

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



COMMITTEE MEETINGS

Board Rooms - Blow Memorial Hall
Matoaka Woods and Holly Rooms – School of Education

February 8 – 10, 2017

SCHEDULE
Board of Visitors Committee Meetings
The College of William and Mary

February 8-10, 2017
Blow Memorial Hall - College of William and Mary

WEDNESDAY, FEBRUARY 8:

BOARD DINING ROOM

1:00 p.m. Coffee available

BOARD ROOM – RICHARD BLAND COLLEGE COMMITTEE

1:45-3:15 p.m.	<u>Richard Bland College Committee</u> (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	John E. Littel, Chair Sue H. Gerdelman, Vice Chair
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- A. Approval of Minutes - November 17, 2016
- B. General Reports
- C. Action Material
 - 1. **Resolution 1**, page 11
- D. Informational Material
 - 1. Enclosure A, page 12
 - 2. Enclosure B, pages 13-37
 - 3. Enclosure C, page 38
 - 4. Enclosure D, pages 39-40
 - 5. Enclosure E, page 41
- E. Closed Session (if necessary)

THURSDAY, FEBRUARY 9:

BOARD DINING ROOM

7:30 a.m. Breakfast available

BOARD ROOM - COMMITTEE ON AUDIT AND COMPLIANCE

8:00-9:15 a.m. Committee on Audit and Compliance John Charles Thomas, Chair
 Christopher M. Little, Vice Chair
 William H. Payne II
 DeRonda M. Short
 Brian P. Woolfolk

- A. Approval of Minutes - November 16, 2016
- B. Report from Auditor of Public Accounts
- C. Report from Chief Compliance Officer
 - 1. **Resolution 2**, pages 45-47
- D. Report from Director of Internal Audit
- E. Report from Chief Financial Officer
 - 1. **Resolution 3**, pages 48-51
- F. Closed Session (if necessary)

BLOW HALL ROOM 201- COMMITTEE ON ACADEMIC AFFAIRS

8:30-9:15 a.m. 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

- A. Approval of Minutes – November 16, 2016
- B. Report from Provost
- C. Report from Faculty Liaison Committee Chair
- D. Closed Session (if necessary)
- E. Action Materials
 - 1. **Resolution 4**, pages 53-54
 - 2. **Resolution 5**, page 55
 - 3. **Resolution 6**, page 56
 - 4. **Resolution 7**, page 57
 - 5. **Resolution 8**, pages 58-59
 - 6. **Resolution 9**, pages 60-61
 - 7. **Resolution 10**, pages 62-63
 - 8. **Resolution 11**, pages 64-65
 - 9. **Resolution 12**, pages 66-67

THURSDAY, FEBRUARY 9:

BOARD ROOM

9:15-10:15 a.m. Provost Report and Faculty Presentation

BOARD ROOM - COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

10:15-11:00 a.m. Committee on Administration, Buildings and Grounds William H. Payne II, Chair
(Mr. Jones) John Charles Thomas, Vice Chair
Warren W. Buck III
James A. Hixon
Anne Leigh Kerr
Karen Kennedy Schultz
DeRonda M. Short
Christopher J. Abelt, faculty representative

- A. Approval of Minutes – November 17, 2016
- B. Report from Building Official
 - 1. Enclosure G, page 69
- C. Report from Senior Vice President for Finance and Administration
 - 1. Enclosure H, page 70
 - 2. Enclosure I, pages 71-78
- D. Report from Virginia Institute of Marine Science Dean/Director
 - 1. Enclosure J, pages 79-82
 - 2. Enclosure K, pages 83-86
- E. Closed Session (if necessary)

BOARD ROOM – COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

11:00-11:40 a.m. Committee on Strategic Initiatives and New Ventures Thomas R. Frantz, Chair
(Mr. Broadus) H. Thomas Watkins III, Vice Chair

- A. Introductory Remarks
- B. Update on Regional Activity
- C. Closed Session (if necessary)

11:45 a.m. Depart for School of Education

Board of Visitors
SCHEDULE
February 8-10, 2017

THURSDAY, FEBRUARY 9:

MATOAKA WOODS ROOM – SCHOOL OF EDUCATION

**JOINT MEETING: BOARD OF VISITORS / CWM FOUNDATION BOARD OF TRUSTEES /
ALUMNI ASSOCIATION BOARD OF DIRECTORS/ANNUAL GIVING BOARD OF DIRECTORS**

12:15 p.m.

