30, 2016 is \$262,525.

Long-term debt matures as follows:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>BAB Interest Subsidy</u>	<u>Net Interest</u>
2017	\$ 14,311,210	\$ 9,624,502	\$ 202,439	\$ 9,422,063
2018	14,756,620	8,949,841	199,877	8,749,964
2019	14,616,236	8,259,611	196,893	8,062,718
2020	15,255,143	7,602,803	189,952	7,412,851
2021	15,629,188	6,931,062	178,665	6,752,397
2022-2026	82,065,902	23,567,156	693,143	22,874,013
2027-2031	53,057,628	9,104,678	250,674	8,854,004
2032-2036	24,054,755	1,914,405	-	1,914,405
2037-2041	2,424,512	69,194	-	69,194
Unamortized premiums	20,320,752			
Total	<u>\$256,491,946</u>	<u>\$ 76,023,252</u>	<u>\$ 1,911,644</u>	<u>\$ 74,111,608</u>

The interest subsidies for the Build America Bonds (BAB) being paid to the University by the Federal Government are subject to change in future years. In the event of a reduction or elimination of the subsidies, the University would be responsible for paying the full interest due on the BAB bonds.

#### Defeasance of Debt

In December 2015, the Virginia College Building Authority (VCBA) issued Educational Facilities Revenue Refunding Bonds Series 2015B. The original bonds were used to finance part of the Integrated Science Center Project. The net proceeds from the sale of the Refunding Bonds were deposited into irrevocable trusts with escrow agents to provide for all future debt service payments on the refunded bonds. As a result, these bonds are considered defeased and the University's portion of the liability has been removed from the financial statements.

The amount and percentage of debt defeased relating to the University is as follows:

<u>Series</u>	<u>Type</u>	<u>Debt Outstanding</u>	<u>Amount Defeased</u>	<u>Percentage Defeased</u>
2009A	9D	5,020,000	3,770,000	75%

The University's portion of the accounting loss recognized in the financial statements was \$864,905. The net economic gain attributable to the University was \$139,696 and will result in a decreased cash flow requirement of \$159,996 over the remaining life of the debt.

#### Prior Year Defeasance of Debt

The Commonwealth of Virginia, on behalf of the University, issued bonds in previous and current fiscal years for which the proceeds were deposited into irrevocable trusts with escrow agents to provide for all future debt service on the refunded bonds. Accordingly, the trust account assets and the related liability for the defeased bonds are not included in the University's financial statements. At June 30, 2016, \$31,500,000 of the defeased bonds was outstanding.

## 11. EXPENSES BY NATURAL CLASSIFICATIONS

The following table shows a classification of expenses both by function as listed in the Statement of Revenues, Expenses, and Change in Net Position and by natural classification which is the basis for amounts shown in the Statement of Cash Flow.

	Salaries, Wages and Fringe Benefits	Services and Supplies	Scholarships and Fellowships	Plant and Equipment	Depreciation	Total
Instruction	112,208,006	7,262,165	1,237,141	879,672	-	121,586,984
Research	37,507,255	15,853,657	1,192,734	557,255	-	55,110,901
Public service	5,028	23,084	600	1,960	-	30,672
Academic support	26,819,567	3,719,863	357,879	5,223,000	-	36,120,309
Student services	9,199,735	4,724,817	140,407	294,804	-	14,359,763
Institutional support	34,780,247	7,284,958	132,304	320,000	-	42,517,509
Operation and maintenance of plant	4,241,963	19,571,876	1,486	1,610,465	-	25,425,790
Depreciation	-	-	-	-	30,039,613	30,039,613
Scholarships and related expenses	2,855,194	35,421	31,302,845	8,141	-	34,201,601
Auxiliary enterprises	23,047,546	54,078,797	12,606	2,636,081	-	79,775,030
Other	120,282	1,018	346,225	158	-	467,683
Total	250,784,823	112,555,656	34,724,227	11,531,536	30,039,613	439,635,855

## 12. STATE APPROPRIATIONS

The following is a summary of state appropriations received by W&M, VIMS and RBC including all supplemental appropriations and reversions from the General Fund of the Commonwealth.

Chapter 665 - 2015 Acts of Assembly (Educational and General Programs)		\$ 64,410,116
Student financial assistance		4,845,117
Supplemental appropriations:		
VIVA libraries	29,074	
State employees workers compensation	15,596	
Security Officer appropriations	1,347	
Marine Science Resources and Environmental Research	111,091	
Central Appropriations transfer	2,786,067	
Biomedical research	75,000	
VMSDEP	9,000	
Commonwealth Technology Research Award	<u>123,969</u>	3,151,144
Appropriation reductions:		
VITA costs	(91,512)	
Budget Reductions	(190,882)	
Appropriation Act transfers	<u>(9,502)</u>	(291,896)
Reversions to the General Fund of the Commonwealth		<u>(130,229)</u>
Appropriations as adjusted		<u><u>\$ 71,984,252</u></u>



### 13. COMPONENT UNIT FINANCIAL INFORMATION

The University has nine component units – The College of William and Mary Foundation, the Marshall-Wythe School of Law Foundation, the Alumni Association, the William and Mary Athletic Educational Foundation, the William and Mary School of Business Foundation, the Virginia Institute of Marine Science Foundation, the William and Mary Real Estate Foundation, the Richard Bland College Foundation and the Intellectual Property Foundation. These organizations are separately incorporated entities and other auditors examine the related financial statements. Summary financial statements and related disclosures follow for eight of the component units. As stated in Note 1, the activity of the Intellectual Property Foundation is blended with the University beginning in FY13; therefore, it is not included in the presentation of component unit financial information.

Summary of Statement of Net Position - Component Units

	The College of William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association
<b>ASSETS</b>				
Current assets				
Cash and cash equivalents	\$ 3,847,203	\$ 1,726,507	\$ 3,777,060	\$ 472,605
Investments	2,285,220	-	-	-
Pledges receivable, net - current portion	5,614,481	995,972	1,673,132	-
Receivables, net	831,299	18,878	423,765	62,785
Inventories	-	-	-	6,127
Prepays	813,500	52,260	55,519	16,044
Due from the University	1,672	-	-	-
Other assets	-	-	-	-
Total current assets	13,393,375	2,793,617	5,929,476	557,561
Non-current assets				
Restricted cash and cash equivalents	4,549,278	4,998,599	1,377,448	-
Restricted investments	507,302,432	30,687,056	36,884,424	-
Restricted other assets	157,672,900	441,617	1,443,909	-
Receivables - long term, net	-	-	-	-
Investments	578,982	3,724,020	-	6,850,454
Pledges receivable, net	8,628,864	1,549,596	1,542,501	-
Capital assets, nondepreciable	9,303,667	325,127	-	-
Capital assets, net of accumulated depreciation	6,895,953	11,851	9,197	104,719
Due from the University	-	-	-	-
Other assets	1,080,298	-	-	-
Total non-current assets	696,012,374	41,737,866	41,257,479	6,955,173
Total assets	709,405,749	44,531,483	47,186,955	7,512,734
<b>LIABILITIES</b>				
Current liabilities				
Accounts payable and accrued expenses	814,667	117,739	145,391	34,549
Deferred revenue	35,811	70,273	41,716	94,739
Deposits held in custody for others	282,747	-	19,147	-
Long-term liabilities - current portion	591,291	-	-	-
Due to the University	237,869	-	-	128
Short-term debt	272,541	-	-	-
Other liabilities	-	-	-	69,640
Total current liabilities	2,234,926	188,012	206,254	199,056
Non-current liabilities				
Other long-term liabilities	442,427	425,930	-	-
Long-term liabilities	26,911,010	-	-	-
Total liabilities	29,588,363	613,942	206,254	199,056
<b>NET POSITION</b>				
Restricted for:				
Nonexpendable:				
Scholarships and fellowships	111,452,971	6,945,650	1,172,990	-
Research	6,827,554	-	618,400	-
Loans	-	-	24,230	-
Departmental uses	107,802,898	7,887,439	37,952,265	-
Other	203,576,166	-	126,448	-
Expendable:				
Scholarships and fellowships	78,210,096	6,521,728	1,307,614	-
Research	3,978,584	-	178,306	-
Capital projects	9,564,380	4,161,830	1,007,960	-
Loans	-	-	70,504	-
Departmental uses	104,464,072	12,252,496	8,467,930	921,762
Other	21,707,303	823,418	47,274	-
Net investment in capital assets	7,231,788	336,978	9,197	104,719
Unrestricted	25,001,574	4,988,002	(4,002,417)	6,287,197
Total net position	\$ 679,817,386	\$ 43,917,541	\$ 46,980,701	\$ 7,313,678

William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total Component Units
\$ 5,313,510	\$ 312,931	\$ 97,383	\$ 5,183,324	\$ 20,730,523
-	-	-	-	2,285,220
816,737	798,552	-	-	9,898,874
-	-	-	232,089	1,568,816
-	-	-	-	6,127
-	-	-	10,794	948,117
-	-	876,456	-	878,128
-	-	18,915	352,750	371,665
6,130,247	1,111,483	992,754	5,778,957	36,687,470
-	591,258	594,762	-	12,111,345
-	10,847,376	4,267,279	-	589,988,567
-	-	-	44,739	159,603,165
-	-	-	17,126	17,126
2,595,102	963,996	-	-	14,712,554
816,980	647,931	-	-	13,185,872
-	-	-	2,935,271	12,564,065
17,628	-	-	9,285,150	16,324,498
-	-	21,958,926	-	21,958,926
-	-	-	205,191	1,285,489
3,429,710	13,050,561	26,820,967	12,487,477	841,751,607
9,559,957	14,162,044	27,813,721	18,266,434	878,439,077
-	-	-	-	-
-	5,384	230,657	46,929	1,395,316
250	-	72,107	5,423	320,319
-	-	-	-	301,894
-	-	659,024	253,482	1,503,797
-	-	-	-	237,997
-	-	-	-	272,541
-	-	-	-	69,640
250	5,384	961,788	305,834	4,101,504
-	-	-	15,289	883,646
-	-	21,958,926	7,510,293	56,380,229
250	5,384	22,920,714	7,831,416	61,365,379
-	2,568,502	3,174,726	-	125,314,839
-	2,494,751	-	-	9,940,705
-	-	-	-	24,230
-	-	-	-	153,642,602
-	4,197,755	-	-	207,900,369
610,977	636,803	-	-	87,287,218
-	820,912	-	-	4,977,802
-	-	-	-	14,734,170
-	-	-	-	70,504
6,727,480	2,090,408	-	-	134,924,148
-	8,841	1,687,315	397,489	24,671,640
17,628	-	-	4,615,249	12,315,559
2,203,622	1,338,688	30,966	5,422,280	41,269,912
\$ 9,559,707	\$ 14,156,660	\$ 4,893,007	\$ 10,435,018	\$ 817,073,698

Summary of Statement of Revenues, Expenses, and Changes in Net Position - Component Units

	The College of William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association
Operating revenues:				
Gifts and contributions	\$ 8,498,098	\$ 3,630,532	\$ 4,327,844	\$ 811,758
Other	4,859,634	833,067	4,124,151	1,008,086
Total operating revenues	13,357,732	4,463,599	8,451,995	1,819,844
Operating expenses:				
Instruction	4,236,309	1,406,761	604,445	-
Research	268,403	-	467,582	-
Public service	60,916	133,070	434,085	-
Academic support	1,621,345	1,359,026	2,180,657	-
Student services	243,587	41,008	587,276	-
Institutional support	11,386,658	517,669	3,586,755	242,408
Operation and maintenance of plant	450,471	563,828	13,648	-
Scholarships & fellowships	7,817,544	2,179,262	428,613	-
Auxiliary enterprises	745,195	-	21,682	-
Depreciation	527,027	8,999	4,763	15,959
Hospitals	-	-	-	-
Independent operations	-	-	-	-
Other	16,792,203	-	397,838	1,755,698
Total operating expenses	44,149,658	6,209,623	8,727,344	2,014,065
Operating gain/(loss)	(30,791,926)	(1,746,024)	(275,349)	(194,221)
Non-operating revenues and expenses:				
Net investment revenue (expense)	(11,107,346)	(831,425)	(834,886)	(120,054)
Interest on capital asset related debt	(258,838)	-	-	-
Other non-operating revenue	23,287,784	-	-	-
Other non-operating expense	-	-	(13,161)	-
Net non-operating revenues	11,921,600	(831,425)	(848,047)	(120,054)
Income before other revenues	(18,870,326)	(2,577,449)	(1,123,396)	(314,275)
Other revenues:				
Capital grants and contributions	5,509,082	-	43,625	-
Additions to permanent endowments	7,368,846	815,671	1,891,313	-
Net other revenues	12,877,928	815,671	1,934,938	-
Change in net position, before transfers	(5,992,398)	(1,761,778)	811,542	(314,275)
Contribution between Foundations	185,891	27,642	1,030	151,305
Transfers	185,891	27,642	1,030	151,305
Change in net position	(5,806,507)	(1,734,136)	812,572	(162,970)
Net position - beginning of year	685,623,893	45,651,677	46,168,129	7,476,648
Net position - end of year	\$ 679,817,386	\$ 43,917,541	\$ 46,980,701	\$ 7,313,678

William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total Component Units
\$ 4,372,845	\$ 1,035,412	\$ 98,336	\$ 713,750	\$ 23,488,575
494,758	-	777,982	1,127,597	13,225,275
4,867,603	1,035,412	876,318	1,841,347	36,713,850
-	115,478	-	-	6,362,993
-	455,001	-	-	1,190,986
-	16,548	-	-	644,619
-	10,500	-	-	5,171,528
-	-	-	-	871,871
5,878,308	359,668	81,884	289,758	22,343,108
-	6,306	-	-	1,034,253
-	90,729	206,183	-	10,722,331
-	-	-	292,584	1,059,461
19,617	-	-	283,546	859,911
-	-	-	-	-
-	-	-	414,708	414,708
-	127,474	1,078,633	-	20,151,846
5,897,925	1,181,704	1,366,700	1,280,596	70,827,615
(1,030,322)	(146,292)	(490,382)	560,751	(34,113,765)
51,388	(286,683)	(131,868)	12,750	(13,248,124)
-	-	-	-	(258,838)
-	-	-	-	23,287,784
-	-	-	-	(13,161)
51,388	(286,683)	(131,868)	12,750	9,767,661
(978,934)	(432,975)	(622,250)	573,501	(24,346,104)
-	-	-	-	5,552,707
-	1,540,907	27,694	-	11,644,431
-	1,540,907	27,694	-	17,197,138
(978,934)	1,107,932	(594,556)	573,501	(7,148,966)
(79,630)	-	12,803	(299,041)	(0)
(79,630)	-	12,803	(299,041)	(0)
(1,058,564)	1,107,932	(581,753)	274,460	(7,148,966)
10,618,271	13,048,728	5,474,760	10,160,558	824,222,664
\$ 9,559,707	\$ 14,156,660	\$ 4,893,007	\$ 10,435,018	\$ 817,073,698

## Investments

Each component unit holds various investments based on the investment policies established by the governing board of the individual foundation. The following table shows the various investment types held by each component unit.

	The College of William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	Total
Mutual and money market funds	\$ 4,672,508	\$ 245,760	\$ -	\$ 6,850,454	\$ 16,774	\$ -	\$ 3,749,060	\$ 15,534,556
U.S. treasury and agency securities	19,366,271	-	-	-	-	-	-	19,366,271
Common and preferred stocks	340,799	-	649,250	-	-	-	518,219	1,508,268
Notes receivable	1,875,000	-	-	-	-	-	-	1,875,000
Pooled investments	482,212,453	34,165,316	35,758,230	-	-	11,811,372	-	563,947,371
Real estate	987,982	-	-	-	35,000	-	-	1,022,982
Other	711,621	-	476,944	-	2,543,328	-	-	3,731,893
Total								
Investments	<u>\$ 510,166,634</u>	<u>\$ 34,411,076</u>	<u>\$ 36,884,424</u>	<u>\$ 6,850,454</u>	<u>\$ 2,595,102</u>	<u>\$ 11,811,372</u>	<u>\$ 4,267,279</u>	<u>\$ 606,986,341</u>

## Pledges Receivable

Unconditional promises to give (pledges) are recorded as receivables and revenues and are assigned net asset categories in accordance with donor imposed restrictions. Pledges expected to be collected within one year are recorded at net realizable value. Pledges that are expected to be collected in future years are recorded at net present value of their estimated future cash flows. The discounts on these amounts are computed using risk free interest rates applicable to the years in which the payments will be received. The foundations record an allowance against pledges receivable for estimated uncollectible amounts. The William and Mary Alumni Association, the Richard Bland Foundation, and the William & Mary Real Estate Foundation did not have any pledges receivable at year end.

	The College of William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Total
Total pledges receivable	\$ 15,297,672	\$ 2,841,488	\$ 3,317,181	\$ 2,250,519	\$ 1,465,273	\$ 25,172,133
Less:						
Allowance for uncollectibles	(641,890)	(209,464)	(21,345)	(494,752)	-	(1,367,451)
Discounting to present value	(412,437)	(86,456)	(80,203)	(122,050)	(18,790)	(719,936)
Net pledges receivable	14,243,345	2,545,568	3,215,633	1,633,717	1,446,483	23,084,746
Less:						
Current pledges receivable	(5,614,481)	(995,972)	(1,673,132)	(816,737)	(798,552)	(9,898,874)
Total non-current pledges receivable	<u>\$ 8,628,864</u>	<u>\$ 1,549,596</u>	<u>\$ 1,542,501</u>	<u>\$ 816,980</u>	<u>\$ 647,931</u>	<u>\$ 13,185,872</u>

## Capital Assets

	The College of William & Mary Foundation	Marshall- Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association	William & Mary Athletic Educational Foundation	William & Mary Real Estate Foundation	Total
Nondepreciable:							
Land	\$ 3,365,927	\$ 262,916	\$ -	\$ -	\$ -	\$ 2,935,271	\$ 6,564,114
Historical treasures and inexhaustable works of art	5,937,740	62,211	-	-	-	-	5,999,951
Total nondepreciable capital assets	<u>\$ 9,303,667</u>	<u>\$ 325,127</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,935,271</u>	<u>\$ 12,564,065</u>
Depreciable:							
Building	\$ 7,420,855	\$ -	\$ -	\$ 384,914	\$ -	\$ 10,360,462	\$ 18,166,231
Equipment, vehicles and furniture	7,377,037	108,945	111,063	425,324	108,056	180,184	8,310,609
Improvements, other than building	338,138	-	-	-	-	-	338,138
	15,136,030	108,945	111,063	810,238	108,056	10,540,646	26,814,978
Less accumulated depreciation	(8,240,077)	(97,094)	(101,866)	(705,519)	(90,428)	(1,255,496)	(10,490,480)
Total depreciable capital assets	<u>\$ 6,895,953</u>	<u>\$ 11,851</u>	<u>\$ 9,197</u>	<u>\$ 104,719</u>	<u>\$ 17,628</u>	<u>\$ 9,285,150</u>	<u>\$ 16,324,498</u>

## Long-term Liabilities

	The College of William & Mary Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total
Compensated absences	\$ 119,547	\$ -	\$ -	\$ 119,547
Notes payable	1,477,717	-	3,387,558	4,865,275
Bonds payable	8,042,981	22,617,950	4,376,217	35,037,148
Trust & Annuity Obligations	2,777,472	-	-	2,777,472
Other liabilities	15,084,584	-	-	15,084,584
Total long-term liabilities	27,502,301	22,617,950	7,763,775	57,884,026
Less current portion	(591,291)	(659,024)	(253,482)	(1,503,797)
Total long-term liabilities	<u>\$ 26,911,010</u>	<u>\$ 21,958,926</u>	<u>\$ 7,510,293</u>	<u>\$ 56,380,229</u>

## THE COLLEGE OF WILLIAM AND MARY FOUNDATION

### Long-term Liabilities

On June 25, 2001, Reliance entered into a revolving line of credit agreement with First Union National Bank (now Wells Fargo Bank, NA) in the amount of \$2,000,000, which the Foundation guaranteed. The purpose of the line of credit was to fund the initial purchase of the real estate sold to New Town Associates, and to provide working capital to Reliance. As such, most of the loan proceeds have in turn been advanced to the REF, and the majority of the interest on the note is reflected as expenses of the REF. The line of credit has been increased to \$3,000,000 with all principal and accrued interest due and payable on June 29, 2014. On June 29, 2014 the amount available under the line of credit was reduced to \$2,145,000 and the due date was extended to June 29, 2015. On June 29, 2015, the total amount available under the line of credit was reduced to \$1,300,000 and the due date was extended to June 29, 2016. On June 24, 2016 the due date was extended to August 29, 2016. Interest only, which accrues daily at the one month LIBOR Market Index Rate plus 1.35%, is payable monthly. The amount outstanding was \$272,541 at June 30, 2016 and \$1,247,541 at June 30, 2015. Interest paid during the years ended June 30, 2016 and 2015, was \$10,769 and \$28,022, respectively. The outstanding balance was paid in full on July 19, 2016.