- A. Call to Order and Welcome
- B. Working Lunch – Alumni Survey Findings
- C. Advancement and Campaign Update
- D. Planned Giving
- E. Plans for the 50th and 100th Commemorations
- F. Q&A session with President Reveley and Rector Stottlemeyer

4:00 p.m. Adjourn Joint Meeting

HOLLY ROOM – SCHOOL OF EDUCATION

JOINT MEETING: COMMITTEE ON ATHLETICS AND CWMF ATHLETICS SUB-COMMITTEE

4:15-5:45 p.m. Committee on Athletics
(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. Call to Order and Introductory Remarks
- B. Approval of Minutes
 - 1. CWMF Athletics Sub-Committee – October 13, 2016
 - 2. Committee on Athletics – November 17, 2016
- C. Closed Session (if necessary)
- D. FY '17 Fundraising
- E. Women in Action
- F. Off-Campus Events

TUCKER HALL - ROOM 127A

FYI: 5:00 p.m. ITPIR/Government/International Relations – book talk with
 Professor Philip Roessler moderated by Steve Hanson

MUSCARELLE MUSEUM OF ART

6:15 p.m. **JOINT RECEPTION/STROLLING SUPPER** with Board of Visitors / CWM Foundation Board of Trustees / Alumni Association Board of Directors / Annual Giving Board of Directors / Muscarelle Museum Board of Directors

PHI BETA KAPPA AUDITORIUM

8:00 p.m. A Conversation with Chancellor Robert M. Gates

FRIDAY, FEBRUARY 10:

BOARD DINING ROOM

7:30 a.m. Breakfast available

BOARD ROOM – COMMITTEE ON FINANCIAL AFFAIRS

8:00-8:45 a.m. Committee on Financial Affairs H. Thomas Watkins III, Chair
(Mr. Jones) James A. Hixon, Vice Chair
S. Douglas Bunch
Lynn M. Dillon
Thomas R. Frantz
Anne Leigh Kerr
John E. Littel
Christopher M. Little
Brian P. Woolfolk
Catherine A. Forestell, faculty representative

A. Approval of Minutes – November 18, 2016
B. Report from Senior Vice President for Finance and Administration
1. Enclosure L, pages 91-100
C. Report from Virginia Institute of Marine Science Dean/Director
1. Enclosure M, page 101
2. Enclosure N, page 102
D. Investments Subcommittee report
E. Closed Session (if necessary)

BOARD ROOM

8:45-9:15 a.m. Update on Task Force on Race and Race Relations Lisa E. Roday
W. Fanchon Glover

BOARD ROOM – COMMITTEE ON STUDENT AFFAIRS

9:15-10:00 a.m. Committee on Student Affairs Lisa E. Roday, Chair
(Ms. Ambler) William H. Payne II, Vice Chair

A. Report from Vice President for Student Affairs
1. Report on Center for Student Diversity
B. Report from Student Liaisons

10:00 a.m. Recess Committees

BOARD ROOM – BOARD OF VISITORS MEETING:

10:15 a.m. BOARD MEETING - see MEETING AGENDA Mr. Stottlemeyer

Board of Visitors
SCHEDULE
February 8-10, 2017

FRIDAY, FEBRUARY 10:

BOARD DINING ROOM:

12:30 p.m. Lunch with Cypher Society

BOARD ROOM:

FYI: 2:15-3:00 p.m. Cypher Society meeting

CHARTER DAY CEREMONY – KAPLAN ARENA

3:30 p.m. Platform Party Robing / Rooms 221 and 225

4:00-5:15 p.m. Charter Day Ceremony

5:15-6:30 p.m. Post-Ceremony President's Platform Party Reception / Person Room

KINGSMILL RESORT

6:30 p.m. The 28th Annual Lord Botetourt Affair

GREAT HALL – WREN BUILDING

7:00 p.m. Arts & Sciences Dean's Dinner

SATURDAY, FEBRUARY 11:

SADLER CENTER – COMMONWEALTH AUDITORIUM

10:00-11:00 a.m. Alumni Medallion Ceremony
(Ted R. Dintersmith '74; Troy D. Keen '96;
Frederick B. Malvin '55, M.S.T. '58; Jeffrey B. Trammell '73)

ALUMNI HOUSE

11 a.m.-1:00 p.m. Alumni Medallion Reception

MEN'S BASKETBALL GAME - KAPLAN ARENA

2:00 p.m. W&M vs. College of Charleston
Gold Rush Game – t-shirts for first 6,000 attendees

WILLIAMSBURG LODGE – CHARTER DAY RECEPTION & DINNER (black tie)

6:30 p.m. Reception – Colony Ballroom
7:30 p.m. Dinner – Virginia Ballroom

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

February 8-10, 2017
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, page 11	Appointment to Fill Vacancy in the Professionals and Professional Faculty
Enclosure A, page 12	SACSCOC Reaccreditation Report
Enclosure B, pages 13-37	February RBC-19 Progress Report
Enclosure C, page 38	2016-2017 Operating Budget Update
Enclosure D, pages 39-40	Report from Faculty Representative
Enclosure E, page 41	Report from Student Representative

COLLEGE OF WILLIAM AND MARY

Resolution 2, pages 45-47	Amendment of Compliance Program Charter
Resolution 3, pages 48-51	Adoption of Red Flags Policy on Identity Theft
Resolution 4, pages 53-54	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 5, page 55	Faculty Promotions
Resolution 6, page 56	Award of Academic Tenure
Resolution 7, page 57	Designated Professorships
Resolution 8, pages 58-59	Retirement of David P. Aday Department of Sociology
Resolution 9, pages 60-61	Retirement of Robert B. Archibald Department of Economics

Board of Visitors
AGENDA ITEMS
February 8-10, 2017

Resolution 10, pages 62-63	Retirement of Susan S. Grover Marshall-Wythe School of Law
Resolution 11, pages 64-65	Retirement of John B. Nezelek Department of Psychology
Resolution 12, pages 66-67	Retirement of James E. Perry School of Marine Science
Enclosure F	Investment Update for Periods Ending December 31, 2016 (see separate booklet)
Enclosure G, page 69	Report from College Building Official
Enclosure H, page 70	College of William and Mary Draft 2018-2024 Six-Year Capital Plan
Enclosure I, pages 71-78	College of William and Mary Capital Outlay Projects Progress Report
Enclosure J, pages 79-82	Virginia Institute of Marine Science Capital Outlay Projects Progress Report
Enclosure K, pages 83-86	Virginia Institute of Marine Science Draft 2018- 2024 Six-Year Capital Plan
Enclosure L, pages 91-100	College of William and Mary 2016-2017 Operating Budget Summary
Enclosure M, page 101	Virginia Institute of Marine Science Summary of Operating and Capital Budget Initiatives Submitted to the 2017 General Assembly
Enclosure N, page 102	Virginia Institute of Marine Science 2016-2017 Operating Budget Summary

RICHARD BLAND COLLEGE COMMITTEE

February 8, 2017

1:45 – 3:15 p.m.

Board Room – Blow Memorial Hall

John E. Littel, Chair

Sue H. Gerdelman, Vice Chair

- I. Introductory Remarks – Mr. Littel
- II. Approval of Minutes – November 17, 2016
- III. General Reports
 - A. Reports from President and Administration - Debbie L. Sydow
 - B. Report from Faculty Representative – Jill Mitten
 - C. Report from Student Representative – David J. Snyder IV
- IV. Action Material
 - A. Appointment to Fill Vacancy in the Professionals and Professional Faculty Resolution 1
- V. Informational Material
 - A. SACSCOC Reaccreditation Report Enclosure A
 - B. February RBC-19 Progress Report Enclosure B
 - C. 2016-17 Operating Budget Update Enclosure C
 - D. Report from Faculty Representative Enclosure D
 - E. Report from Student Representative Enclosure E
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

RICHARD BLAND COLLEGE COMMITTEE
MINUTES – NOVEMBER 17, 2016

MINUTES
Richard Bland College Committee
November 17, 2016
Board Room – Blow Memorial Hall

Attendees: 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 and Brian P. Woolfolk; faculty representative D. Jill Mitten, and student representative David J. Snyder IV. Board members present: Rector Todd A. Stottlemeyer, S. Douglas Bunch, James A. Hixon, Anne Leigh Kerr, Christopher M. Little, John Charles Thomas, H. Thomas Watkins III, and William & Mary faculty representative Eric D. Chason. Others present: President Debbie L. Sydow, Lashrecse Aird, Kent B. Erdahl, J. Tyler Hart, Michael J. Fox, Penelope G. Howard, Eric Kondzielawa, Kenneth LaTessa, Vern L. Lindquist, Deborah A. Love, Cynthia H. Norwood, Joanne Williams, Sandra J. Wilms, other Richard Bland staff, and Julie Laskaris from AAUP.

Following a short tour of the Richard Bland campus, at 9:35 a.m. Rector Todd Stottlemeyer convened the Board and welcomed everyone to Richard Bland College. The Rector commented briefly on the campus tour and the new building projects, and noted that the Board was very pleased to be on campus and looked forward to engaging in the discussions, then called on Mr. Littel to preside as chair of the Richard Bland College Committee.

Chair John Littel called the Committee to order. Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of September 21, 2016. Motion was made by Ms. Roday, seconded by Ms. Dillon, and approved by voice vote of the Committee. Mr. Littel thanked Ms. Dillon for chairing the September meeting.

President Debbie Sydow recognized the student and faculty members present and briefly reviewed the agenda, commented on the success of the first Pecan Festival, recent scholarship and awards events, noted that there are eight Board of Visitors scholarships and advised that the men's soccer team had won their regional event. The President thanked the Board members who attended, then introduced the administrative report.

Dean of Enrollment Services Tyler Hart provided an enrollment report update, focusing on the ESE project and spring metrics. Spring registration targets are at 70%. He provided a brief update on transfer students. A brief discussion ensued.

President Sydow noted that Mr. Hart had successfully defended his dissertation at Old Dominion University on Tuesday. Congratulations were offered by the Board.

Dean of Finance and Administration Penny Howard reported on the restructuring of the Finance and Administrative unit and discussed the state budget mandates to deal with the budget shortfall. She reviewed the 2016-17 operating budget, as detailed in Enclosure B. A brief discussion ensued.

Dean of Faculty and Academic Effectiveness Vern Lindquist provided an update on the decennial SACS review next year; noted the co-enrollment program with William & Mary was up and running and expressed his thanks to Dean Kate Conley. He noted that a group of Professor Pam

Richard Bland College Committee
MINUTES
Page 2

Eddy's graduate students are on campus this semester and adding value to an assessment of the Honors program. Dean Lindquist provided an update on the shared governance model and advised that Professor Tiffany Birdsong had been elected as chair of the Faculty Assembly and LeJeanna Raymond was elected vice chair. A brief discussion ensued.