During the fiscal year ended June 30, 2009, the Foundation entered into a borrowing arrangement with SunTrust Bank in the amount of \$2,636,140 for renovation of the College's Admissions Office. The terms of the loan were revised during the fiscal year ended June 30, 2011. Under the revised terms, interest accrues at a rate of 4.99% and is payable monthly. Principal is payable annually over a ten year term, with the final amount due on February 1, 2021. SunTrust is granted a security interest in all deposits and investments maintained with SunTrust and any of its affiliates. The terms of the note require the Foundation to maintain at all times unrestricted and temporarily restricted net assets in excess of 200% of the Foundation's total funded debt. The balance outstanding at June 30, 2016 and 2015 was \$1,477,717 and \$1,732,487, respectively. Interest paid during the fiscal years ended June 30, 2016 and 2015, on the loans was \$83,618 and \$95,892, respectively.

During the year ended June 30, 2011, the Foundation and CEI entered into a joint borrowing arrangement with SunTrust Bank to fund expansion of the telecommunications system. The agreement provided for loan draws up to the amount of \$1,450,000 through August 7, 2011. The terms of the note require the Foundation to maintain at all times unrestricted and temporarily restricted net assets in excess of 200% of the Foundation's total funded debt. Interest at a rate of 3.97% is payable monthly. Principal is payable annually over a five year term, with the final amount due January 15, 2016. SunTrust is granted a security interest in all deposits and investments maintained with SunTrust and any of its affiliates. The balance outstanding at June 30, 2016 and 2015 was \$0 and \$313,000, respectively. Interest paid during the fiscal years ended June 30, 2016 and 2015, on the loans was \$7,387 and \$18,661, respectively.

The Foundation and its affiliates are in compliance with all debt covenants.

### Bonds Payable

In December 2011, the Economic Development Authority of James City County, Virginia ("Authority") issued a revenue refunding bond in the amount of \$8,090,000 ("Series 2011 Bond"), and loaned the proceeds to the Foundation and CWMF Ventures ("Obligors"). The Series 2011 Bond was acquired by SunTrust Bank, as Series 2011 Bondholder. Proceeds from sale of the Series 2011 Bond were used to redeem bonds issued in December 2006 by the Authority to finance the cost of property acquisition, construction and equipping of a three-story building in New Town in James City County, Virginia, for use by the Foundation, CWMF Venture or the College. The Series 2011 Bond bears interest at a fixed rate of 2.96% per annum, subject to the put rights of the Series 2011 Bondholder as described below, and interest payments are due quarterly on each January 1, April 1, July 1 and October 1. The Series 2011 Bondholder has the option to tender the Series 2011 Bond for payment on December 1, 2021, the first optional put date, unless extended under the terms of the loan agreement to not earlier than December 1, 2026. An additional extension may be made to not earlier than December 1, 2031. The Obligors are required to maintain assets so that on each June 30, unrestricted and temporarily restricted net assets shall exceed 200% of the total



funded debt of the Obligor.

The total issuance costs in the amount of \$85,488 were incurred and are being amortized over a term of ten years, which is the first optional put date for the 2011 bonds. Unamortized bond issuance costs are deducted directly from the face amount of the bonds.

The Foundation is in compliance with all bond covenants.

### Commitments and Contingencies

During the fiscal year ended June 30, 2012 New Town Associates entered into a financing arrangement, with Chesapeake Bank. The agreement is a \$3,000,000 line of credit available for the issuance of loans and letters of credit, and is secured by a lien on New Town Associates' commercial land and improvements, as well as the assignment of rents, profits and leases. This facility bears an interest rate of 5.5%, and matured November 22, 2015. The Foundation guaranteed 50% of the balance of the Chesapeake facility, not to exceed \$1,500,000. As of June 30, 2015 the principal amount outstanding under this note was \$0. Letters of credit outstanding under this facility totaled \$0 at June 30, 2015.

## MARSHALL-WYTHE SCHOOL OF LAW FOUNDATION

### Law Library Bond Issuance

The construction and renovations of the Wolf Law Library at the Marshall-Wythe School of Law were funded by proceeds allocated to the Marshall-Wythe School of Law from the College of William and Mary's 2007A(9D) Bond Issue ("Bond"). The Foundation makes principal and interest payments to the College on the Bond using private contributions restricted for the Law Library addition. However, the Bond was issued to and in the name of the College, and the Foundation is not obligated to make these debt service payments.

Bond payments made to the College totaled \$563,828, including principal and interest, in 2016 and are included in law school bond payments on the Foundation's statement of activities.

## WILLIAM AND MARY BUSINESS SCHOOL FOUNDATION

### Commitments and Contingencies

On January 31, 2007, the Foundation entered into a Development Agreement and a Reimbursement Agreement (Agreements) with the College of William and Mary (College), in connection with the construction and equipping of a new academic building, Alan B. Miller Hall, for the College's Raymond A. Mason School of Business (Project). The total cost of the Project was approximately \$75 million. In order to finance the cost of construction and equipping the building, two bond series were issued by the College - 2007 Series A bonds for \$23,350,000, and 2009 Series A bonds for \$23,350,000.

By the terms of the bond issue, the Foundation has no direct obligation for payment of the 2007 Series A bonds. By the terms of the Reimbursement Agreement, the Foundation must reimburse the College for all debt service due on the 2009 Series A bonds and all related fees due and payable with respect to the bonds after their issuance. In addition, the Foundation has pledged as security for the payments all of its assets that are not subject to donor or other legal restrictions, as defined in the Reimbursement Agreement.

The payments required under the Reimbursement Agreement constituted an unconditional promise to give to the College. A liability was recorded for the present value of the principal and interest to be paid to the College. The

Foundation paid to the College \$102,900 in interest payments and \$5,045,000 in principal during 2016. The final payment of \$5,147,900 was paid to the College in August 2015.

The Foundation is primarily using funds from donations that were specifically designated for the repayment of the 2009 Series A Bonds to reimburse the College for the debt service on these bonds. Due to the timing of the collections of donations and pledge payments, the Foundation's Executive Committee authorized certain borrowings to fund the debt service on these bonds. A donor has agreed to allow up to \$5,000,000 of permanently restricted net assets to be used to pay the obligation to the College on the condition that this money would be repaid to the permanently restricted funds. This money was borrowed in 2016. Additionally, the Executive Committee authorized the borrowing of temporarily restricted funds held in WAMIT in the amount of \$1,330,000 on July 8, 2015 in order to provide the necessary liquidity to make the final payment to the College in August of 2015 related to the construction of Alan B. Miller Hall. These funds will be repaid to the temporarily restricted funds as related pledge payments are collected. As of the year ended June 30, 2016, \$644,709 of this amount has been repaid and a remaining balance due of \$655,291 will be repaid in future years as pledges are collected.

#### RICHARD BLAND COLLEGE FOUNDATION, INC.

##### Bonds Payable

During December 2006, the Foundation entered into loan agreements with the Industrial Development Authorities of Dinwiddie County, Virginia, Isle of Wight, Virginia, Prince George County, Virginia and Sussex County, Virginia to borrow the proceeds of the Authorities' \$27,000,000 Series 2006 Revenue Bonds (Richard Bland College Foundation Student Housing Facilities). The loan was refinanced in October 2012 to lower the interest rate charged to the Foundation. The loan agreement interest rate was 4.23% and refinanced to 2.40%. The interest rate will adjust at the ten year anniversary of the refinancing and every 5 years thereafter at 70% of the 5-year U. S. Treasury Note plus 120 basis points. The bonds are due August 5, 2038. The primary purpose of this loan is to refund and redeem in full the outstanding principal amount of the Authorities' \$27,000,000 Series 2006 Revenue Bonds (Richard Bland College Foundation Student Housing Facilities), the proceeds of which were used to finance the costs of construction and equipping of a student housing facility located in Dinwiddie, Virginia.

##### Investment in Direct Financing Lease

The Foundation has an investment in a direct financing lease in connection with its long-term leasing arrangement with the College. The terms of the lease include the leasing of a student housing facility located in Dinwiddie, Virginia originally constructed by the Foundation for the College. The lease is due in semi-annual installments and expires in August 2038.

#### WILLIAM & MARY REAL ESTATE FOUNDATION

##### Tribe Square

The Foundation develops and owns a mixed use property known as Tribe Square, which consists of one floor retail space and two floors student housing. Construction was completed and the building was put into service during 2012. The Foundation is party to a commercial management agreement dated December 6, 2010 with an agent to manage the property on behalf of Tribe Square, LLC. The agreement is for a one-year term ending July 31, 2012, and continuing on an annual basis unless and until terminated by either party. The services to be provided by the agent include the operation and maintenance of the property, as well as financial duties as defined in the agreement. The management fee paid to the agent will be \$20,940 per annum. The Foundation has executed two lease agreements for tenants in the first floor retail area at June 30, 2016. The student housing space is being leased to the College.

The Foundation leases the Tribe Square student housing to the College pursuant to a lease agreement dated August 1, 2011 for a five-year term ending June 30, 2016, with an automatic renewal for an additional five-year term ending on June 30, 2021. Annual base rent is \$459,816, payable in two equal installments, with the first installment due on the commencement date, and each semi-annual installment thereafter due on September 1 and March 1 of each lease year. The base rent may be increased annually by a percentage equal to the increase in the Consumer Price Index. In no event shall the base rent be less than the base rent payable for the preceding year. Rental income received under this lease was \$486,533 and \$486,047 for 2016 and 2015, respectively.

## Discovery II

During 2013, the Foundation purchased property held and referred to as Discovery II. The property is being leased to the College for use as office space under an agreement with an initial lease term ending June 30, 2018.

The Foundation entered into a commercial management agreement dated April 11, 2013 with an agent to manage the property on behalf of the Foundation. The agreement is for a one-year term ending on March 31, 2014, and continuing on an annual basis unless and until terminated by either party. The services to be provided by the agent include the operation and maintenance of the property, as well as financial duties as defined in the agreement. The management fee paid to the agent will be \$10,800 per annum.

Beginning in 2013, the Foundation began leasing the Discovery II office space to the College. The Foundation entered into a lease agreement with the College dated May 18, 2013 for a sixty-two month term commencing May 1, 2013 and ending June 30, 2018 with the right to renew the lease for up to five additional consecutive one-year terms. Annual base rent is \$382,200, payable in 12 equal installments, with the first installment due on the commencement date, and each monthly installment thereafter due on the first business day of the month. The base rent may be increased annually by two percent. Rental income received under this lease was \$397,641 and \$389,844 for 2016 and 2015, respectively.

## Richmond Road

The Foundation leases office space at 327 Richmond Road in Williamsburg, Virginia to the College under a five-year lease with the initial term beginning on January 1, 2011 and terminating on December 31, 2016. The lease will automatically renew for an additional five years at the end of the initial term. Rental income under this lease agreement was \$33,452 during both 2016 and 2015. The rate remains the same throughout lease term.

## Bonds Payable

The Foundation obtained a tax-exempt student housing facilities revenue bond, dated September 16, 2011, twenty-five (25) year term. The bond bears interest at a fixed rate of 3.75%. Required monthly payments of principal and interest total \$25,855. The outstanding principal balance is \$4,376,217 at June 30, 2016.

The bond was issued through the Economic Development Authority of the City of Williamsburg for a principal amount of \$5 million. The proceeds of this bond were used to finance the costs to acquire, construct, and equip the student apartment portion of Tribe Square, and pay certain expenses of issuing the bond. The bond is secured by the rents and revenues of Tribe Square, and the property itself.

The bond, which is bank held, has an option for the bank to require the Foundation to repurchase the bond once the bond is 10 years past the issuance date. If this option is exercised the Foundation would pay the aggregate unpaid principal plus accrued interest through the date of such payment. The bank must give the Foundation 120 days' notice prior to the tender date if this option is exercised.

### Promissory Note

The Foundation obtained a promissory note, dated June 3, 2013, ten (10) year term. The note bears interest at a fixed rate of 3.22%. Required monthly payments of principal and interest total \$18,007. The outstanding principal balance is \$3,387,558 at June 30, 2016.

The promissory note was issued through a private lender for a principal amount of \$3,689,000. The proceeds of this note were used to finance the costs to acquire Discovery II, and pay certain expenses of issuing the note. The note is secured by the rents and revenues of Discovery II, and the property itself. A balloon payment in the amount of \$2,570,410 is due at note maturity on June 1, 2023. Prepayments made within the first thirty-six months of the loan are subject to a penalty of 1% of the prepayment amount.

### Demolition Loans

The Foundation obtained demolition loans, dated February 15, 2013, secured by deed of trust. The loans bear no interest and will be forgiven on a dollar-for-dollar basis to the extent of real estate taxes assessed on the improvements made to certain real estate. The outstanding principal balance is \$0 at June 30, 2016.

## 14. RETIREMENT PLANS

### Optional Retirement Plan

Full-time faculty and certain administrative staff may participate in a retirement annuity program through various optional retirement plans other than the Virginia Retirement System. This is a fixed-contribution program where the retirement benefits received are based upon the employer's contributions of approximately 10.4 percent or 8.50 percent depending on whether the employee is in Plan 1 or Plan 2, plus interest and dividends. Plan 1 consists of employees who became a member prior to July 1, 2010. Plan 2 consists of employees who became a member on or after July 1, 2010.

Individual contracts issued under the plan provide for full and immediate vesting of contributions of the College of William and Mary, including the Virginia Institute of Marine Science, and Richard Bland College and their employees. Total pension costs under this plan were \$9,064,023 for the year ended June 30, 2016. Contributions to the optional retirement plans were calculated using the base salary amount of \$92,267,935 for fiscal year 2016. The College of William and Mary, which includes the Virginia Institute of Marine Science, and Richard Bland College's total payroll for fiscal year 2016 was \$206,353,158.

### Deferred Compensation

Employees of the University are employees of the Commonwealth of Virginia. State employees may participate in the Commonwealth's Deferred Compensation Plan. Participating employees can contribute to the plan each pay period with the Commonwealth matching up to \$20 per pay period. The dollar amount of the match can change depending on the funding available in the Commonwealth's budget. The Deferred Compensation Plan is a qualified defined contribution plan under Section 401(a) of the Internal Revenue Code. Employer contributions under the Deferred Compensation Plan were approximately \$744,820 for fiscal year 2016.

### Summary of Significant Accounting Policies – Virginia Retirement System

#### Pensions

The Virginia Retirement System (VRS) State Employee Retirement Plan and the Virginia Law Officers' System (VaLORS) Retirement Plan are single employer pension plans that are treated like cost-sharing plans. For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Virginia Retirement System (VRS) State Employee Retirement Plan and the Virginia Law Officers' System (VaLORS) Retirement Plan; and the

additions to/deductions from the VRS State Employee Retirement Plan's and the VaLORS Retirement Plan's net fiduciary position have been determined on the same basis as they were reported by VRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

## General Information about the Pension Plan

### Plan Description

All full-time, salaried permanent employees of state agencies are automatically covered by the VRS State Employee Retirement Plan or the VaLORS Retirement Plan upon employment. These plans are administered by the Virginia Retirement System (the System) along with plans for other employer groups in the Commonwealth of Virginia. Members earn one month of service credit for each month they are employed and for which they and their employer pay contributions to VRS. Members are eligible to purchase prior service, based on specific criteria as defined in the *Code of Virginia*, as amended. Eligible prior service that may be purchased includes prior public service, active military service, certain periods of leave, and previously refunded service.

The System administers three different benefit structures for covered employees in the VRS State Employee Retirement Plan – Plan 1, Plan 2, and, Hybrid and two different benefit structures for covered employees in the VaLORS Retirement Plan – Plan 1 and Plan 2. Each of these benefit structures has different eligibility criteria. The specific information for each plan and the eligibility for covered groups within each plan are set out in the table below:

RETIREMENT PLAN PROVISIONS BY PLAN STRUCTURE		
PLAN 1	PLAN 2	HYBRID RETIREMENT PLAN
<p><b>About Plan 1</b> Plan 1 is a defined benefit plan. The retirement benefit is based on a member's age, creditable service and average final compensation at retirement using a formula. Employees are eligible for Plan 1 if their membership date is before July 1, 2010, and they were vested as of January 1, 2013.</p>	<p><b>About Plan 2</b> Plan 2 is a defined benefit plan. The retirement benefit is based on a member's age, creditable service and average final compensation at retirement using a formula. Employees are eligible for Plan 2 if their membership date is on or after July 1, 2010, or their membership date is before July 1, 2010, and they were not vested as of January 1, 2013.</p>	<p><b>About the Hybrid Retirement Plan</b> The Hybrid Retirement Plan combines the features of a defined benefit plan and a defined contribution plan. Most members hired on or after January 1, 2014 are in this plan, as well as Plan 1 and Plan 2 members who were eligible and opted into the plan during a special election window. (see "Eligible Members")</p> <ul style="list-style-type: none"> <li>• The defined benefit is based on a member's age, creditable service and average final compensation at retirement using a formula.</li> <li>• The benefit from the defined contribution component of the plan</li> </ul>

		<p>depends on the member and employer contributions made to the plan and the investment performance of those contributions.</p> <ul style="list-style-type: none"> <li>• In addition to the monthly benefit payment payable from the defined benefit plan at retirement, a member may start receiving distributions from the balance in the defined contribution account, reflecting the contributions, investment gains or losses, and any required fees.</li> </ul>
<p><b>Eligible Members</b> Employees are in Plan 1 if their membership date is before July 1, 2010, and they were vested as of January 1, 2013.</p> <p><b>Hybrid Opt-In Election</b> VRS non-hazardous duty covered Plan 1 members were allowed to make an irrevocable decision to opt into the Hybrid Retirement Plan during a special election window held January 1 through April 30, 2014.</p> <p>The Hybrid Retirement Plan's effective date for eligible Plan 1 members who opted in was July 1, 2014.</p> <p>If eligible deferred members returned to work during the election window, they were also eligible to opt into the Hybrid Retirement Plan.</p> <p>Members who were eligible for an optional retirement plan (ORP) and had prior service</p>	<p><b>Eligible Members</b> Employees are in Plan 2 if their membership date is on or after July 1, 2010, or their membership date is before July 1, 2010, and they were not vested as of January 1, 2013.</p> <p><b>Hybrid Opt-In Election</b> Eligible Plan 2 members were allowed to make an irrevocable decision to opt into the Hybrid Retirement Plan during a special election window held January 1 through April 30, 2014.</p> <p>The Hybrid Retirement Plan's effective date for eligible Plan 2 members who opted in was July 1, 2014.</p> <p>If eligible deferred members returned to work during the election window, they were also eligible to opt into the Hybrid Retirement Plan.</p> <p>Members who were eligible for an optional retirement plan (ORP) and have prior service under Plan 2 were not eligible to elect the Hybrid Retirement Plan</p>	<p><b>Eligible Members</b> Employees are in the Hybrid Retirement Plan if their membership date is on or after January 1, 2014. This includes:</p> <ul style="list-style-type: none"> <li>• State employees*</li> <li>• Members in Plan 1 or Plan 2 who elected to opt into the plan during the election window held January 1-April 30, 2014; the plan's effective date for opt-in members was July 1, 2014</li> </ul> <p><b>*Non-Eligible Members</b> Some employees are not eligible to participate in the Hybrid Retirement Plan. They include:</p> <ul style="list-style-type: none"> <li>• Members of the Virginia Law Officers' Retirement System (VaLORS)</li> </ul> <p>Those employees eligible for an optional retirement plan (ORP) must elect the ORP plan or the Hybrid Retirement Plan. If these members have prior service under Plan 1 or Plan 2, they are not eligible to elect the Hybrid Retirement Plan and must select Plan 1 or Plan 2 (as applicable) or ORP.</p>

under Plan 1 were not eligible to elect the Hybrid Retirement Plan and remain as Plan 1 or ORP.	and remain as Plan 2 or ORP.	
<p><b>Retirement Contributions</b> State employees, excluding state elected officials, and optional retirement plan participants, contribute 5% of their compensation each month to their member contribution account through a pre-tax salary reduction. Member contributions are tax-deferred until they are withdrawn as part of a retirement benefit or as a refund. The employer makes a separate actuarially determined contribution to VRS for all covered employees. VRS invests both member and employer contributions to provide funding for the future benefit payment.</p>	<p><b>Retirement Contributions</b> State employees contribute 5% of their compensation each month to their member contribution account through a pre-tax salary reduction.</p>	<p><b>Retirement Contributions</b> A member's retirement benefit is funded through mandatory and voluntary contributions made by the member and the employer to both the defined benefit and the defined contribution components of the plan. Mandatory contributions are based on a percentage of the employee's creditable compensation and are required from both the member and the employer. Additionally, members may choose to make voluntary contributions to the defined contribution component of the plan, and the employer is required to match those voluntary contributions according to specified percentages.</p>
<p><b>Creditable Service</b> Creditable service includes active service. Members earn creditable service for each month they are employed in a covered position. It also may include credit for prior service the member has purchased or additional creditable service the member was granted. A member's total creditable service is one of the factors used to determine their eligibility for retirement and to calculate their retirement benefit. It also may count toward eligibility for the health insurance credit in retirement, if the employer offers the health insurance credit.</p>	<p><b>Creditable Service</b> Same as Plan 1.</p>	<p><b>Creditable Service</b> <b><u>Defined Benefit Component:</u></b> Under the defined benefit component of the plan, creditable service includes active service. Members earn creditable service for each month they are employed in a covered position. It also may include credit for prior service the member has purchased or additional creditable service the member was granted. A member's total creditable service is one of the factors used to determine their eligibility for retirement and to calculate their retirement benefit. It also may count toward eligibility for the health insurance credit in retirement,</p>

		<p>if the employer offers the health insurance credit.</p> <p><b><u>Defined Contributions Component:</u></b> Under the defined contribution component, creditable service is used to determine vesting for the employer contribution portion of the plan.</p>
<p><b>Vesting</b> Vesting is the minimum length of service a member needs to qualify for a future retirement benefit. Members become vested when they have at least five years (60 months) of creditable service. Vesting means members are eligible to qualify for retirement if they meet the age and service requirements for their plan. Members also must be vested to receive a full refund of their member contribution account balance if they leave employment and request a refund.</p> <p>Members are always 100% vested in the contributions that they make.</p>	<p><b>Vesting</b> Same as Plan 1.</p>	<p><b>Vesting</b> <b><u>Defined Benefit Component:</u></b> Defined benefit vesting is the minimum length of service a member needs to qualify for a future retirement benefit. Members are vested under the defined benefit component of the Hybrid Retirement Plan when they reach five years (60 months) of creditable service. Plan 1 or Plan 2 members with at least five years (60 months) of creditable service who opted into the Hybrid Retirement Plan remain vested in the defined benefit component.</p> <p><b><u>Defined Contributions Component:</u></b> Defined contribution vesting refers to the minimum length of service a member needs to be eligible to withdraw the employer contributions from the defined contribution component of the plan.</p> <p>Members are always 100% vested in the contributions that they make.</p> <p>Upon retirement or leaving covered employment, a member is eligible to withdraw a percentage of employer contributions to the defined contribution component of the plan, based on service.</p>



		<ul style="list-style-type: none"> <li>• After two years, a member is 50% vested and may withdraw 50% of employer contributions.</li> <li>• After three years, a member is 75% vested and may withdraw 75% of employer contributions.</li> <li>• After four or more years, a member is 100% vested and may withdraw 100% of employer contributions.</li> </ul> <p>Distribution is not required by law until age 70½.</p>
<p><b>Calculating the Benefit</b> The Basic Benefit is calculated based on a formula using the member's average final compensation, a retirement multiplier and total service credit at retirement. It is one of the benefit payout options available to a member at retirement.</p> <p>An early retirement reduction factor is applied to the Basic Benefit if the member retires with a reduced retirement benefit or selects a benefit payout option other than the Basic Benefit.</p>	<p><b>Calculating the Benefit</b> See definition under Plan 1.</p>	<p><b>Calculating the Benefit</b> <b><u>Defined Benefit Component:</u></b> See definition under Plan 1</p> <p><b><u>Defined Contribution Component:</u></b> The benefit is based on contributions made by the member and any matching contributions made by the employer, plus net investment earnings on those contributions.</p>
<p><b>Average Final Compensation</b> A member's average final compensation is the average of the 36 consecutive months of highest compensation as a covered employee.</p>	<p><b>Average Final Compensation</b> A member's average final compensation is the average of their 60 consecutive months of highest compensation as a covered employee.</p>	<p><b>Average Final Compensation</b> Same as Plan 2. It is used in the retirement formula for the defined benefit component of the plan.</p>
<p><b>Service Retirement Multiplier</b> <b>VRS:</b> The retirement multiplier is a factor used in the formula to determine a final retirement benefit. The retirement multiplier for non-hazardous duty members is 1.70%.</p>	<p><b>Service Retirement Multiplier</b> <b>VRS:</b> Same as Plan 1 for service earned, purchased or granted prior to January 1, 2013. For non-hazardous duty members the retirement multiplier is 1.65% for creditable service earned,</p>	<p><b>Service Retirement Multiplier</b> <b><u>Defined Benefit Component:</u></b> <b>VRS:</b> The retirement multiplier for the defined benefit component is 1.00%.  For members who opted into</p>

<p><b>VaLORS:</b> The retirement multiplier for VaLORS employees is 1.70% or 2.00%.</p>	<p>purchased or granted on or after January 1, 2013.</p> <p><b>VaLORS:</b> The retirement multiplier for VaLORS employees is 2.00%.</p>	<p>the Hybrid Retirement Plan from Plan 1 or Plan 2, the applicable multipliers for those plans will be used to calculate the retirement benefit for service credited in those plans.</p> <p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Not applicable.</p>
<p><b>Normal Retirement Age</b> <b>VRS:</b> Age 65.</p> <p><b>VaLORS:</b> Age 60.</p>	<p><b>Normal Retirement Age</b> <b>VRS:</b> Normal Social Security retirement age.</p> <p><b>VaLORS:</b> Same as Plan 1.</p>	<p><b>Normal Retirement Age</b> <b><u>Defined Benefit Component:</u></b> <b>VRS:</b> Same as Plan 2.</p> <p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Members are eligible to receive distributions upon leaving employment, subject to restrictions.</p>
<p><b>Earliest Unreduced Retirement Eligibility</b> <b>VRS:</b> Age 65 with at least five years (60 months) of creditable service or at age 50 with at least 30 years of creditable service.</p> <p><b>VaLORS:</b> Age 60 with at least five years of creditable service or age 50 with at least 25 years of creditable service.</p>	<p><b>Earliest Unreduced Retirement Eligibility</b> <b>VRS:</b> Normal Social Security retirement age with at least five years (60 months) of creditable service or when their age and service equal 90.</p> <p><b>VaLORS:</b> Same as Plan 1.</p>	<p><b>Earliest Unreduced Retirement Eligibility</b> <b><u>Defined Benefit Component:</u></b> <b>VRS:</b> Normal Social Security retirement age and have at least five years (60 months) of creditable service or when their age and service equal 90.</p> <p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Members are eligible to receive distributions upon leaving employment, subject to restrictions.</p>
<p><b>Earliest Reduced Retirement Eligibility</b></p>	<p><b>Earliest Reduced Retirement Eligibility</b></p>	<p><b>Earliest Reduced Retirement Eligibility</b></p>

<p><b>VRS:</b> Age 55 with at least five years (60 months) of creditable service or age 50 with at least 10 years of creditable service.</p> <p><b>VaLORS:</b> 50 with at least five years of creditable service.</p>	<p><b>VRS:</b> Age 60 with at least five years (60 months) of creditable service.</p> <p><b>VaLORS:</b> Same as Plan 1.</p>	<p><b><u>Defined Benefit Component:</u></b> VRS: Age Members may retire with a reduced benefit as early as age 60 with at least five years (60 months) of creditable service.</p> <p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Members are eligible to receive distributions upon leaving employment, subject to restrictions.</p>
<p><b>Cost-of-Living Adjustment (COLA) in Retirement</b> The Cost-of-Living Adjustment (COLA) matches the first 3% increase in the Consumer Price Index for all Urban Consumers (CPI-U) and half of any additional increase (up to 4%) up to a maximum COLA of 5%.</p> <p><b><u>Eligibility:</u></b> For members who retire with an unreduced benefit or with a reduced benefit with at least 20 years of creditable service, the COLA will go into effect on July 1 after one full calendar year from the retirement date.</p> <p>For members who retire with a reduced benefit and who have less than 20 years of creditable service, the COLA will go into effect on July 1 after one calendar year following the unreduced retirement eligibility date.</p> <p><b><u>Exceptions to COLA Effective Dates:</u></b> The COLA is effective July 1 following one full calendar year (January 1 to December 31)</p>	<p><b>Cost-of-Living Adjustment (COLA) in Retirement</b> The Cost-of-Living Adjustment (COLA) matches the first 2% increase in the CPI-U and half of any additional increase (up to 2%), for a maximum COLA of 3%.</p> <p><b><u>Eligibility:</u></b> Same as Plan 1</p> <p><b><u>Exceptions to COLA Effective Dates:</u></b> Same as Plan 1</p>	<p><b>Cost-of-Living Adjustment (COLA) in Retirement</b> <b><u>Defined Benefit Component:</u></b> Same as Plan 2.</p> <p><b><u>Defined Contribution Component:</u></b> Not applicable.</p> <p><b><u>Eligibility:</u></b> Same as Plan 1 and Plan 2.</p> <p><b><u>Exceptions to COLA Effective Dates:</u></b> Same as Plan 1 and Plan 2.</p>

<p>under any of the following circumstances:</p> <ul style="list-style-type: none"> <li>• The member is within five years of qualifying for an unreduced retirement benefit as of January 1, 2013.</li> <li>• The member retires on disability.</li> <li>• The member retires directly from short-term or long-term disability under the Virginia Sickness and Disability Program (VSDP).</li> <li>• The member is involuntarily separated from employment for causes other than job performance or misconduct and is eligible to retire under the Workforce Transition Act or the Transitional Benefits Program.</li> <li>• The member dies in service and the member's survivor or beneficiary is eligible for a monthly death-in-service benefit. The COLA will go into effect on July 1 following one full calendar year (January 1 to December 31) from the date the monthly benefit begins.</li> </ul>		
<p><b>Disability Coverage</b> Members who are eligible to be considered for disability retirement and retire on disability, the retirement multiplier is 1.7% on all service, regardless of when it was earned, purchased or granted.</p> <p>Most state employees are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p>	<p><b>Disability Coverage</b> Members who are eligible to be considered for disability retirement and retire on disability, the retirement multiplier is 1.65% on all service, regardless of when it was earned, purchased or granted.</p> <p>Most state employees are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p>	<p><b>Disability Coverage</b> State employees (including Plan 1 and Plan 2 opt-ins) participating in the Hybrid Retirement Plan are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p> <p>Hybrid members (including Plan 1 and Plan 2 opt-ins) covered under VSDP are subject to a one-year waiting period before becoming eligible for non-work-related</p>

VSDP members are subject to a one-year waiting period before becoming eligible for non-work-related disability benefits.	VSDP members are subject to a one-year waiting period before becoming eligible for non-work related disability benefits.	disability benefits.
<b>Purchase of Prior Service</b> Members may be eligible to purchase service from previous public employment, active duty military service, an eligible period of leave or VRS refunded service as creditable service in their plan. Prior creditable service counts toward vesting, eligibility for retirement and the health insurance credit. Only active members are eligible to purchase prior service. When buying service, members must purchase their most recent period of service first. Members also may be eligible to purchase periods of leave without pay.	<b>Purchase of Prior Service</b> Same as Plan 1.	<b>Purchase of Prior Service Defined Benefit Component:</b> Same as Plan 1, with the following exceptions: <ul style="list-style-type: none"> <li>Hybrid Retirement Plan members are ineligible for ported service.</li> <li>The cost for purchasing refunded service is the higher of 4% of creditable compensation or average final compensation.</li> <li>Plan members have one year from their date of hire or return from leave to purchase all but refunded prior service at approximate normal cost. After that on-year period, the rate for most categories of service will change to actuarial cost.</li> </ul> <b><u>Defined Contribution Component:</u></b> Not applicable.

### Contributions

The contribution requirement for active employees is governed by §51.1-145 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Employees are required to contribute 5.00% of their compensation toward their retirement. Prior to July 1, 2012, the 5.00% member contribution was paid by the employer. Beginning July 1, 2012 state employees were required to pay the 5.00% member contribution and the employer was required to provide a salary increase equal to the amount of the increase in the employee-paid member contribution. Each state agency's contractually required contribution rate for the year ended June 30, 2016 was 12.33% of covered employee compensation for employees in the VRS State Employee Retirement Plan for July 2015, 13.28% for August 2015 and 14.22% for September 2015 through June 2016. For employees in the VaLORS Retirement Plan, the contribution rate was 17.67% of covered employee compensation for July 2015, 18.34% for August 2015 and 19.00% for September 2015 through June 2016. These rates were based on an actuarially determined rate from an actuarial valuation as of June 30, 2013. The actuarial rate for the VRS State Employee Retirement Plan was 15.80% and the actuarial rate for VaLORS Retirement Plan

was 21.06%. The actuarially determined rate, when combined with employee contributions, was expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Based on the provisions of §51.1-145 of the *Code of Virginia*, as amended, the contributions for the VRS State Employee Retirement Plan were funded at 78.02% of the actuarial rate and the contributions for the VaLORS Retirement Plan were funded at 83.88% of the actuarial rate for the year ended June 30, 2016. Additional funding provided by the General Assembly moved the contribution rates to 90% of the actuarial rate by September 2015 and for the remainder of FY 2016. Contributions from the University to the VRS State Employee Retirement Plan were \$10,229,508 and \$8,668,857 for the years ended June 30, 2016 and June 30, 2015, respectively. Contributions from the College to the VaLORS Retirement Plan were \$196,426 and \$174,908 for the years ended June 30, 2016 and June 30, 2015, respectively.

#### Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At June 30, 2016, the University reported a liability of \$114,809,000 for its proportionate share of the VRS State Employee Retirement Plan Net Pension Liability and a liability of \$ 1,968,000 for its proportionate share of the VaLORS Retirement Plan Net Pension Liability. The Net Pension Liability was measured as of June 30, 2015 and the total pension liability used to calculate the Net Pension Liability was determined by an actuarial valuation as of that date. The University's proportion of the Net Pension Liability was based on the University's actuarially determined employer contributions to the pension plan for the year ended June 30, 2015 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2015, the University's proportion of the VRS State Employee Retirement Plan was 1.43% for William and Mary, 0.33% for VIMS, and 0.11% for RBC as compared to 1.35% for William and Mary, 0.32% for VIMS, and 0.12% for RBC at June 30, 2014. At June 30, 2015, the University's proportion of the VaLORS Retirement Plan was 0.24% for William and Mary, and 0.04% for RBC as compared to 0.26% for William and Mary, and 0.04% for RBC at June 30, 2014.

For the year ended June 30, 2016, the University recognized pension expense of \$10,148,000 for the VRS State Employee Retirement Plan and \$102,000 for the VaLORS Retirement Plan. Since there was a change in proportionate share between June 30, 2014 and June 30, 2015, a portion of the pension expense was related to deferred amounts from changes in proportion and from differences between employer contributions and the proportionate share of employer contributions.

At June 30, 2016, the University reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

**VRS Retirement Plan**

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	826,000	-
Change in assumptions	-	-
Net difference between projected and actual earnings on pension plan investments	-	8,258,000
Changes in proportion and differences between Employer contributions and proportionate share of contributions	6,414,000	129,000
Employer contributions subsequent to the measurement date	10,576,932	-
Total	<u>\$ 17,816,932</u>	<u>\$ 8,387,000</u>

**VaLORS Retirement Plan**

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	-	9,000
Change in assumptions	-	-
Net difference between projected and actual earnings on pension plan investments	-	84,000
Changes in proportion and differences between Employer contributions and proportionate share of contributions	-	159,000
Employer contributions subsequent to the measurement date	243,458	-
Total	<u>\$ 243,458</u>	<u>\$ 252,000</u>

\$10,820,390 reported as deferred outflows of resources related to pensions resulting from the University's contributions subsequent to the measurement date will be recognized as a reduction of the Net Pension Liability in the Fiscal Year ending June 30, 2017. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense in future reporting periods as follows:

**Year ended June 30**

(\$ thousands)

	<u>VRS Retirement Plan</u>	<u>VaLORS Retirement Plan</u>
FY 2017	\$ 326	\$ (108)
FY 2018	\$ (456)	\$ (100)
FY 2019	\$ (1,813)	\$ (60)
FY 2020	\$ 1,448	\$ (12)
FY 2021	\$ -	\$ -

Actuarial Assumptions

The total pension liability for the VRS State Employee Retirement Plan was based on an actuarial valuation as of June 30, 2014, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2015.