Chief Information, Strategy and Innovation Officer Kenneth LaTessa provided an update on progress in implementing his 90-day strategic plan with the primary objective of creating a stable infrastructure. A brief discussion ensued.

President Sydow advised that other administrative reports were detailed in Enclosure A.

Faculty representative Jill Mitten discussed her report, detailed in Enclosure C. She provided an update on the Faculty Handbook review, noting two faculty governance recommendations remain to be discussed by the faculty, and expressed appreciation to Mr. Littel for understanding the need for an extension of Faculty Handbook revisions to the April meeting. A brief discussion ensued.

Student representative David Snyder discussed his report, detailed in Enclosure D, and outlined student activities undertaken during the first part of the semester, including the very successful Pecan Festival. A brief discussion ensued.

Following President Sydow's and Dean Howard's review, Mr. Littel asked for a motion to approve **Resolution 1**, Appointments to Fill Vacancies in the Professionals and Professional Faculty, and to accept **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. Motion was made by Ms. Schultz, seconded by Ms. Dillon and approved by voice vote.

Mr. Littel moved that the Richard Bland College Committee convene first in Closed Session to discuss specific personnel matters and for briefings by legal counsel or staff members pertaining to specific legal matters, and then in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1. and 7., of the Code of Virginia. Motion was seconded by Ms. Schultz. The observers were asked to leave the room and the Committee went into Closed Session at 10:40 a.m.

The Committee reconvened in open session at 11:37 a.m. Mr. Littel reviewed the topics 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. Gerdelman 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 11:37 a.m. for a working lunch with presentations from faculty and students.

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Faculty representative Jill Mitten introduced the faculty participants: Associate Dean of Student Success Kim Dupre, who discussed the learner mentor program with the aid of six learner mentors; Assistant Professor of Biology Eric Miller who discussed his hands-on summer research course in West Virginia; and Assistant Professor of Mathematics Matt Smith who provided an update on progress resulting from implementation of the ALEKS program for developmental math. A general discussion ensued.

The student panel was moderated by Richard Bland student representative David Snyder who led six students in a general discussion with the Board members regarding their reasons for choosing Richard Bland and their experiences at the College.

At 1:00 p.m., President Sydow concluded the presentations and thanked the Board members for participating in the discussions.

November 17, 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

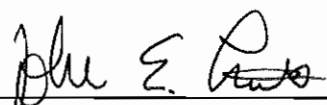
AYES:

8

NAYS:

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ABSENT DURING CLOSED SESSION:



John E. Littel
Chair
Richard Bland College Committee

**RICHARD BLAND COLLEGE
APPOINTMENT TO FILL VACANCY 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 individual to fill these positions:

TAKEYA MCLAURIN, Director of Human Resources, effective January 10, 2017:

MBA, Human Resource Management, New York Institute of Technology, 2007
BS-BA, Information Systems and Marketing, Old Dominion University, 2004

Certifications:

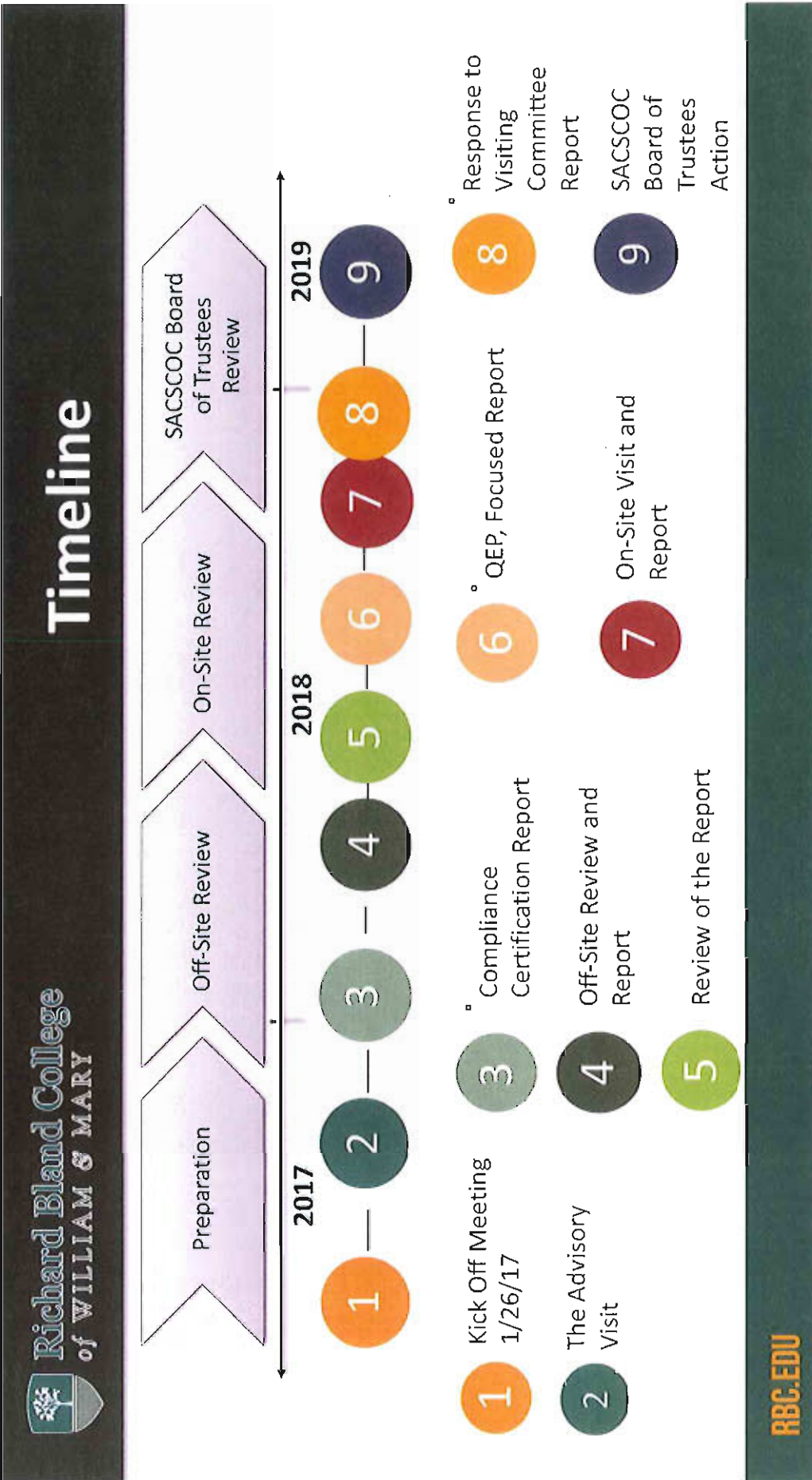
PHR (Professional in Human Resources), HR Certification Institute, 2013
SHRM-Certified Professional, Society for Human Resource Management, 2015

Virginia Commonwealth University:

Director of Human Resources, VCU Athletics, 2012-2016
 promotion in title to Associate Athletics Director for HR and Student Services, July 2016
 promotion in title to Assistant Athletics Director for HR and Student Services, July 2015
Human Resource Generalist, VCU Human Resources, 2010-2012
Human Resource Manager, VCU Department of Psychiatry, 2009-2010
Human Resource Operations Technician, VCU Human Resources, 2008-2010

Virginia Department of Conservation and Recreation

Human Resource Assistant/Leave Coordinator (part-time), 2006-2008



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ENROLLMENT

J. Tyler Hart

Dean of Enrollment Services

VIRGINIA STEAM ACADEMY PARTNERSHIP

Through a strategic partnership, Richard Bland College of William & Mary (RBC) is working to deliver Science, Technology, Engineering, and Applied Mathematics (STEAM) curriculum to middle school students from around the Commonwealth. Working with The Virginia STEAM Academy leadership and Dr. Marcus Newsome, Petersburg City Schools Superintendent, RBC will host a STEAM event on Saturday, February 25th from 8:30am to 4:00pm. Students will engage in multiple mini-learning labs and experience a two-hour deep dive/hands-on laboratory of their choice. Students will hear about the offerings and application process for Summer STEAM 2017, which will also be hosted at RBC.