Inflation	2.5 percent
Salary increases, including Inflation	3.5 percent – 5.35 percent
Investment rate of return expense, including inflation*	7.0 percent, net of pension plan investment

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 7.0%. However, since the difference was minimal, and a more conservative 7.0% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 7.0% to simplify preparation of pension liabilities.

## Mortality rates:

## Pre-Retirement:

RP-2000 Employee Mortality Table Projected with Scale AA to 2020 with males set forward 2 years and females were set back 3 years.

## Post-Retirement:

RP-2000 Combined Mortality Table Projected with Scale AA to 2020 with females set back 1 year.

## Post-Disablement:

RP-2000 Disability Life Mortality Table Projected to 2020 with males set back 3 years and no provision for future mortality improvement.

The actuarial assumptions used in the June 30, 2014 valuation were based on the results of an actuarial experience study for the period from July 1, 2008 through June 30, 2012. Changes to the actuarial assumptions as a result of the experience study are as follows:

- Update mortality table
- Decrease in rates of service retirement
- Decrease in rates of withdrawals for less than 10 years of service



- Decrease in rates of male disability retirement
- Reduce rates of salary increase by 0.25% per year

The total pension liability for the VaLORS Retirement Plan was based on an actuarial valuation as of June 30, 2014, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2015.

Inflation	2.5 percent
Salary increases, including Inflation	3.5 percent – 4.75 percent
Investment rate of return expense, including inflation*	7.0 percent, net of pension plan investment

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 7.0%. However, since the difference was minimal, and a more conservative 7.0% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 7.0% to simplify preparation of pension liabilities.

Mortality rates:

Pre-Retirement:

RP-2000 Employee Mortality Table Projected with Scale AA to 2020 with males set forward 5 years and females were set back 3 years.

Post-Retirement:

RP-2000 Combined Mortality Table Projected with Scale AA to 2020 with females set back 1 year.

Post-Disablement:

RP-2000 Disability Life Mortality Table Projected to 2020 with males set back 3 years and no provision for future mortality improvement.

The actuarial assumptions used in the June 30, 2014 valuation were based on the results of an actuarial experience study for the period from July 1, 2008 through June 30, 2012. Changes to the actuarial assumptions as a result of the experience study are as follows:

- Update mortality table
- Adjustments to the rates of service retirement
- Decrease in rates of withdrawals for females under 10 years of service
- Increase in rates of disability
- Decrease service related disability rate from 60% to 50%

### Net Pension Liability

The net pension liability (NPL) is calculated separately for each system and represents that particular system's total pension liability determined in accordance with GASB Statement No. 67, less that system's fiduciary net position. As of June 30, 2015, NPL amounts for the VRS State Employee Retirement Plan and the VaLORS Retirement Plan are as follows (amounts expressed in thousands):

	<b>State Employee Retirement Plan</b>	<b>VaLORS Retirement Plan</b>
Total Pension Liability	\$ 22,521,130	\$ 1,902,051
Plan Fiduciary Net Position	<u>16,398,575</u>	<u>1,191,353</u>
Employers' Net Pension Liability (Asset)	<u>\$ 6,122,555</u>	<u>\$ 710,698</u>
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	72.81%	62.64%

The total pension liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net pension liability is disclosed in accordance with the requirements of GASB Statement No. 67 in the System's notes to the financial statements and required supplementary information.

#### Long-Term Expected Rate of Return

The long-term expected rate of return on pension System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of pension System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class (Strategy)</b>	<b>Target Allocation</b>	<b>Arithmetic Long-Term Expected Rate of Return</b>	<b>Weighted Average Long-Term Expected Rate of Return</b>
U.S. Equity	19.50%	6.46%	1.26%
Developed Non U.S Equity	16.50%	6.28%	1.04%
Emerging Market Equity	6.00%	10.00%	0.60%
Fixed Income	15.00%	0.09%	0.01%
Emerging Debt	3.00%	3.51%	0.11%
Rate Sensitive Credit	4.50%	3.51%	0.16%
Non Rate Sensitive Credit	4.50%	5.00%	0.23%
Convertibles	3.00%	4.81%	0.14%
Public Real Estate	2.25%	6.12%	0.14%
Private Real Estate	12.75%	7.10%	0.91%
Private Equity	12.00%	10.41%	1.25%
Cash	1.00%	-1.50%	-0.02%
Total	<u>100.00%</u>		<u>5.83%</u>
	Inflation		<u>2.50%</u>
	* Expected arithmetic nominal return		<u>8.33%</u>

\* Using stochastic projection results provides an expected range of real rates of return over various time horizons.

Looking at one year results produces an expected real return of 8.33% but also has a high standard deviation, which means there is high volatility. Over larger time horizons the volatility declines significantly and provides a median return of 7.44%, including expected inflation of 2.50%.

### Discount Rate

The discount rate used to measure the total pension liability was 7.00%. The projection of cash flows used to determine the discount rate assumed that System member contributions will be made per the VRS Statutes and the employer contributions will be made in accordance with the VRS funding policy at rates equal to the difference between actuarially determined contribution rates adopted by the VRS Board of Trustees and the member rate. Through the fiscal year ending June 30, 2018, the rate contributed by the state agency for the VRS State Employee Retirement Plan and the VaLORS Retirement Plan will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly. From July 1, 2018 on, all agencies are assumed to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total pension liability.

### Sensitivity of the State Agency's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the University's proportionate share of the VRS State Employee Retirement Plan net pension liability using the discount rate of 7.00%, as well as what the University's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate:

<b>(\$ thousands)</b>	<b>1.00% Decrease (6.00%)</b>	<b>Current Discount Rate (7.00%)</b>	<b>1.00% Increase (8.00%)</b>
The College of William and Mary proportionate share of the VRS State Employee Retirement Plan	\$ 164,898	\$ 114,809	\$ 72,802
Net Pension Liability			

The following presents the University's proportionate share of the VaLORS Retirement Plan net pension liability using the discount rate of 7.00%, as well as what the University's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate:

	<b>6.00%</b>	<b>Rate (7.00%)</b>	<b>8.00%</b>
The College of William and Mary proportionate share of the VaLORS Retirement Plan	\$ 2,676	\$ 1,968	\$ 1,386
Net Pension Liability			

### Pension Plan Fiduciary Net Position

Detailed information about the VRS State Employee Retirement Plan's Fiduciary Net Position or the VaLORS Retirement Plan's Fiduciary Net Position is available in the separately issued VRS 2015 Comprehensive Annual Financial Report (CAFR). A copy of the 2015 VRS CAFR may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2015-annual-report.pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

### Payables to the Pension Plan

The University reported \$378,073 in payables to the VRS.

## 15. POST-RETIREMENT BENEFITS

The Commonwealth participates in the VRS administered statewide group life insurance program which provides post-employment life insurance benefits to eligible retired and terminated employees. The Commonwealth also provides health care credits against the monthly health insurance premiums of its retirees who have at least 15 years of service and participate in the State's health plan. Information related to these plans is available at the statewide level in the Comprehensive Annual Financial Report.

## 16. CONTINGENCIES

### Grants and Contracts

The University receives assistance from non-state grantor agencies in the form of grants and contracts. Entitlement to these resources is conditional upon compliance with the terms and conditions of the agreements, including the expenditure of resources for eligible purposes. Substantially all grants and contracts are subject to financial and compliance audits by the grantors. Any disallowances as a result of these audits become a liability. As of June 30, 2016, the University estimates that no material liabilities will result from such audits.

### Litigation

The University is not involved in any litigation at this time.

## 17. RISK MANAGEMENT

The University is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; non-performance of duty; injuries to employees; and natural disasters. The University participates in insurance plans maintained by the Commonwealth of Virginia. The state employee health care and worker's compensation plans are administered by the Department of Human Resource Management and the risk management insurance plans are administered by the Department of Treasury, Division of Risk Management. Risk management insurance includes property, general liability, medical malpractice, faithful performance of duty bond, automobile, and air and watercraft plans. The University pays premiums to each of these departments for its insurance coverage. Information relating to the Commonwealth's insurance plans is available at the statewide level in the Commonwealth of Virginia's Comprehensive Annual Financial Report.

## 18. ADVANCE FROM THE TREASURER OF VIRGINIA

Section 4-3.02 of the Appropriation Act describes the circumstances under which agencies and institutions may borrow funds from the state treasury, including prefunding for capital projects in anticipation of bond sale proceeds and operating funds in anticipation of federal revenue. As of June 30, 2016, there was \$2,004,876 in outstanding Advances from the Treasurer. These funds represent an advance to William and Mary from the Commonwealth of Virginia for working capital pending the receipt of funds from bond sale proceeds. These funds were used to renovate Zable Stadium.

**Required Supplementary Information (RSI)**  
**Cost-Sharing Employer Plans – VRS State Employee Retirement Plan**  
**And VaLORS Retirement Plan**  
**For the Fiscal Year Ended June 30, 2016**

**Schedule of The College of William and Mary's (CWM)  
Share of Net Pension Liability  
VRS State Employee Retirement Plan  
For the Years Ended June 30, 2016 and 2015\***

	<b>2016</b>	<b>2015</b>
CWM's Proportion of the Net Pension Liability (Asset)	1.87%	1.78%
CWM's Proportionate Share of the Net Pension Liability (Asset)	114,809,000	99,411,000
CWM's Covered Payroll	82,964,384	66,605,228
CWM's Proportionate Share of the Net Pension Liability (Asset) as a Percentage of its Covered Payroll	138.38%	149.25%
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	72.81%	74.28%

*Schedule is intended to show information for 10 years. Since 2016 is the second year for this presentation, only one additional year of data is available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.

**Schedule of the College of William and Mary's Share of  
Net Pension Liability  
VaLORS Retirement Plan  
For the Years Ended June 30, 2016 and 2015\***

	<b>2016</b>	<b>2015</b>
CWM's Proportion of the Net Pension Liability (Asset)	0.28%	0.30%
CWM's Proportionate Share of the Net Pension Liability (Asset)	1,968,000	2,024,000
CWM's Covered Payroll	1,111,638	1,101,243
CWM's Proportionate Share of the Net Pension Liability (Asset) as a Percentage of its Covered Payroll	177.04%	183.79%
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	62.64%	63.05%

*Schedule is intended to show information for 10 years. Since 2016 is the second year for this presentation, only one additional year of data is available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.

## Schedule of Employer Contributions

<b>Schedule of Employer Contributions</b> <b>VRS State Employee Retirement Plan</b> <b>For the Years Ended June 30, 2015 through 2016</b>					
<b>Date</b>	<b>Contractually Required Contribution (1)</b>	<b>Contributions in Relation to Contractually Required Contribution (2)</b>	<b>Contribution Deficiency (Excess) (3)</b>	<b>Employer's Covered Payroll (4)</b>	<b>Contributions as a % of Covered Payroll (5)</b>
2016	10,229,508	10,229,508	-	82,964,384	12%
2015	8,668,857	8,668,857	-	70,307,029	12%

<b>Schedule of Employer Contributions</b> <b>VaLORS Retirement Plan</b> <b>For the Years Ended June 30, 2015 through 2016</b>					
<b>Date</b>	<b>Contractually Required Contribution (1)</b>	<b>Contributions in Relation to Contractually Required Contribution (2)</b>	<b>Contribution Deficiency (Excess) (3)</b>	<b>Employer's Covered Payroll (4)</b>	<b>Contributions as a % of Covered Payroll (5)</b>
2016	196,426	196,426	-	1,111,638	18%
2015	174,908	174,908	-	989,861	18%



## **Notes to Required Supplementary Information For the Year Ended June 30, 2016**

### Changes of benefit terms

There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation. The 2014 valuation includes Hybrid Retirement Plan members for the first time. The hybrid plan applies to most new employees hired on or after January 1, 2014 and not covered by enhanced hazardous duty benefits. Because this was a new benefit and the number of participants was relatively small, the impact on the liabilities as of the measurement date of June 30, 2015 are not material.

### Changes of assumptions

The following changes in actuarial assumptions were made for the VRS - State Employee Retirement Plan effective June 30, 2013 based on the most recent experience study of the System for the four-year period ending June 30, 2012:

- Update mortality table
- Decrease in rates of service retirement
- Decrease in rates of withdrawals for less than 10 years of service
- Decrease in rates of male disability retirement
- Reduce rates of salary increase by 0.25% per year

The following changes in actuarial assumptions were made for the VaLORS Retirement Plan effective June 30, 2013 based on the most recent experience study of the System for the four-year period ending June 30, 2012:

- Update mortality table
- Adjustments to the rates of service retirement
- Decrease in rates of withdrawals for females under 10 years of service
- Increase in rates of disability
- Decrease service related disability rate from 60% to 50%

Board of Visitors

Resolution   11  

November 16-18, 2016

Page   1   of   1  

**COLLEGE OF WILLIAM AND MARY  
RECEIPT OF THE FINANCIAL REPORT OF  
THE INTERCOLLEGIATE ATHLETIC DEPARTMENT  
FOR THE FISCAL YEAR ENDED JUNE 30, 2016**

The summarized Financial Report of the Intercollegiate Athletic Department for the fiscal year ended June 30, 2016, has been presented by the Senior Vice President for Finance and Administration to the President of the College, who has approved it for presentation to the Rector and the Board of Visitors.

RESOLVED, That the Unaudited Financial Report of Intercollegiate Athletics for the Year Ended June 30, 2016 (*see separate booklet*), is hereby received by the Board of Visitors.



# WILLIAM & MARY

CHARTERED 1693

UNAUDITED  
FINANCIAL REPORT OF INTERCOLLEGIATE ATHLETICS  
FOR THE YEAR ENDED  
JUNE 30, 2016

THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA  
Williamsburg, VA

BOARD OF VISITORS  
As of June 30, 2016

Todd A. Stottlemeyer - Rector  
H. Thomas Watkins III - Vice Rector  
Sue H. Gerdelman - Secretary

Kendrick F. Ashton, Jr.  
Ann Green Baise  
Lynn M Dillon  
Keith S. Fimian  
Thomas R. Frantz  
James A. Hixon  
John E. Littel  
Christopher M. Little  
William H. Payne II  
Lisa E. Roday  
Karen Kennedy Schultz  
Robert E. Scott  
DeRonda M. Short  
John Charles Thomas

COLLEGE OFFICIALS

W. Taylor Reveley III, President  
  
Edward C. Driscoll, Director of Intercollegiate Athletics Programs  
  
Chelsey P. Burk, Assistant Athletic Director for Business Affairs

The College of William and Mary  
SCHEDULE OF REVENUES AND EXPENSES OF  
INTERCOLLEGIATE ATHLETICS PROGRAMS  
For the year ended June 30, 2016

	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Total
<b>Operating revenues:</b>						
Ticket sales	\$ 454,945	\$ 240,455	\$ 9,584	\$ 35,950	\$ -	\$ 740,934
Student fees	427,276	-	-	-	13,295,169	13,722,445
Indirect Institutional Support - Athletic Facility Debt Service, Lease and Rental Fees	55,375	26,906	27,708	52,692	800,319	963,000
Direct institutional support	2,361	10,098	27,714	168,137	84,941	293,251
Indirect institutional support	13,635	1,935	(14,026)	19,422	23,402	44,368
Guarantees	325,000	244,200	12,000	45,900	-	627,100
Contributions (Note 2)	2,178,676	755,572	76,511	1,476,386	166,786	4,653,931
In-Kind	28,265	9,007	1,893	12,727	13,640	65,532
Media rights	-	-	-	-	20	20
NCAA distributions	210,262	309,867	49,303	606,436	320,752	1,496,620
Conference distributions (Non Media or Bowl)	-	-	-	-	1,510	1,510
Program, novelty, parking, and concession sales	38,640	6,926	1,341	812	611	48,330
Royalties, licensing, advertisement and sponsorships	253,076	78,115	51,980	345,772	258,363	987,306
Sports camp revenues	-	-	-	125	23,687	23,812
Athletics restricted Endowment and investments income (Note 3)	1,155,805	254,698	110,319	890,994	101,749	2,513,565
Other Operating Revenue	6,257	215	136	205,907	60,701	273,216
Total operating revenues	5,149,573	1,937,994	354,463	3,861,260	15,151,650	26,454,940
<b>Operating expenses:</b>						
Athletic student aid	2,757,387	624,243	618,790	4,472,362	31,515	8,504,297
Guarantees	71,410	8,000	1,128	16,811	-	97,349
Coaching salaries, benefits, and bonuses paid by the University and related entities	1,296,356	688,204	454,510	2,246,345	-	4,685,415
Support staff/administrative compensation, benefits, and bonuses paid by the University and related entities	78,826	43,745	45,091	10,748	3,762,025	3,940,435
Recruiting	112,649	119,580	75,107	172,624	-	479,960
Team travel	232,282	154,408	129,503	1,176,561	81,641	1,774,395
Sports equipment, uniforms, and supplies	252,638	40,495	45,073	611,812	130,815	1,080,833
Game expenses	276,657	164,729	85,063	335,168	2,449	864,066
Fundraising, marketing and promotion	238	540	-	1,309	520,108	522,195
Spirit groups	-	-	-	-	28,726	28,726
Athletic facility debt service, leases and rental fees	495,792	26,906	27,708	383,764	456,106	1,390,276
Direct overhead and administrative expenses	763,622	-	-	419,329	129,593	1,312,544
Indirect institutional support	13,635	1,935	(14,026)	19,422	23,402	44,368
Medical expenses and insurance	1,612	-	-	189	450,573	452,374
Memberships and dues	580	3,650	888	8,839	94,214	108,171
Student Athlete Meals (non-travel)	63,289	8,914	7,590	44,048	-	123,841
Other operating expenses	90,937	53,994	22,200	117,033	751,747	1,035,911
Total operating expenses	6,507,910	1,939,343	1,498,625	10,036,364	6,462,914	26,445,156
Excess (deficiency) of revenues over (under) expenses	\$ (1,358,337)	\$ (1,349)	\$ (1,144,162)	\$ (6,175,104)	\$ 8,688,736	\$ 9,784
<b>Other Reporting Items:</b>						
Total athletics-related debt						\$ 9,969,250
Total institutional debt						\$ 230,116,970
Value of athletics-dedicated endowments						\$ 76,495,276
Value of institutional endowments						\$ 803,697,524

The accompanying Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs are an integral part of this Schedule.

THE COLLEGE OF WILLIAM AND MARY  
NOTES TO SCHEDULE OF REVENUES AND EXPENSES OF  
INTERCOLLEGIATE ATHLETIC PROGRAMS  
AS OF JUNE 30, 2016

1. BASIS OF PRESENTATION

The accompanying Schedule of Revenues and Expenses of Intercollegiate Athletic Programs has been prepared on the accrual basis of accounting. The purpose of the schedule is to present a summary of revenues and expenses of the Intercollegiate Athletics Programs of the College for the year ended June 30, 2016, and includes both those intercollegiate athletics revenues and expenses under the direct accounting control of the College and those on behalf of the College's Intercollegiate Athletics Programs by outside organizations not under the College's control. Because the Schedule presents only a selected portion of the College's activities, it is not intended to, and does not present the financial position, changes in financial position, or cash flows for the year ended June 30, 2016. Revenues and expenses directly identifiable with each category of sport are presented and reported accordingly. Revenues and expenses not directly identifiable to a specific sport are reported under the category "Non-Program Specific."

2. CONTRIBUTIONS

The Athletic Educational Foundation (AEF) of the College of William and Mary in Virginia, Incorporated, also referred to as the Tribe Club, raises funds and collects contributions for the benefit of the Intercollegiate Athletics Department. The College received \$4,653,930 from the AEF during the year ended June 30, 2016.

The College received \$12,652,306 through the College of William and Mary Foundation for capital improvements to Zable Stadium which serves the Football and Men's and Women's Track programs. Capital contributions are not reported in the Intercollegiate Athletics Schedule of Revenues and Expenses.

3. ENDOWMENT AND INVESTMENT INCOME

The College of William and Mary Foundation is authorized to receive and administer gifts and bequests of all kinds. The Foundation makes such resources available to the College, which may be drawn as needed by the College within the Foundation's budgetary restrictions. The College received \$2,513,565 of endowment and investment income from the Foundation for the benefit of the Intercollegiate Athletics Department for the year ended June 30, 2016.

#### 4. CAPITAL ASSETS

Capital assets are recorded at historical cost at the date of acquisition or fair market value at the date of donation in the case of gifts. Construction expenses for capital assets and improvements are capitalized when expended. The College's capitalization policy on equipment includes all items with an estimated useful life of two years or more. The William and Mary campus capitalizes all items with a unit price greater than or equal to \$5,000.

Depreciation is computed using the straight-line method over the estimated useful lives of the respective assets as follows:

Buildings	40-50 years
Improvements other than Buildings	10-50 years
Infrastructure	10-50 years
Equipment	2-30 years
Library Books	10 years

A summary of the capital asset ending balances net of accumulated depreciation for the year ending June 30, 2016 is as follows:

Depreciable capital assets:	
Buildings	\$ 31,805,179
Improvements other than Buildings	1,155,610
Infrastructure	2,628,105
Equipment	<u>2,942,521</u>
Total depreciable capital assets	<u>38,531,415</u>
Less Accumulated depreciation for:	
Buildings	12,002,507
Improvements other than Buildings	649,262
Infrastructure	2,628,105
Equipment	<u>2,022,233</u>
Total accumulated depreciation	<u>17,302,107</u>
Total capital assets, net	<u>\$ 21,229,308</u>

## 5. LONG-TERM DEBT

Long-term debt relating to intercollegiate athletics is shown below.

### Description

Section 9(d) Bonds:	Interest Rates (%)	Maturity	Balance as of June 30, 2016	% used by Athletics	Athletics Balance June 30, 2016
William and Mary Hall, Series 2007B	4.000- 4.250	2018	165,000	85%	\$ 140,250
William and Mary Hall, Series 2014B	3.000 - 5.000	2017	145,000	85%	123,250
Recreation Sports Center, Series 2010B	2.000 - 5.000	2021	220,000	15%	33,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2024	225,000	15%	33,750
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	4,225,000	15%	633,750
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	1,225,000	15%	183,750
Recreation Sports Center, Series 2014B	4.000 - 5.000	2026	310,000	15%	46,500
Improve Athletics Facilities, Series 2006A	3.000 - 5.000	2027	205,000	100%	205,000
Improve Athletics Facilities, Series 2012A	3.000 - 5.000	2025	1,655,000	100%	1,655,000
Improve Athletics Facilities, Series 2014B	4.000 - 5.000	2026	425,000	100%	425,000
Improve Athletics Facilities, Series 2014B	5.000	2024	280,000	100%	280,000
Improve Athletics Facilities II, Series 2013A&B	2.000 - 5.000	2034	1,500,000	100%	1,500,000
J. Laycock Football Facility, Series 2006A	3.000 - 5.000	2027	1,475,000	100%	1,475,000
J. Laycock Football Facility, Series 2014B	5.000	2024	2,100,000	100%	2,100,000
Busch Field Astroturf Replacement, Series 2009B	2.000 - 5.000	2030	1,135,000	100%	1,135,000
Total					<u>\$ 9,969,250</u>

Long-term debt matures as follows:

<u>Year Ended</u>	<u>Principal</u>	<u>Interest</u>
2017	790,750	427,081
2018	818,000	387,388
2019	710,750	350,345
2020	741,000	315,677
2021	782,000	279,277
2022-2026	4,451,750	790,645
2027-2031	1,345,000	160,656
2032-2036	<u>330,000</u>	<u>20,200</u>
Total	<u>\$ 9,969,250</u>	<u>\$ 2,731,269</u>

## 6. INDIRECT COSTS

The College recovers a percentage of each auxiliary enterprise's expenses, including athletics, to cover overhead costs such as utilities and custodial services. In the fiscal year ended June 30, 2016 the overhead rate charged to athletics and other auxiliary enterprise was 25.63 percent. This amount is included in other operating expenses, under the category "Non-Program Specific."



November 16-18, 2016

Page 1 of 10

**COLLEGE OF WILLIAM & MARY**  
**2016-2017 OPERATING BUDGET SUMMARY**

	2014-2015 Actual	2015-2016 Actual	Approved 2016-2017 Budget	Estimated 2016-2017 Budget	2016-2017 Year-to-Date 9/30/16
CASH CARRYFORWARD	\$ 1,457,852	\$ 1,183,697	\$ -0-	\$ -0-	\$ 2,187,926
<b>REVENUE</b>					
General Funds					
Educational/General	\$ 39,724,906	\$ 41,620,263	\$ 43,569,022	\$ 42,548,076	\$ 10,888,085
Student Aid	4,005,811	4,127,011	4,464,042	4,464,042	4,464,042
Sponsored Programs	75,000	75,000	100,000	100,000	0
Nongeneral Funds					
Educational/General	132,148,391	138,684,861	148,320,959	148,490,959	76,786,004
Student Aid	23,854,227	27,153,194	28,146,443	28,146,443	28,146,443
Auxiliary Enterprise	100,854,500	105,643,193	107,647,655	107,647,655	45,899,977
Sponsored Programs	30,030,182	29,473,616	31,850,000	31,850,000	9,926,268
Private Funds	12,300,962	15,131,292	14,247,984	14,247,984	2,264,397
<b>Total Revenue</b>	<b>\$342,993,979</b>	<b>\$361,908,430</b>	<b>\$378,346,105</b>	<b>\$377,495,159</b>	<b>\$178,375,216</b>
<b>EXPENDITURES</b>					
Instruction	\$ 98,235,633	\$102,849,035	\$109,660,820	\$109,065,753	\$ 29,689,933
Research	1,432,020	1,740,212	1,846,915	1,846,915	463,759
Public Service	56,556	16,280	31,326	31,326	6,044
Academic Support	28,354,558	29,033,769	31,579,774	31,323,895	8,280,856
Student Services	8,182,367	8,651,646	9,383,372	9,383,372	2,594,652
Institutional Support	30,244,325	30,117,672	29,327,825	29,327,825	10,961,779
Plant Operations	16,743,301	17,405,243	19,950,967	19,950,967	5,438,589
Student Aid	31,550,481	35,880,902	37,179,037	37,179,037	35,027,437
Auxiliary Enterprise	95,962,756	102,652,730	104,305,920	104,305,920	25,724,720
Sponsored Programs	30,105,182	29,548,616	31,950,000	31,950,000	9,926,268
<b>Total Expenditures</b>	<b>\$340,967,179</b>	<b>\$357,896,105</b>	<b>\$375,215,956</b>	<b>\$374,365,010</b>	<b>\$128,114,037</b>

November 16-18, 2016

Page   2   of  10 

The College of William and Mary  
Education and General  
2016-2017 Operating Budget Summary

	<u>2014-2015 Actual</u>	<u>2015-2016 Actual</u>	<u>Approved 2016-2017 Budget</u>	<u>Estimated 2016-2017 Budget</u>	<u>2016-2017 Year-to-Date 9/30/16</u>
CASH CARRYFORWARD	\$1,457,852	\$1,183,697	\$0	\$0	\$2,187,926
REVENUE:					
General Funds	\$39,724,906	\$41,620,263	\$43,569,022	\$42,548,076	\$10,888,085
Nongeneral Funds	132,148,391	138,684,861	148,320,959	148,490,959	76,786,004
Total Revenue	\$171,873,297	\$180,305,124	\$191,889,981	\$191,039,035	\$89,862,015
AVAILABLE FUNDS	\$173,331,149	\$181,488,821	\$191,889,981	\$191,039,035	\$92,049,941
EXPENDITURES:					
Instruction	\$97,355,757	\$101,054,820	\$108,152,429	\$107,557,362	\$29,205,394
Research	803,613	1,027,484	1,069,468	1,069,468	295,748
Public Service	7,888	10,198	8,021	8,021	1,208
Academic Support	26,985,292	27,937,439	30,431,439	30,175,560	7,557,986
Student Services	8,031,604	8,398,364	9,068,728	9,068,728	2,438,923
Institutional Support	21,991,544	23,908,092	23,262,668	23,262,668	7,526,057
Plant Operations	16,736,815	17,288,402	19,889,514	19,889,514	5,435,179
Total Expenditures	\$171,912,513	\$179,624,799	\$191,882,267	\$191,031,321	\$52,460,495

The College of William and Mary  
Student Financial Assistance\*  
2016-2017 Operating Budget Summary

	<u>2014-2015 Actual</u>	<u>2015-2016 Actual</u>	<u>Approved 2016-2017 Budget</u>	<u>Estimated 2016-2017 Budget</u>	<u>2016-2017 Year-to-Date 9/30/16</u>
REVENUE:					
General Funds	\$4,005,811	\$4,127,011	\$4,464,042	\$4,464,042	\$4,464,042
Nongeneral Funds	23,854,227	27,153,194	28,146,443	28,146,443	28,146,443
Auxiliary Enterprises	900,000	899,500	900,000	900,000	900,000
Total Revenue	\$28,760,038	\$32,179,705	\$33,510,485	\$33,510,485	\$33,510,485
EXPENDITURES:					
	\$28,760,038	\$32,179,705	\$33,510,485	\$33,510,485	\$33,510,485

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

Board of Visitors

November 16-18, 2016

Enclosure   J  

Page   3   of  10 

**The College of William and Mary  
Education and General  
2016-2017 Operating Budget Summary**

	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>Approved 2016-2017 Budget</b>	<b>Estimated 2016-2017 Budget</b>	<b>2016-2017 Year-to-Date 9/30/16</b>
<b>CASH CARRYFORWARD</b>	\$1,457,852	\$1,183,697	\$0	\$0	\$2,187,926
<b>REVENUE</b>					
General Funds	\$39,724,906	\$41,620,263	\$43,569,022	\$42,548,076	\$10,888,085
Nongeneral Funds	\$132,148,391	138,684,861	148,320,959	148,490,959	76,786,004
<b>TOTAL REVENUE</b>	<b>\$171,873,297</b>	<b>\$180,305,124</b>	<b>\$191,889,981</b>	<b>\$191,039,035</b>	<b>\$87,674,089</b>
<b>AVAILABLE FUNDS</b>	<b>\$173,331,149</b>	<b>\$181,488,821</b>	<b>\$191,889,981</b>	<b>\$191,039,035</b>	<b>\$89,862,015</b>
<b>EXPENDITURES</b>					
<b>Instruction</b>					
Personal Services	\$90,342,652	\$93,808,266	\$99,561,527	\$99,144,980	\$27,721,488
Contractual Services	3,119,977	3,329,396	3,894,831	3,894,831	809,124
Supplies and Materials	978,668	991,584	1,053,075	1,053,075	212,460
Transfer Payments	1,471,689	1,549,522	1,214,728	1,214,728	96,725
Continuous Charges	510,180	611,287	877,757	699,237	124,982
Property & Improvements	28,120	16,330	100,000	100,000	0
Equipment	904,471	748,435	1,450,511	1,450,511	240,615
<b>TOTAL</b>	<b>\$97,355,757</b>	<b>\$101,054,820</b>	<b>\$108,152,429</b>	<b>\$107,557,362</b>	<b>\$29,205,394</b>

Board of Visitors

November 16-18, 2016

Enclosure   J  

Page   4   of  10 

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Approved 2016-2017 <u>Budget</u>	Estimated 2016-2017 <u>Budget</u>	2016-2017 Year-to-Date 9/30/16
<b><u>Research</u></b>					
Personal Services	\$751,158	\$966,445	\$797,833	\$797,833	\$288,282
Contractual Services	26,407	32,076	70,850	70,850	6,287
Supplies and Materials	2,291	3,387	520	520	369
Transfer Payments	14,154	8,060	194,965	194,965	0
Continuous Charges	192	2,932	300	300	669
Property & Improvements	0	0	0	0	0
Equipment	9,411	14,584	5,000	5,000	140
<b>TOTAL</b>	<b>\$803,613</b>	<b>\$1,027,484</b>	<b>\$1,069,468</b>	<b>\$1,069,468</b>	<b>\$295,748</b>
<b><u>Public Service</u></b>					
Personal Services	\$0	\$0	\$760	\$760	\$0
Contractual Services	5,372	9,321	5,784	5,784	1,208
Supplies and Materials	16	0	477	477	0
Continuous Charges	2500	337	1,000	1,000	0
Equipment	0	540	0	0	0
<b>TOTAL</b>	<b>\$7,888</b>	<b>\$10,198</b>	<b>\$8,021</b>	<b>\$8,021</b>	<b>\$1,208</b>

Board of Visitors

November 16-18, 2016

Enclosure JPage 5 of 10

	<u>2014-2015</u> <u>Actual</u>	<u>2015-2016</u> <u>Actual</u>	<u>Approved</u> <u>2016-2017</u> <u>Budget</u>	<u>Estimated</u> <u>2016-2017</u> <u>Budget</u>	<u>2016-2017</u> <u>Year-to-Date</u> <u>9/30/16</u>
<u>Academic Support</u>					
<u>LIBRARIES:</u>					
Personal Services	\$5,906,938	\$5,950,961	\$6,499,335	\$6,499,335	\$1,725,709
Contractual Services	689,998	766,155	1,026,061	1,026,061	122,286
Supplies and Materials	62,802	49,536	38,658	38,658	11,056
Continuous Charges	12,273	8,694	85,000	85,000	12,802
Property & Improvements	\$23,970	2,209	0	0	279
Equipment	4,072,673	4,088,043	3,935,809	3,935,809	380,321
<b>TOTAL</b>	<b>\$10,768,654</b>	<b>\$10,865,598</b>	<b>\$11,584,863</b>	<b>\$11,584,863</b>	<b>\$2,252,453</b>
<u>OTHER ACAD. SUPPORT:</u>					
Personal Services	\$12,968,622	\$14,182,840	\$14,592,244	\$14,592,244	\$4,217,029
Contractual Services	1,828,350	1,377,112	2,287,795	2,287,795	633,846
Supplies and Materials	123,114	142,257	92,701	92,701	39,651
Transfer Payments	98,568	16,903	123,506	123,506	10,768
Continuous Charges	257,832	606,827	1,095,167	839,288	167,354
Property & Improvements	1072	19,089	0	0	14,725
Equipment	939,080	726,813	655,163	655,163	222,160
<b>TOTAL</b>	<b>\$16,216,638</b>	<b>\$17,071,842</b>	<b>\$18,846,576</b>	<b>\$18,590,697</b>	<b>\$5,305,533</b>
<b>TOTAL ACADEMIC SUPPORT</b>	<b>\$26,985,292</b>	<b>\$27,937,439</b>	<b>\$30,431,439</b>	<b>\$30,175,560</b>	<b>\$7,557,986</b>

Board of Visitors

November 16-18, 2016

Enclosure   J  

Page   6   of  10 

	<u>2014-2015 Actual</u>	<u>2015-2016 Actual</u>	<u>Approved 2016-2017 Budget</u>	<u>Estimated 2016-2017 Budget</u>	<u>2016-2017 Year-to-Date 9/30/16</u>
<b><u>Student Services</u></b>					
Personal Services	\$6,569,256	\$6,854,529	\$7,794,249	\$7,794,249	\$2,022,381
Contractual Services	1,070,495	1,103,198	955,655	955,655	238,434
Supplies and Materials	157,430	165,610	155,059	155,059	45,720
Transfer Payments	116,158	167,618	69,039	69,039	64,589
Continuous Charges	17,935	28,632	4,150	4,150	35,260
Property & Improvements	8	560	0	0	0
Equipment	100,322	78,218	90,576	90,576	32,539
<b>TOTAL</b>	<b>\$8,031,604</b>	<b>\$8,398,364</b>	<b>\$9,068,728</b>	<b>\$9,068,728</b>	<b>\$2,438,923</b>
<b><u>Institutional Support</u></b>					
Personal Services	\$17,210,092	\$19,495,463	\$19,419,663	\$19,419,663	\$5,588,448
Contractual Services	3,346,772	3,015,817	2,787,509	2,787,509	1,006,476
Supplies and Materials	290,911	250,828	189,216	189,216	83,995
Transfer Payments	284,188	89,722	72,490	72,490	37,430
Continuous Charges	522,678	776,684	569,319	569,319	744,577
Property & Improvements	26,285	19,132	0	0	7,566
Equipment	310,618	260,445	224,471	224,471	57,565
<b>TOTAL</b>	<b>\$21,991,544</b>	<b>\$23,908,092</b>	<b>\$23,262,668</b>	<b>\$23,262,668</b>	<b>\$7,526,057</b>

Board of Visitors

November 16-18, 2016

Enclosure   J  

Page   7   of  10 

	<u>2014-2015</u> <u>Actual</u>	<u>2015-2016</u> <u>Actual</u>	<u>Approved</u> <u>2016-2017</u> <u>Budget</u>	<u>Estimated</u> <u>2016-2017</u> <u>Budget</u>	<u>2016-2017</u> <u>Year-to-Date</u> <u>9/30/16</u>
<b>Plant Operations</b>					
Personal Services	\$2,041,566	\$1,528,765	\$6,985,247	\$6,985,247	\$1,112,985
Contractual Services	8,407,498	8,789,784	6,063,991	6,063,991	2,270,873
Supplies and Materials	1,580,259	1,725,664	1,751,635	1,751,635	204,057
Transfer Payments	9,504	2,236	0	0	20
Continuous Charges	4,458,140	4,907,649	4,644,182	4,644,182	1,772,649
Property & Improvements	83,140	164,250	204,575	204,575	26,738
Equipment	156,708	170,053	239,884	239,884	47,858
<b>TOTAL</b>	<b>\$16,736,815</b>	<b>\$17,288,402</b>	<b>\$19,889,514</b>	<b>\$19,889,514</b>	<b>\$5,435,179</b>
<b>E&amp;G PROGRAM TOTAL</b>	<b>\$171,912,513</b>	<b>\$179,624,799</b>	<b>\$191,882,267</b>	<b>\$191,031,321</b>	<b>\$52,460,495</b>

November 16-18, 2016

Page   8   of  10 

College of William & Mary  
Auxiliary Enterprise  
2016-2017 Operating Budget Summary