Summer STEAM is a weeklong, rigorous and immersive residential program. This highly selective program will put students in 1 of the 4 courses outlined below:

1) Math Ninjas: Preparing for Math Competitions*

Discover the hidden secrets of solving multistep math problems. You will practice, train, and master the art of becoming a math ninja. The rules for math will be discovered and unveiled through trial and error, but honor will prevail! Your training will lead you on difficult journeys to great competitions where you will exercise your new problem-solving strategies. After a brain break, you will challenge other ninjas in the math arena. You will face intriguing problems, like those introduced in Moody's Mega Math Challenge, American Mathematics Competition, and Continental Math League. Working with your ninja team, you will create a showcase of the math legend you have become through your victories and your losses. Join us as we take control of the math challenges we face in our lives!

2) Environmental Science**

Expand your mind and your learning horizons! This course presents a journey from the classroom to the laboratory and onward to the great outdoors. Students will study the science of air quality, water quality, and a changing terrestrial landscape. Students will explore the many and varied human contributions affecting the environment. The class will focus on global

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issues, like changes in climate; regional issues, like natural resource extractions; and local issues, like urbanization. We will also spend time discussing the organisms that live within these selected ecosystems and their interaction with the environment. Lastly, we will evaluate changes in human behavior, review governmental efforts to protect the environment, and discuss a path forward in the field of preservation including things committed students can do to prioritize the welfare of our fragile planet.

3) Cosmic Mysteries and Universal Forces***

Is the Force with you? Have you ever wondered: "Do black holes really exist? Is it possible to travel faster than the speed of light? What is 'dark matter'?" The cosmos is full of mysteries, and the answers can often be found in the realm of physics – through the study of motion, light, and energy. This course combines hands-on activities in physics with classroom exploration of astronomy and cosmology in a quest to uncover the universal laws that govern the cosmos: the motions of the planets, the rotation of galaxies, even the explosions of supernovas. The class will include evening observation sessions with the college's telescopes.

4) Python Programming and Robotics****.

Back by popular demand! Python Programming and Robotics was first offered at Summer STEAM 2016 at Washington & Lee University. Students' great interest and rave reviews compel us once again to offer this year's Summer STEAM young scholars hands-on experience in the delightful challenges of building and programming various kinds of robots. Students will use the Python programming language, the most popular language in both robotics and computer science education. No knowledge of programming is required.

Courses range in level of difficulty from **introductory (one star)** to **highly demanding (four stars)**.