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Approved 2016-2017 <u>Budget</u>	Estimated 2016-2017 <u>Budget</u>	2016-2017 Year-to-Date 9/30/2016
REVENUE					
Residence Life	\$30,703,126	\$32,932,608	\$32,930,000	\$32,930,000	\$16,371,510
Food Service	20,188,593	21,129,517	21,775,082	21,775,082	10,444,236
Telecom/Network	3,641,432	3,627,660	3,520,739	3,520,739	1,473,096
Student Unions	3,042,304	3,073,557	3,076,242	3,076,242	1,457,510
W&M Hall	2,412,797	2,492,762	2,596,300	2,596,300	1,198,505
Athletics	23,511,394	24,485,028	25,662,100	25,662,100	7,118,841
Other	<u>17,354,854</u>	<u>17,902,061</u>	<u>18,087,192</u>	<u>18,087,192</u>	<u>7,836,279</u>
Total Revenue	\$100,854,500	\$105,643,193	\$107,647,655	\$107,647,655	\$45,899,977
EXPENDITURES					
Residence Life	\$28,525,800	\$31,525,355	\$32,930,000	\$32,930,000	\$7,055,161
Food Service	16,483,638	19,048,208	19,722,331	19,722,331	3,110,258
Telecom/Network	3,709,596	3,388,905	3,211,662	3,211,662	512,777
Student Unions	3,021,197	3,245,936	3,072,456	3,072,456	830,374
W&M Hall	2,189,270	2,369,203	2,596,300	2,596,300	411,122
Athletics	23,183,395	24,853,182	25,662,100	25,662,100	8,755,096
Other	<u>18,849,860</u>	<u>18,221,941</u>	<u>17,111,071</u>	<u>17,111,071</u>	<u>5,049,932</u>
Total Expenditures	\$95,962,756	\$102,652,730	\$104,305,920	\$104,305,920	\$25,724,720



November 16-18, 2016

Page 9 of 10

College of William & Mary  
Sponsored Programs  
2016-2017 Operating Budget Summary

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Approved 2016-2017 <u>Budget</u>	Estimated 2016-2017 <u>Budget</u>	2016-2017 Year-to-Date 9/30/2016
REVENUE					
General Fund	\$75,000	\$75,000	\$100,000	\$100,000	\$0
Nongeneral Fund	<u>30,030,182</u>	<u>29,473,616</u>	<u>31,850,000</u>	<u>31,850,000</u>	<u>9,926,268</u>
Total Revenue	\$30,105,182	\$29,548,616	\$31,950,000	\$31,950,000	\$9,926,268
EXPENDITURES					
	\$30,105,182	\$29,548,616	\$31,950,000	\$31,950,000	\$9,926,268

November 16-18, 2016

**COLLEGE OF WILLIAM & MARY**  
**2016-2017 PRIVATE FUNDS BUDGET SUMMARY**

	2014-2015 Actual	2015-2016 Actual	Approved 2016-2017 Budget	Estimated 2016-2017 Budget	2016-2017 YTD 9-30-16
<b>REVENUE:</b>					
Distributed Endowment Income	\$2,895,992	\$3,266,397	\$3,369,984	\$3,369,984	\$840,987
Administrative Overhead Allocation	300,000	300,000	300,000	300,000	75,000
Transfers from Other Sources	205,877	382,011	290,000	290,000	0
Earnings on Short-term Investments	222,464	320,921	330,000	330,000	(52,827)
Annual Gifts	7,585,622	8,523,859	8,600,000	8,600,000	1,382,297
Drawdown from BOV Quasi Endowment	0	1,350,000	500,000	500,000	0
Distribution from External Trusts	38,621	57,886	48,000	48,000	12,041
Other Revenue	1,052,386	930,218	810,000	810,000	6,899
<b>Total Revenue</b>	<b>\$12,300,962</b>	<b>\$15,131,292</b>	<b>\$14,247,984</b>	<b>\$14,247,984</b>	<b>\$2,264,397</b>
<b>EXPENDITURES:</b>					
Instruction	\$879,876	\$1,794,215	\$1,508,391	\$1,508,391	\$484,539
Research	628,407	712,728	777,447	777,447	168,011
Public Service	48,668	6,082	23,305	23,305	4,836
Academic Support	1,369,266	1,096,330	1,148,335	1,148,335	722,870
Student Services	150,763	253,282	314,644	314,644	155,729
Institutional Support	8,252,781	6,209,580	6,065,157	6,065,157	3,435,722
Plant: Operations & Capital Improvements	6,486	116,841	61,453	61,453	3,410
Student Aid	2,890,443	3,701,197	3,668,552	3,668,552	1,516,952
<b>Total Expenditures</b>	<b>\$14,226,690</b>	<b>\$13,890,255</b>	<b>\$13,567,284</b>	<b>\$13,567,284</b>	<b>\$6,492,069</b>

Board of Visitors

November 16-18, 2016

Enclosure   K  Page   1   of   1  

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

	<b>2014-2015 <u>Actual</u></b>	<b>2015-2016 <u>Actual</u></b>	<b>Approved FY 2016-17 <u>Budget</u></b>	<b>Estimated FY 2016-17 <u>Budget</u></b>	<b>2016-2017 YTD 09-30-2016</b>
<b><u>REVENUE</u></b>					
General Fund	\$18,886,292	\$19,699,566	\$21,476,210	\$21,130,594	\$6,201,603
Nongeneral Funds					
Educational/General	1,762,757	1,941,120	1,793,030	2,013,030	429,671
Eminent Scholars	78,948	43,647	75,992	75,992	-
Sponsored Programs	<u>23,174,854</u>	<u>23,234,922</u>	<u>23,000,000</u>	<u>23,500,000</u>	<u>6,346,435</u>
<b>Total Revenue</b>	<b>\$43,902,850</b>	<b>\$44,919,255</b>	<b>\$46,345,232</b>	<b>\$46,719,616</b>	<b>\$12,977,708</b>
<b><u>EXPENDITURES</u></b>					
Instruction	\$1,328,796	\$1,045,649	\$1,433,980	\$1,396,702	\$341,694
Research and Advisory Services	8,593,009	9,260,758	9,860,249	9,728,813	3,103,352
Academic Support	4,313,766	4,897,996	4,921,222	4,847,565	1,732,748
Institutional Support	2,299,618	2,334,682	2,698,281	2,655,360	988,743
Plant Operations	3,843,299	3,855,280	4,035,891	3,975,567	1,330,970
Student Financial Assistance	241,540	241,540	319,617	319,617	42,738
Sponsored Programs/Eminent Scholars	<u>23,216,498</u>	<u>23,278,569</u>	<u>23,075,992</u>	<u>23,575,992</u>	<u>6,346,435</u>
<b>Total Expenditures</b>	<b>\$43,836,525</b>	<b>\$44,914,473</b>	<b>\$46,345,232</b>	<b>\$46,499,616</b>	<b>\$13,886,679</b>

**THE COLLEGE OF WILLIAM AND MARY  
BOARD OF VISITORS  
OFFICERS AND COMMITTEES**

**2016-2017**

**EXECUTIVE COMMITTEE**

Todd A. Stottlemeyer, Rector  
H. Thomas Watkins III, Vice Rector  
Sue H. Gerdelman, Secretary  
Lynn M. Dillon  
Thomas R. Frantz  
Lisa E. Roday  
John Charles Thomas  
*Michael J. Fox*

**COMMITTEE ON ACADEMIC AFFAIRS**

Lynn M. Dillon, Chair  
Karen Kennedy Schultz, Vice Chair  
Warren W. Buck III  
S. Douglas Bunch  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Eric D. Chason, faculty representative  
*Michael R. Halleran*

**COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

William H. Payne II, Chair  
John Charles Thomas, Vice Chair  
Warren W. Buck III  
James A. Hixon  
Anne Leigh Kerr  
Karen Kennedy Schultz  
DeRonda M. Short  
Christopher J. Abelt, faculty representative  
*Samuel E. Jones*

(Design Review Board – Will Payne, John Charles Thomas)

**COMMITTEE ON ATHLETICS**

DeRonda M. Short, Chair  
H. Thomas Watkins III, Vice Chair  
S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman  
Rex K. Kincaid, faculty representative  
*Edward C. Driscoll, Jr.*

### **COMMITTEE ON AUDIT AND COMPLIANCE**

John Charles Thomas, Chair  
 Christopher M. Little, Vice Chair  
 William H. Payne II  
 DeRonda M. Short  
 Brian P. Woolfolk  
*Kent B. Erdahl*  
*Kiersten L. Boyce*  
*Samuel E. Jones*

### **COMMITTEE ON FINANCIAL AFFAIRS**

H. Thomas Watkins III, Chair  
 James A. Hixon, Vice Chair  
 S. Douglas Bunch  
 Lynn M. Dillon  
 Thomas R. Frantz  
 Anne Leigh Kerr  
 John E. Littel  
 Christopher M. Little  
 Brian P. Woolfolk  
 Catherine A. Forestell, faculty representative  
*Samuel E. Jones*

(Investments Subcommittee – Jim Hixon, Chair; Lynn Dillon, Vice Chair; Doug Bunch, Chris Little, Tom Watkins)

### **RICHARD BLAND COLLEGE COMMITTEE**

John E. Littel, Chair  
 Sue H. Gerdelman, Vice Chair  
 Warren W. Buck III  
 Lynn M. Dillon  
 William H. Payne, II  
 Lisa E. Roday  
 Karen Kennedy Schultz  
 Brian P. Woolfolk  
 D. Jill Mitten, faculty representative  
 David J. Snyder IV, student representative  
*Debbie L. Sydow*

***COMMITTEES OF THE WHOLE:*****COMMITTEE ON UNIVERSITY ADVANCEMENT**

Sue H. Gerdelman, Chair

Christopher M. Little, Vice Chair

*Matthew T. Lambert*

**COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES**

Thomas R. Frantz, Chair

H. Thomas Watkins III, Vice Chair

*Henry R. Broaddus*

**COMMITTEE ON STUDENT AFFAIRS**

Lisa E. Roday, Chair

William H. Payne II, Vice Chair

*Virginia M. Ambler*

Board Liaison to MONROE LEGACY WORKING GROUP – Chris Little

Board Liaison to RACE RELATIONS IMPLEMENTATION TEAM – Lisa Roday

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

---



---

BOARD MEETING

*Board Room - Blow Memorial Hall*

November 18, 2016

**MEETING AGENDA**  
Board of Visitors  
The College of William and Mary

November 18, 2016 - 11:00 a.m.  
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Todd A. Stottlemyer
- II. Approval of Minutes – September 21-23, 2016 Mr. Stottlemyer
- III. Opening Remarks Mr. Stottlemyer  
President W. Taylor Reveley III
- IV. Closed Session (if necessary) Mr. Stottlemyer
- V. Reports of Standing Committee chairs
  - A. Richard Bland College Committee John E. Littel
    - 1. **Resolution 1:** Appointments to Fill Vacancies in the Professionals and Professional Faculty *tab #1*
    - 2. **Resolution10:** Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2016 (*joint with William and Mary*) *tab #12*
  - B. Committee on Administration, Buildings and Grounds William H. Payne II
    - 1. **Resolution 6:** Resolution to Approve the FY 2017 Transportation Alternatives Set-Aside Project *tab #6*
    - 2. **Resolution 7:** Resolution to Approve Capital Project Construction Procurement Process *tab #7*
    - 3. **Resolution 8:** Resolution to Approve the Naming of The Martha Wren Briggs Center for the Visual Arts *tab #8*
  - C. Committee on Student Affairs Lisa E. Roday
  - D. Committee on University Advancement Sue H. Gerdelman
  - E. Committee on Athletics DeRonda M. Short
  - F. Committee on Strategic Initiatives and New Ventures Thomas R. Frantz



Board of Visitors  
MEETING AGENDA  
November 18, 2016

- G. Committee on Audit and Compliance John Charles Thomas
1. **Resolution 2:** Approval of 2017 Internal Audit Work Plan *tab #2*
- H. Committee on Financial Affairs H. Thomas Watkins III
1. **Resolution 9:** Continuation: William & Mary Promise *tab #9*
2. **Resolution 10:** Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2016 (*joint with Richard Bland College*) *tab #10*
3. **Resolution 11:** Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2016 *tab #11*
- I. Investments Subcommittee James A. Hixon
- J. Committee on Academic Affairs Lynn M. Dillon
1. **Resolution 3:** Award of Academic Tenure *tab #3*
2. **Resolution 4:** Designated Professorship *tab #4*
3. **Resolution 5:** Retirement of Ilya Spitkovsky Department of Mathematics *tab #5*
- K. Monroe Legacy Working Group Christopher M. Little
- L. Race Relations Implementation Team Ms. Roday
- VI. Old Business Mr. Stottlemeyer
- VII. New Business Mr. Stottlemeyer
- VIII. Executive Session (if necessary) Mr. Stottlemeyer
- IX. Closing remarks
- X. Adjournment Mr. Stottlemeyer

**BLOW HALL ROOM 201:**

@12:45 p.m. Lunch with student and faculty leadership

FULL BOARD MEETING  
MINUTES – SEPTEMBER 21-23, 2016

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

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

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg on Wednesday, Thursday and Friday, September 21-23, 2016.

On Wednesday, September 21, the Richard Bland College Committee met from 2:30 to 4:30 p.m. in the Board Room and the Executive Committee met in the Board Conference Room from 4:35 to 6:30 p.m. That evening the full Board convened for dinner in the President's Box at Zable Stadium at 500 Richmond Road.

Those present on Wednesday were:

Warren W. Buck III  
S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
James A. Hixon  
Anne Leigh Kerr  
Christopher M. Little  
William H. Payne II

Lisa E. Roday  
Karen Kennedy Schultz  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Brian P. Woolfolk

Absent: Sue H. Gerdelman  
John E. Littel

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

At 8:10 p.m. the Rector convened the full Board at Zable Stadium, and asked for a motion that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was made by Mr. Frantz, seconded by Mr. Little and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:10 p.m.

The Board reconvened in open session at 9:40 p.m. Mr. Stottlemeyer reviewed the topic discussed during closed session for the benefit of the observers, then asked for a motion to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Frantz, seconded by Mr. Buck and approved by roll call vote of the Committee members conducted by Rector Stottlemeyer. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 9:45 p.m.

On Thursday, September 22, the Committee on Academic Affairs met in Blow Hall Room 201, and the Committee on Audit and Compliance, the Committee on Athletics, and the Committee on Administration, Buildings and Grounds met in the Board Room.

Board of Visitors  
MINUTES  
Page 2

Those present on Thursday were:

Warren W. Buck III  
S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little  
William H. Payne II

Lisa E. Roday  
Karen Kennedy Schultz  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Brian P. Woolfolk  
Faculty representative: Eric D. Chason  
Student representative: Eboni S. Brown

Absent: Sue H. Gerdelman

Others present:

W. Taylor Reveley  
Michael R. Halleran  
Virginia M. Ambler  
Henry R. Broaddus  
Samuel E. Jones  
Matthew T. Lambert  
Jennifer Latour  
Kiersten Boyce

Kent B. Erdahl  
Michael J. Fox  
W. Fanchon Glover  
Jeremy P. Martin  
Amy Sebring  
Brian W. Whitson  
Sandra J. Wilms

Also in attendance were Staff liaison David Morales, University Counsel Deborah Love, Associate University Counsel Sarah Melchior, Dean Dave Douglas, Dean John Wells, Chair of the William & Mary Foundation Nancy Gofus, and other William and Mary staff.

The Committee on Academic Affairs met from 8:00 to 9:00 a.m. The Committee on Audit and Compliance met from 8:00 to 9:30 a.m. The Committee on Athletics met from 9:35 to 10:08 a.m. The Committee on Administration Buildings and Grounds met from 10:20 to 11:30 a.m.

At 11:30 a.m. the Rector welcomed Attorney General Mark Herring, who came to the meeting to bring brief remarks and get to know Board members, and who departed with the members of the Board to attend the dedication of Phase III of the Integrated Science Center.

The Board reconvened in the Board Room at 2:00 p.m. as a committee of the whole for the **Committee on Strategic Initiatives and New Ventures**. Mr. Frantz presided as chair and briefly reviewed the agenda. Mr. Frantz commented on progress on the development of a Virginia mega-region, the GO Virginia initiative and the recent regional economic development forum held at the Business School. Vice President for Strategic Initiatives Henry Broaddus reported on the forum attendees and reviewed some of the press coverage. A brief discussion ensued.

Mr. Frantz moved that the Committee on Strategic Initiatives and New Ventures convene in Closed Session to discuss the evaluation of the performance of departments or schools, as provided for in Section 2.2-3711.A. 1., of the Code of Virginia. Motion was seconded by

Board of Visitors  
MINUTES  
Page 3

Mr. Thomas and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 2:08 p.m.

The Committee reconvened in open session at 2:50 p.m. Mr. Frantz reviewed the topic discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Watkins and approved by roll call vote of the Board members conducted by Executive Assistant to the Board Sandra Wilms. (Certification **Resolution** is appended.)

Following brief closing remarks and there being no further business, the Committee adjourned at 2:53 p.m.

Academic Affairs Committee Chair Lynn Dillon called on Provost Michael Halleran to introduce the Provost Report and Faculty Presentation.

Provost Halleran briefly reviewed the background to the development of the engineering and design initiative, and introduced the committee co-chair, Dennis Manos, who presented an overview of the proposal and the timeline for implementation. A general discussion ensued.

Faculty Assembly Vice President and Chair of the Faculty Liaison Committee Cathy Forestell presented a preliminary report on the 2015 faculty survey, an initiative of the Faculty Assembly done every three years. She discussed the background to the development of the survey questions and reviewed response rates. A brief discussion ensued, which concluded at 3:53 p.m.

Following a short break, the Board convened at 4:00 p.m. as a committee of the whole for the **Committee on Student Affairs**. Ms. Roday presided as chair, briefly reviewed the agenda and commented on the results of the effort to increase support of club sports undertaken last year.

Vice President for Student Affairs Ginger Ambler provided a brief overview of the start of the academic year, including a review of several statistics for the first month, then introduced Lauren Garrett, Director of the First Year Experience office. Ms. Garrett discussed the initiative and how it is helping freshmen students acclimate into college life. Several First Year Experience student leaders discussed their experiences with the initiative and a brief discussion ensued.

In their presentation, student Liaisons J.C. LaRiviere and Rachel Smith focused on campus sexual assault prevention and response, and student priorities on sexual assault. A brief discussion ensued, concluding at 4:50 p.m.

The Board moved to the Tyler Hall for the dedication of the newly renovated building at 5:00 p.m., then assembled in the Blue Room in the Wren Building for the annual ceremony of the Board pledge, pinning of new members and signing of the Board Roster Book, as well as a Board photograph.

On Friday, September 23, the Committee on University Advancement met from 8:30 to 9:40 a.m. and the Committee on Financial Affairs met from 9:50 to 11:00 a.m. in the Board Room, prior to the full Board meeting.

Board of Visitors  
MINUTES  
Page 4

Following the committee meetings and a brief break, the Rector convened the annual meeting of the full Board at 11:10 a.m.

Those present on Friday were:

Warren W. Buck III  
S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little  
William H. Payne II  
Lisa E. Roday

Karen Kennedy Schultz  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Brian P. Woolfolk  
Faculty representative: Eric D. Chason  
Student representative: Eboni S. Brown

Absent: Sue H. Gerdelman

Others present:

W. Taylor Reveley  
Michael R. Halleran  
Virginia M. Ambler  
Henry R. Broaddus  
Edward C. Driscoll, Jr.  
Samuel E. Jones  
Matthew Lambert  
Kiersten L. Boyce

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

Also in attendance were Staff Liaison David Morales, Richard Bland President Debbie Sydow, College Counsel Cynthia Norwood, University Counsel Deborah Love, Associate University Counsel Sarah Melchior, Dean John Wells and other William and Mary staff.

Rector Todd A. Stottlemeyer welcomed new members Warren Buck, Doug Bunch, Anne Leigh Kerr and Brian Woolfolk to their first meeting, welcomed John Littel back to the Board, and welcomed William & Mary faculty representative Eric Chason, William & Mary student representative Eboni Brown and William & Mary staff liaison David Morales.

Recognizing that a quorum was present, the Rector moved to adopt the minutes of the annual meeting of April 20-22, 2016 and the Board Retreat on July 21-22, 2016. Motion was seconded by Ms. Roday and approved by voice vote.

The Rector made brief opening remarks and thanked the staff for the good presentations, particularly on the engineering initiative, and commented on the recent Volunteer Leadership Summit hosted by the Advancement office, noting it was well done and well attended.

Board of Visitors  
MINUTES  
Page 5

In his brief opening remarks, President Reveley thanked the Rector and the Board for the time and energy they devote to the university. He briefly commented on the new facilities at Zable Stadium, the Integrated Science Center and Tyler Hall.

Mr. Stottlemeyer moved that the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of approving personnel actions pertaining to the appointments, promotions and leaves of specific instructional faculty; discussing specific personnel matters; discussing internal investigations involving identifiable students and/or employees; discussing specific recommendations related to fundraising initiatives, priorities and strategies, and discussing reports or plans related to campus safety, as provided for in Section 2.2-3711.A.1., 2., 8., 10., and 19. of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 11:18 a.m.

The Board reconvened in open session at 11:29 a.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Little and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector called for the reports of the standing committees.

Ms. Dillon reported for the Richard Bland College Committee, briefly reviewed the agenda, and noted that the Board would meet on the Richard Bland campus in November.

In her remarks, President Debbie Sydow reported on strong start to the 2016-2017 academic year and the continuing efforts under way to support the RBC-19 strategic plan goals. The President noted that student and faculty leaders are actively engaged in the life of the College, with the faculty spearheading a wellness initiative and the Student Assembly drafting goals and objectives for the year. She noted the caliber of faculty recruited in recent years as the most positive indicator of success in the quest for quality improvement, and introduced Ken LaTessa, the new Chief Information, Strategy and Innovation Officer, whose knowledge of data analytics to drive systems improvements was already proving very beneficial.

Ms. Dillon moved adoption as a block of **Resolution 1**, Appointments to Fill Vacancies in the Instructional Faculty, and **Resolution 2**, Appointments to Fill Vacancies in the Professionals and Professional Faculty. Motion was seconded by Ms. Roday and approved by voice vote.

Ms. Dillon moved adoption of **Resolution 3**, Resolution to Approve 9c Bond Sale Request. Motion was seconded by Ms. Roday and approved by voice vote.

Ms. Dillon moved adoption of **Resolution 4**, 2016-2022 Six-Year Plan Update. Motion was seconded by Ms. Roday and approved by voice vote.

Ms. Short reported for the Committee on Athletics and briefly reviewed the agenda. She encouraged faculty and staff to support all athletics, and thanked Mr. Driscoll for his cooperation and enthusiasm. There were no action items.

Board of Visitors  
MINUTES  
Page 6

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

Mr. Payne moved adoption as a block of **Resolution 8**, Resolution to Approve Property Acquisition: 6 Riverview Avenue; **Resolution 9**, Resolution to Approve Land Use Permit from the Virginia Department of Transportation for Underground Saltwater Utilities at Spencer Road; **Resolution 10**, Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Zable Stadium; **Resolution 11**, Resolution of the Board of Visitors of the College of William and Mary 9(D) Reimbursement Pooled Bond Program: Busch Field Turf; **Resolution 12**, Resolution of the Board of Visitors of the College of William and Mary 9(D) Sale Pooled Bond Program: Renovate/Expand Zable Stadium and Replace Busch Field Turf; and **Resolution 13**, Resolution to Approve 2016 Master Plan of James Monroe's Highland. Motion was seconded by Mr. Hixon and approved by voice vote.

Mr. Little reported for the Committee on University Advancement, briefly reviewed the agenda., and thanked Mr. Bunch and Mr. Hixon for agreeing to match the student donor challenge. There were no action items.

Mr. Thomas reported for the Committee on Audit and Compliance and briefly reviewed the agenda. There were no action items.

Mr. Watkins reported for the Committee on Financial Affairs, and briefly reviewed the agenda.

Mr. Watkins moved adoption of **Resolution 14**, College of William and Mary 2016-18 Six-Year Plan Update. Motion was seconded by Mr. Hixon and approved by voice vote.

Ms. Roday reported for the Committee on Student Affairs and briefly reviewed the agenda. She thanked the students for a good presentation and expressed appreciation for the efforts of the First Year Experience staff.

Mr. Frantz reported for the Committee on Strategic Affairs and New Ventures, briefly reviewed the agenda, commented on the regional planning conference and thanked everyone for the hard work to pull it together.

Ms. Dillon reported for the Committee on Academic Affairs, briefly reviewed the agenda and thanked Provost Halleran, Tim Wolfe and Cathy Forestell for their reports.

Ms. Dillon moved adoption as a block **Resolution 5**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 6**, Designated Professorships; and **Resolution 7**, Faculty Leaves of Absence. Motion was seconded by Mr. Hixon and approved by voice vote.

Mr. Little reported as the Board Liaison to the Monroe Legacy Working Group and thanked the Board for holding the summer retreat at Highland, noting it was particularly helpful to discuss the proposed master plan while at the site. He commented briefly on the difference between the Working Group and the Monroe Commission and discussed the need to develop a significant new donor base to fund elements of the master plan. Mr. Little also noted that Highland Director Sara Bon-Harper has been working with the White House Historical Association to promote



Board of Visitors  
MINUTES  
Page 7

Monroe's legacy as the 200<sup>th</sup> anniversary of his first inauguration approaches, and briefly commented on other ways in which recognition of Monroe is proceeding.

Ms. Roday reported as the Board Liaison to the Race Relations Implementation Team, noting the initial focus of the team was to prioritize the 51 recommendations from the Report. The first visible result will be the dedication of Hardy and Lemon Halls at Homecoming.

Mr. Little and Ms. Roday will continue to provide updates to the Board as needed on the work of the Monroe Legacy Working Group and the Race Relations Implementation Team.

There was no old business.

Under New Business, Mr. Stottlemeyer called on Mr. Payne, who briefly reported on the renaming of William and Mary Hall for Jim and Jane Kaplan. Mr. Payne moved adoption of **Resolution 15**, Naming Kaplan Arena. Motion was seconded by Ms. Dillon and approved by voice vote. (**Resolution 15** is appended.)

Mr. Stottlemeyer moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees; and for consultation with legal counsel and briefings by staff members, as provided for in Section 2.2-3711.A.1., and 7., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Board went into Executive Session at 12:07 p.m.

The Board reconvened in open session at 1:27 p.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Watkins and approved by roll call vote of the Board members conducted by Rector Stottlemeyer. (Certification **Resolution** is appended.)

The Rector called on Ms. Dillon, who moved the adoption of **Resolution 16**, Approval of Modification of Contract of Employment, discussed during the Executive Session. Motion was seconded by Ms. Roday and approved by voice vote. (**Resolution 16** is appended.)

There being no further business, the Board adjourned at 1:30 p.m.

Board of Visitors

September 21, 2016

### CERTIFICATION OF CLOSED SESSION

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

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


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

### VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Todd A. Stottlemeyer  
Rector of the College

September 22, 2016

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:

A handwritten signature in black ink, appearing to read "T. Frantz", is written over a horizontal line.

Thomas R. Frantz  
Chair

Committee on Strategic Initiatives and  
New Ventures

Board of Visitors

September 23, 2016

### CERTIFICATION OF CLOSED SESSION

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

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

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

### VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
Todd A. Stottlemeyer  
Rector of the College

COLLEGE OF WILLIAM AND MARY  
NAMING OF KAPLAN ARENA

Since arriving on campus as students, James R. Kaplan '57 and Jane Thompson Kaplan '56 have been exemplary members of the William & Mary community and loyal supporters of their alma mater. Building on a long and benevolent history of philanthropy, Mr. and Mrs. Kaplan made a most generous commitment to the university's For the Bold Campaign.

As an undergraduate, Jane Kaplan served as president of Kappa Chi Kappa service fraternity and as a member of the *Flat Hat* news staff, the synchronized swimming team, Kappa Alpha Theta sorority, and the Panhellenic Council. In addition, she led a Brownie troop of Girl Scouts in Williamsburg. Her commitment and service to William & Mary have only grown since her years as a student, including as a class agent, fund agent, and member of the Annual Fund Board of Directors, Williamsburg Alumni Association Chapter, and Muscarelle Museum of Art Board of Trustees. She has also co-chaired the Tribe Club's Lord Botetourt Auction and created the Wine & Run for the Roses auction for the Muscarelle Museum of Art. In 2016, Mrs. Kaplan received the Alumni Medallion.

Jim Kaplan, a Pennsylvania native, was highly recruited to play basketball at William & Mary. He was a three-year starter and a team captain as a senior while amassing 863 points and 341 rebounds during his career. Mr. Kaplan was also a ROTC cadet and member of the Society of the Scabbard & Blade. After graduating with a degree in physical education, Mr. Kaplan was commissioned as a second lieutenant in the U.S. Army, serving as a missile officer until 1961. He then went to work as a field engineer with Cornell Dubilier Electronics, rising to president of the company in 1978. He went on to serve as its chairman, chief executive officer, and owner.

Mr. Kaplan has served as a trustee of William & Mary's Endowment Association, a board member of the Society of the Alumni, and a member of the Executive Committee of the Athletic Educational Fund. He was inducted into the William & Mary Athletic Hall of Fame in 1987 and in 1989 established the James R. Kaplan Family Athletic Scholarship for the men's basketball team. He received the Distinguished Military Alumni Award from the Society of 1775 in 1990 and the Alumni Medallion in 2002.

Together, the Kaplans have been a powerful force for William & Mary. They led a fundraising campaign for Catholic Campus Ministries, co-chaired the AEF's Endowment Committee, were members of the steering committee for the Campaign for William and Mary, and are now honorary co-chairs of the For the Bold Campaign.

In 2005, the arena within William & Mary Hall was named in honor of Mr. and Mrs. Kaplan in recognition of their decades of steadfast support.

Board of Visitors

Resolution 15

September 23, 2016

Page 2 of 2

THEREFORE, BE IT RESOLVED, That upon recommendation of the President and in recognition of Jim and Jane Kaplan's lifetime of support to their alma mater broadly and athletics specifically, the Board of Visitors of the College of William & Mary hereby names the entirety of William & Mary Hall in their honor; it shall henceforth be known exclusively as "Kaplan Arena;" and

BE IT FURTHER RESOLVED, That a copy of this resolution be presented to Jim and Jane Kaplan, with the best wishes and grateful thanks of the Board of Visitors and the entire College community.

Board of Visitors

September 23, 2016

### CERTIFICATION OF CLOSED SESSION

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

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

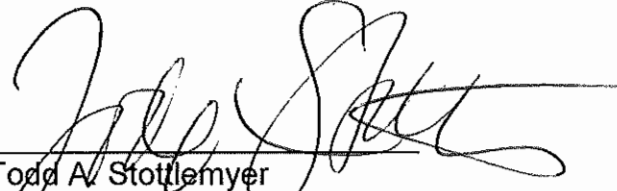
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

### VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemyer  
Rector of the College

**RESOLUTION 16**  
**September 23, 2016**

**APPROVAL OF MODIFICATION TO CONTRACT OF EMPLOYMENT**

The Board of Visitors of The College of William and Mary in Virginia formalized the appointment of the fourth President of Richard Bland College, Debbie Sydow, in the form of a contract of employment dated April 4, 2012, and amended on April 25, 2014.

BE IT RESOLVED, That the Board of Visitors of the College of William and Mary hereby amends Section F., paragraph 9. of the contract with President Sydow dated April 25, 2014, to modify the provision relating to Deferred Compensation, effective immediately, as follows:

F. Benefits and Reimbursements.

9. Deferred Compensation. The College will establish or cause to be established one or more deferred compensation plans or other Internal Revenue Service-approved plans in which the President may participate. Upon the conclusion of each fiscal year during the Term of this Agreement, the Board will make a contribution under the deferred compensation plan in the amount of no less than \$50,000. All contributions to the plan(s) will be from Other Funds.



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

November 16-18, 2016  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

- |                               |   |
|-------------------------------|---|
| Resolution 1, <i>tab #1</i>   | Appointment to Fill Vacancies in the<br>Professionals and Professional Faculty  |
| Resolution 10, <i>tab #10</i> | Receipt of the Consolidated Financial Report of The<br>College of William and Mary in Virginia, Virginia<br>Institute of Marine Science, and Richard Bland<br>College for the Fiscal Year Ended June 30, 2016<br><i>(joint with William and Mary)</i> |

COLLEGE OF WILLIAM AND MARY

- |                               |  |
|-------------------------------|--|
| Resolution 2, <i>tab #2</i>   | Approval of 2017 Internal Audit Work Plan  |
| Resolution 3, <i>tab #3</i>   | Award of Academic Tenure   |
| Resolution 4, <i>tab #4</i>   | Designated Professorship   |
| Resolution 5, <i>tab #5</i>   | Retirement of Ilya Spitkovsky<br>Department of Mathematics   |
| Resolution 6, <i>tab #6</i>   | Resolution to Approve the FY 2017<br>Transportation Alternatives Set-Aside Project   |
| Resolution 7, <i>tab #7</i>   | Resolution to Approve Capital Project<br>Construction Procurement Process  |
| Resolution 8, <i>tab #8</i>   | Resolution to Approve the Naming of The<br>Martha Wren Briggs Center for the Visual Arts   |
| Resolution 9, <i>tab #9</i>   | Continuation: William & Mary Promise   |
| Resolution 10, <i>tab #10</i> | Receipt of the Consolidated Financial Report of The<br>College of William and Mary in Virginia, Virginia<br>Institute of Marine Science, and Richard Bland<br>College for the Fiscal Year Ended June 30, 2016<br><i>(joint with Richard Bland College)</i> |
| Resolution 11, <i>tab #11</i> | Receipt of the Financial Report of the<br>Intercollegiate Athletic Department for the<br>Fiscal Year Ended June 30, 2016   |

RICHARD BLAND COLLEGE  
RESOLUTIONS

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

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

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

**CAROL KELEJIAN**, Director of Institutional Research, effective January 2016:  
M.Ed., George Mason University, 2004  
B.G.S., Virginia Commonwealth University, 1984

Gateway Community and Technical College, 2011-2013  
Educational Enrichment Services Coordinator and Health Profession  
Opportunity Grant (HPOG) Data Research Analyst

Lincoln College of Technology, 2009-2011  
Director of Skills Enhancement

COLLEGE OF WILLIAM AND MARY  
RESOLUTIONS

COLLEGE OF WILLIAM AND MARY and RICHARD BLAND COLLEGE  
APPROVAL OF 2017 INTERNAL AUDIT WORK PLAN

As provided in the Office of Internal Audit Charter, the Director is responsible for preparing an annual risk-based work plan.

The proposed 2017 Work Plan for the Office of Internal Audit includes the following audits:

- Information Technology access/security review to include the following:
  - Privileged access review
  - Access granting/termination processes
  - Evaluation of access levels for key systems
- Construction process review
- Bursar Office internal control review
- CARE system process evaluation
- Statement of Economic Interest form review
- President's Office review
- Payroll overpayments review
- Special pay arrangement (supplemental pay, personal service agreement, etc) process review
- E-payables process review
- Club Sports funding review
- VIMS Eastern Shore Office internal control review
- Richard Bland College internal control review
- Richard Bland College Financial Aid audit

Recurring Audit Activities:

- Quarterly small purchase charge card monitoring
- Commonwealth Fraud, Waste and Abuse Hotline Investigations

The 2017 Work Plan has been reviewed by the Committee on Audit and Compliance and management of the College of William and Mary and Richard Bland College, and is hereby recommended to the Board of Visitors.

THEREFORE, BE IT RESOLVED, That the 2017 Work Plan for the Office of Internal Audit is approved by the Board of Visitors.

Board of Visitors

Resolution   3  

November 16-18, 2016

Page   1   of   1  

COLLEGE OF WILLIAM AND MARY  
AWARD OF ACADEMIC TENURE

The following member of the Instructional Faculty at the College of William and Mary has been recommended for the award of academic tenure by the appropriate departmental committee and chair, the appropriate dean, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following member of the Faculty be awarded academic tenure, effective with the beginning of the 2016-2017 academic year:

AUDREY J. HORNING, Department of Anthropology

Board of Visitors

Resolution   4  

November 16-18, 2016

Page   1   of   1  

COLLEGE OF WILLIAM AND MARY  
DESIGNATED PROFESSORSHIP

The following member of the Instructional Faculty of the College of William and Mary has been recommended for a designated professorship.

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

NATHAN B. OMAN, Rita Ann Rollins Professor of Law

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF ILYA SPITKOVSKY  
DEPARTMENT OF MATHEMATICS

Ilya Spitkovsky received his Doctor of Science degree in Physics and Mathematics from the Georgian Academy of Sciences in Tbilisi, Georgia in 1987. Leaving a research position in Ukraine, he came to the College of William & Mary as a Visiting Professor in 1990. He became a tenured full Professor at the College in 1993.

Professor Spitkovsky served many terms on departmental committees during his career at the College, including personnel, merit evaluation, honors and curriculum. He served also on the College-wide library and transportation committees.

Well known for his effective teaching in beginning and advanced analysis courses in the Mathematics Department, Professor Spitkovsky was awarded an Alumni Fellow Teaching Award in 1993, the Simon Teaching Prize in 2010 and a Plumeri Award in 2013. Professor Spitkovsky was advisor for many undergraduate research projects at the College, including guiding senior honors theses and working with summer-resident students in National Science Foundation-sponsored programs. More than 30 research articles have appeared in peer-reviewed journals co-authored by Professor Spitkovsky and undergraduate students.

Professor Spitkovsky has been author or co-author of more than 200 research papers and nine books. During his long career at William & Mary, he enjoyed joint research efforts with several of his departmental colleagues, efforts that resulted in many of those papers and books. His collaboration with the late Leiba Rodman was particularly fruitful and significant. He also published work with Charles Johnson, Chi-Kwong Li, Nahum Zobin, Vladimir Bolotnikov and Hugo Woerdeman.

While at William & Mary, Professor Spitkovsky was principal investigator in five NSF grants and two NATO grants in addition to multiple faculty summer research awards. Professor Spitkovsky was, and continues to be, a prominent member of the international analysis community. As a mark of this prominence, he has held editorial positions on several peer-reviewed journals and given numerous invited research presentations. The Mathematics department at the College was the beneficiary of long years of his collegial presence.



Board of Visitors

Resolution   5  

November 16-18, 2016

Page   2   of   2  

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Ilya Spitkovsky; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his years of service, a change in status from Professor of Mathematics to Professor of Mathematics, Emeritus.

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

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE THE FY 2017  
TRANSPORTATION ALTERNATIVES SET-ASIDE PROJECT**

WHEREAS, in 2014 the City of Williamsburg applied for a Transportation Alternative Program (TAP) grant from the Virginia Department of Transportation (VDOT), and were notified of their success in 2016, receiving \$1.0M towards a \$1.2M grant; and

WHEREAS, the successful project was a pedestrian and bike trail running from Treyburn Drive (see map) to Ironbound Road along College Woods and parallel to Monticello Avenue; and

WHEREAS, the City engineers collaborated and coordinated with the university on the City's project, using the university's own estimate of cost for the then-proposed "Monticello Avenue Multi-Use Trail;" and

WHEREAS, subsequent to the award of the TAP grant, the university has determined that it is eligible to apply for a similar grant from the Transportation Alternatives Set-Aside ("the Grant"), to support construction of a walkway and bike-path from Compton Drive to Monticello Avenue (see map) thereby providing the missing link to the Monticello Avenue Multi-Use trail; and

WHEREAS, the need for both projects is precipitated by unprotected student, pedestrian and bike traffic along Monticello Avenue, a major east-west corridor and thoroughfare through the City that includes only an in-road bike path and no lighting or other pedestrian traffic safety measures; and

WHEREAS, the total cost of the proposed Compton Drive Multi-Use Trail ("the Project") is estimated to be \$793,135 of which, according to the terms of the grant, the institution will be responsible for 20%, or \$158,627; and

WHEREAS, the Project is in accordance with the university's 2015 campus master plan (page 93) and with the university's Strategic Plan (Administration and Infrastructure, Goal 4) to provide a safe and secure environment; and

WHEREAS, in accordance with the Commonwealth Transportation Board construction allocation procedures, it is necessary that a resolution be received from the sponsoring local jurisdiction or agency requesting the Virginia Department of Transportation to establish a Transportation Alternatives project for the university;

THEREFORE, BE IT RESOLVED, that the College of William and Mary requests that the Commonwealth Transportation Board establish a project for construction of the Compton Drive Multi-Use Trail; and

November 16-18, 2016

Page 2 of 3

BE IT FURTHER RESOLVED, that the College of William and Mary hereby agrees to provide the 20% matching contribution to this Project, which is estimated to be \$158,627; and

BE IT FURTHER RESOLVED, that the College of William and Mary hereby agrees to enter into a project administration agreement with the Virginia Department of Transportation and provide the necessary oversight to ensure the project is developed in accordance with all state and federal requirements for design, right of way acquisition, and construction of a federally funded transportation project; and

BE IT FURTHER RESOLVED, that the College of William and Mary will be responsible for maintenance and operating costs of any facility constructed with the Grant funds unless other arrangements have been made with VDOT; and

BE IT FURTHER RESOLVED, that if the College of William and Mary subsequently elects to cancel this project, the university hereby agrees to reimburse VDOT for the total amount of costs expended by the department through the date that the department is notified of such cancellation. The College of William and Mary also agrees to repay any funds previously reimbursed that are later deemed ineligible by the Federal Highway Administration; and

BE IT FURTHER RESOLVED, that the Board of Visitors of The College of William and Mary in Virginia hereby grants authority to the Senior Vice President for Finance and Administration and his staff to apply for the Transportation Alternative funds for FY 2017, and to execute project administration agreements, as well as any other documents necessary, for the approved Transportation Alternative projects.

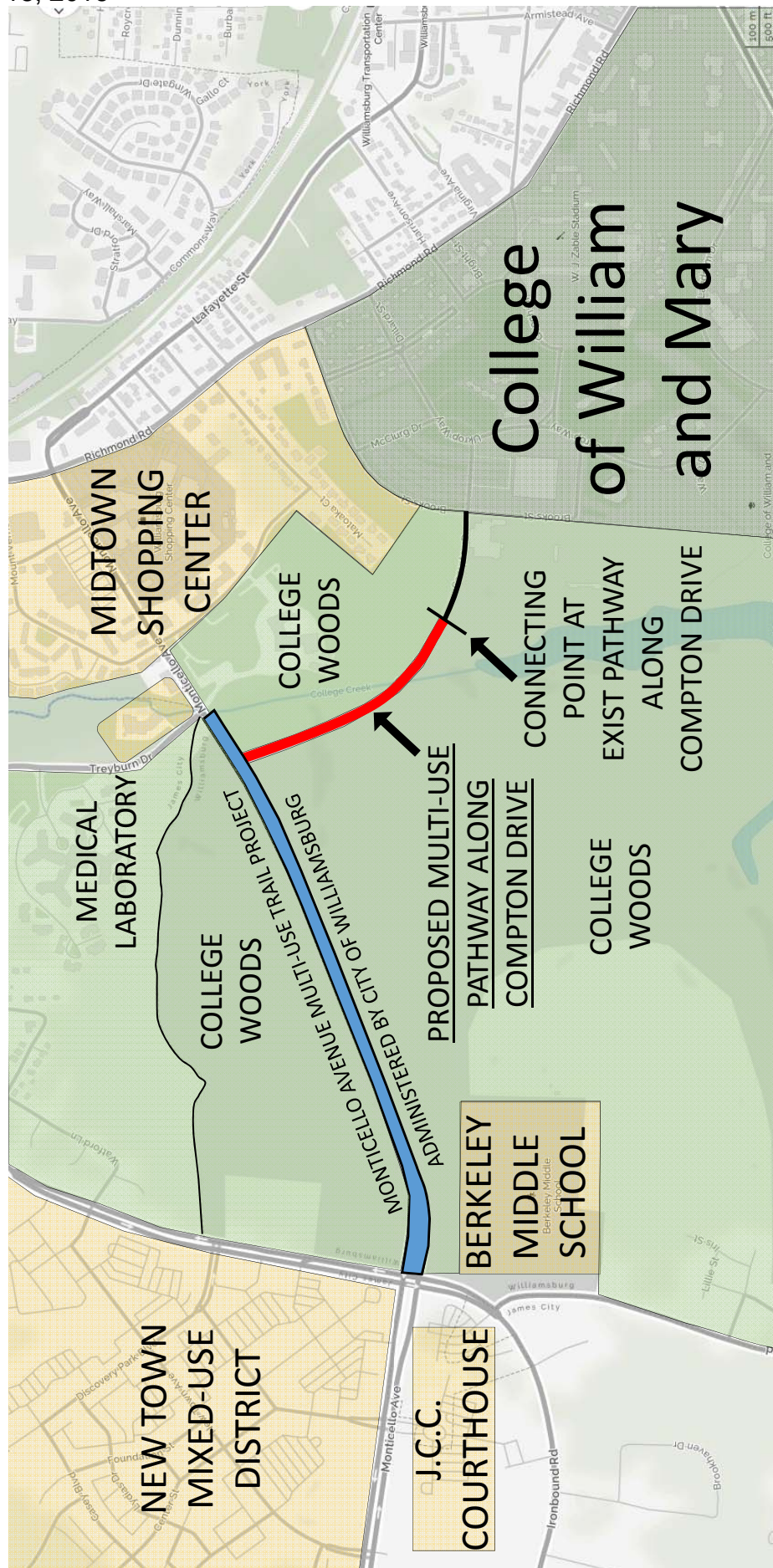
This 18<sup>th</sup> day of November, 2016.

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

Sue H. Gerdelman  
Secretary, Board of Visitors

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

Michael J. Fox  
Secretary to the Board of Visitors



# COMPTON DRIVE MULTI-USE PATHWAY

10/20/2016

**RESOLUTION TO APPROVE CAPITAL PROJECT  
CONSTRUCTION PROCUREMENT PROCESS**

**WHEREAS**, during the 2016 General Assembly session, the Commonwealth passed legislation in Chapter 780, item 4-4.01(y), designed to ensure a fair process in the procurement of construction services for capital projects; and

**WHEREAS**, William & Mary, in cooperation with other Tier 3 restructured institutions, developed a procedure to ensure the fair application of Construction Management at Risk (CM) and Design-Build (D-B), a procedure that calls for written justification when using any method other than Design-Bid-Build (low bid); and

**WHEREAS**, CM and D-B are both negotiated contracts that use a Request for Qualifications (RFQ) and subsequent Request for Proposal (RFP) selection process; and

**WHEREAS**, the legislation called for the institution to send its procurement procedure to the Department of General Services (DGS) for review and to its Board of Visitors for approval prior to implementation; and

**WHEREAS**, the Department of General Services reviewed the university's procedure and requested the following:

1. Recommends that the university include additional language emphasizing cost and project timeline as critical components when selecting the CM;
2. Recommend that the university include in the RFQ the justification language used to substantiate the construction delivery method; and

**WHEREAS**, the university has modified its procedures to comply with DGS recommendations.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the procurement procedure as stated and attached; and

**BE IT FURTHER RESOLVED**, That the Board of Visitors approves the implementation of such procedure and any modifications promulgated by the Department of General Services by the Senior Vice President for Finance and Administration and his staff.

**Determination & Findings - Capital Project Procurement Delivery Method Selection**

**Agency: 204**

**Prepared by:** Project Manager \_\_\_\_\_ **Date:** \_\_\_\_\_

**Recommended by:** Dir., Planning, Design & Construct \_\_\_\_\_ **Date:** \_\_\_\_\_

**Approved by:** AVP, Facilities Management \_\_\_\_\_ **Date:** \_\_\_\_\_

**General Information:**

**Project Number/Title:** \_\_\_\_\_

**Building Use:** \_\_\_\_\_

**Construction Budget:** \_\_\_\_\_

**Required Contract Completion Date:** \_\_\_\_\_

**Delivery Method Selected:**

- ☐ Design Bid Build
- ☐ Design Build
- ☐ Construction Management

**Considerations for Procurement Method (check applicable considerations) (\*critical):**

- ☐ \*Schedule challenges/critical completion dates during procurement, design and construction
- ☐ \*Cost control, cost, cost efficiencies
- ☐ Technical complexity
- ☐ Building use
- ☐ Coordination of phased and/or fast track construction to expedite project completion.
- ☐ Historical value
- ☐ Constructability analysis during design for cost savings, quality control and safety
- ☐ Continuous value engineering to achieve budget
- ☐ Project staffing requirements
- ☐ Risk reduction
- ☐ Prequalification for/experience with specialty systems, materials or equipment expertise
- ☐ Early procurement of long lead time materials or equipment
- ☐ Campus security and limited access to restricted areas
- ☐ Minimizing disruption to academic and research programs
- ☐ Continuity of university operations and utility systems
- ☐ Overall benefit to the university

**Background:**

**Procurement Method Justification (to be included in RFQ):**

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE THE NAMING OF  
THE MARTHA WREN BRIGGS CENTER FOR THE VISUAL ARTS**

Throughout her life, Martha Wren Briggs '55 has made an enduring impact on the arts. After earning a bachelor of arts at William & Mary, Martha completed her master's in art history at the Institute of Fine Arts at New York University. She is an accomplished art historian and author of several award-winning articles and books on internationally acclaimed artists such as Louis Comfort Tiffany.

Ms. Briggs' devotion to and generous support of her alma mater are well established. A previous gift provided for the restoration of the campus amphitheatre on Lake Matoaka, which is named in her honor, and she has afforded numerous opportunities to William & Mary students studying the arts through her support of need-based scholarships.

William & Mary, the first university in the nation to collect art and to include the arts as part of its curriculum, proudly continues its tradition of excellence in the arts today. In recent years, the Muscarelle Museum of Art hosted world-renowned exhibitions on Michelangelo, Leonardo da Vinci and Caravaggio. In 2017, it will welcome works by Sandro Botticelli, the master Italian Renaissance painter.

Building upon its legacy in the arts, William & Mary is primed to expand its presence in this sphere. Ms. Briggs, as part of the university's *For the Bold* campaign, has made an extraordinarily generous gift to support the Muscarelle Museum's growth to include a state-of-the-art Center for the Visual Arts. The Center's central mission will be to advance art and artists, build a dynamic and vibrant community, promote thought-provoking dialogue and encourage diverse and creative thinking. Its expansive space will house exhibitions featuring interactive technologies and a teaching center for research and engaged learning, including the study of tangible works of art. It will feature a modern auditorium and gathering spaces to encourage engagement of the entire William & Mary community around the arts.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President and in recognition of Ms. Briggs' generous support of her alma mater, the Board of Visitors of the College of William & Mary hereby names the Center as the Martha Wren Briggs Center for the Visual Arts; and

BE IT FURTHER RESOLVED, That a copy of this resolution be presented to Ms. Briggs, with the best wishes and grateful thanks of the Board of Visitors and the entire College community.

**COLLEGE OF WILLIAM AND MARY**

**CONTINUATION: WILLIAM & MARY PROMISE**

For fiscal year 2018, the administration recommends that the university maintain the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with its other elements, provides the University with the resources necessary to respond to state funding actions and implement aspects of its Six-year Plan as submitted to the Commonwealth, while providing a four-year tuition guarantee for incoming Virginia undergraduates, reducing net tuition for the vast majority of middle-income Virginia families, and reducing the student loan debt burden for these students.

In April, 2013, the Board of Visitors approved **Resolution 25--Approval and Implementation: William and Mary Promise**, setting tuition rates for incoming full-time in-state undergraduate students for fiscal years 2014 through 2016. A review of the program shows that the university has been able to increase in-state applicants and maintain the overall quality of the undergraduate student body while generating the resources necessary to improve faculty and staff salaries and implement other institutional initiatives. Setting FY 2018 tuition for incoming full-time in-state undergraduates now provides prospective Virginia students and their families with tuition information prior to accepting an offer of admission.

Tuition and fees for out-of-state undergraduate as well as in-state and out-of-state graduate and professional students will be set by the Board at its April, 2017 meeting, reflecting State funding actions and market conditions for each student group.

Revenue generated through the William & Mary Promise allows the College to respond to state funding actions and implement aspects of the College's Six-year/Strategic Plans. Outside expenditures in support of student aid, revenues generated through the Promise may support a limited merit-based salary pool for faculty and staff and targeted investment in College programs and activities.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia, on the recommendation of the President, approves continuation of the William & Mary Promise as the operating model for the university, and

BE IT FURTHER RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia, on the recommendation of the President, approves the FY 2018 tuition for incoming in-state undergraduates at \$16,370.



Board of Visitors

Resolution 10

November 16-18, 2016

Page 1 of 1

**COLLEGE OF WILLIAM AND MARY  
RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF  
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE, AND RICHARD BLAND COLLEGE  
FOR THE FISCAL YEAR ENDED JUNE 30, 2016**

The Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2016, has been presented by the Senior Vice President for Finance and Administration and the Chief Financial Officer to the Presidents of the Colleges, who have approved it for presentation to the Rector and the Board of Visitors.

The statements included in this consolidated Financial Report provide a concise analysis of the College's financial affairs for fiscal year 2015-2016. The report is subject to a detailed audit to be conducted by the Auditor of Public Accounts.

RESOLVED, That the Unaudited Consolidated Financial Report for the Year Ended June 30, 2016 (*see separate booklet*) for The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.

Board of Visitors

Resolution   11  

November 16-18, 2016

Page   1   of   1  

**COLLEGE OF WILLIAM AND MARY  
RECEIPT OF THE FINANCIAL REPORT OF  
THE INTERCOLLEGIATE ATHLETIC DEPARTMENT  
FOR THE FISCAL YEAR ENDED JUNE 30, 2016**

The summarized Financial Report of the Intercollegiate Athletic Department for the fiscal year ended June 30, 2016, has been presented by the Senior Vice President for Finance and Administration to the President of the College, who has approved it for presentation to the Rector and the Board of Visitors.

RESOLVED, That the Unaudited Financial Report of Intercollegiate Athletics for the Year Ended June 30, 2016 (*see separate booklet*), is hereby received by the Board of Visitors.

COLLEGE OF WILLIAM AND MARY  
ESTABLISHMENT OF THE VIOLENCE PREVENTION COMMITTEE

At the September 18, 2009, meeting, the Board of Visitors approved Resolution 1(R), which established the College of William and Mary Campus Assessment and Intervention Team.

Since that time, changes to the Code of Virginia as well as to various offices and programs addressing violence on campus have occurred. These changes warrant revisions to the Board of Visitor's 2009 directive.

These revisions include the formal establishment of a Violence Prevention Committee, to carry out the charges articulated in § 23.1-805 of the Code of Virginia, as well as coordinate with other College of William and Mary offices and programs.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of the College of William and Mary establishes the Violence Prevention Committee, whose membership shall be determined by the President, but shall include representatives from student affairs, law enforcement, human resources, counseling services, residence life, faculty, and compliance, and such other constituencies as appropriate or as required by law; and

**BE IT FURTHER RESOLVED** That the Violence Prevention Committee is charged with fulfilling the duties outlined in § 23.1-805 of the Code of Virginia, and to work with and coordinate the education and prevention of violence efforts of other College offices and programs.

COLLEGE OF WILLIAM AND MARY  
ESTABLISHMENT OF THE THREAT ASSESSMENT TEAM

At the September 18, 2009, meeting, the Board of Visitors approved Resolution 1(R), which established the College of William and Mary Campus Assessment and Intervention Team.

Since that time, changes to the Code of Virginia as well as to various offices and programs addressing violence on campus have occurred. These changes warrant revisions to the Board of Visitor's 2009 directive.

These revisions include the formal establishment of a Threat Assessment Team, to carry out the charges articulated in § 23.1-805 of the Code of Virginia, as well as coordinate with other College of William and Mary offices and programs.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of the College of William and Mary establishes the Threat Assessment Team, whose membership shall be determined by the President, but shall include representatives from law enforcement, mental health professionals, human resources, student affairs, and compliance, and such other constituencies as appropriate; and

**BE IT FURTHER RESOLVED** That the Threat Assessment Team is charged with fulfilling the duties outlined in § 23.1-805 of the Code of Virginia.

## CLOSED MEETINGS

The Board of Visitors may consider in closed session certain matters, including those listed below. The Code is very specific as to how these matters will be described in public session and in closing the meeting the motion must be specific as to the matters to be considered in closed session. There may be no discussion in closed session of matters not identified in the original motion.

I move that the \_\_\_\_\_ Committee convene in Closed Session for the purpose of discussing \_\_\_\_\_, as provided for in Section 2.2-3711.A., \_\_\_\_ .

<u>Code Section</u>	<u>Topic</u>
2.2-3711.A.1.	Personnel matters involving identifiable college employees (i.e., appointments, performance evaluations, leaves, etc.) or discussion of candidates for employment.
2.2-3711.A.2.	Matters concerning any identifiable student
2.2-3711.A.3.	Acquisition of real property for a public purpose or disposition of publicly held real property
2.2-3711.A.4.	Protection of individual privacy in personal matters not related to public business
2.2-3711.A.6.	Investment of public funds where bargaining or competition is involved
2.2-3711.A.7.	Consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation or consultation with legal counsel regarding specific legal matters requiring legal advice
2.2-3711.A.8.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.10.	Honorary degrees
2.2-3711.A.19.	Reports or plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure
2.2-3711.A.29.	Public contracts involving the expenditure of public funds

§2.2-3712.D. - At the conclusion of any closed meeting, the Board of Visitors shall immediately reconvene in open meeting and shall take a roll call or other recorded vote to be included in the minutes, certifying that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Any member of the public body who believes that there was a departure from the requirements of subdivisions (i) and (ii), shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place. The statement shall be recorded in the minutes.

## **BOARD OF VISITORS MEETING DATES**

### **2016**

November 16-18 (11/17 half day at Richard Bland College)

### **2017**

February 8-10 (Charter Day 2/10)

April 19-21 (W&M and RBC Commencement 5/13)

**NOVEMBER 2016**