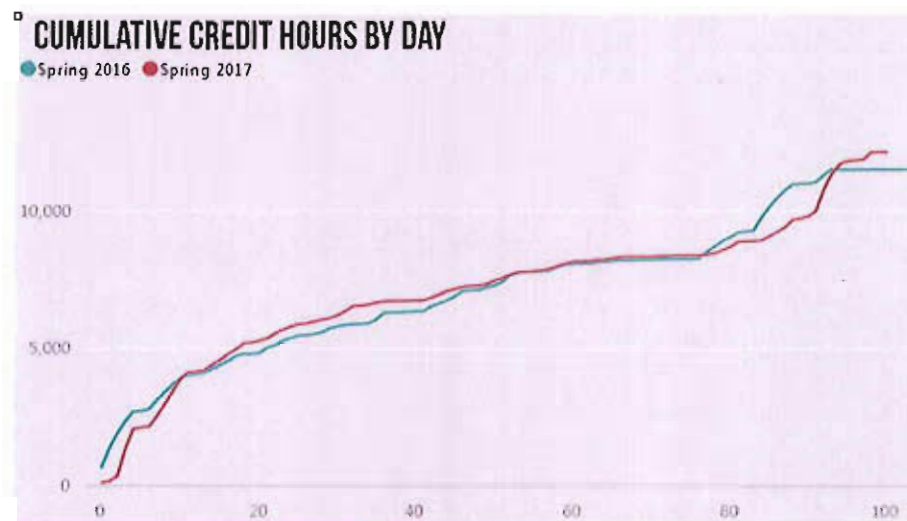
Our goal is to inspire and expose middle school students across the Commonwealth to STEAM content, applied learning, and leadership development through intensive, immersive applied learning laboratories, afternoon and evening leadership seminars, and team building, recreation, and wellness activities. To further enhance our Summer STEAM scholars' experience, we are working to secure club activities and a field trip to the Commonwealth Center for Advanced Manufacturing (CCAM).

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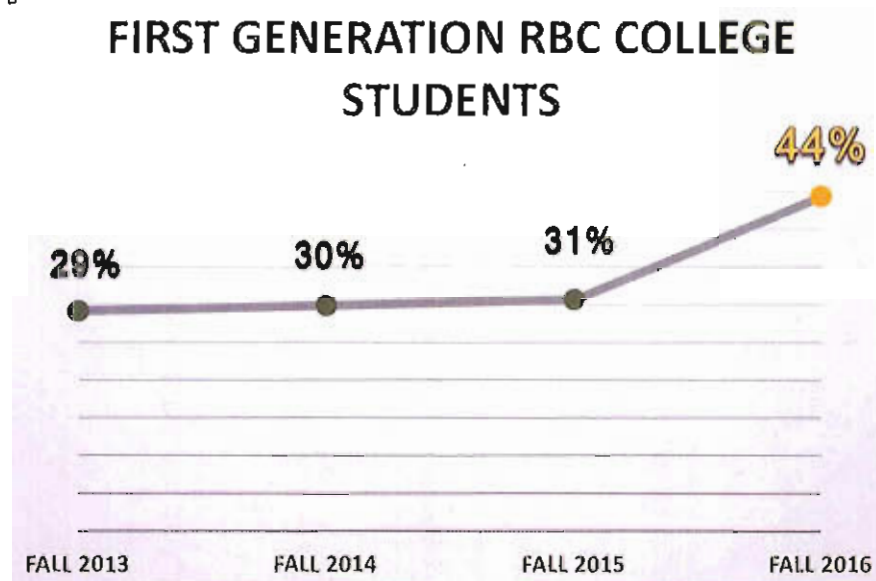
February, 2017

SPRING REGISTRATION

For Spring 2017, RBC set an aggressive goal of 13,700 total credit hours. We expect to fall a bit short of that goal having achieved 89% of the target. Late-Start registration opens in February where we expect to add an additional 300 to 400 credit hours. At 12,164 credit hours, we have exceeded the Spring 2016 registration by 615 credit hours.



In the Fall 2016 semester RBC saw a significant increase in the number of first generation students.



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The ESE@RBC project is designed to proactively address the issues associated with being a first-generation student, and it has still yielded valuable information and informed significant change in the financial aid awarding and counseling processes.

A recent business process study by InterarchyIQ (<http://www.interarchyiq.com/>) revealed a significant need for additional support staff for Admissions, Business Office, and Financial Aid to ensure that student inquiries are being resolved timely. Also, additional technical staff is needed to automate processes and collect data for decision-making and continuous improvement, all toward improved efficiency and customer service. RBC now has a detailed plan to incorporate Learner Mentors on the front end (early March) to better assist students with FAFSA completion, financial aid issue resolution, and basic financial literacy. Due to understaffing, the College will continue to face challenges in back-office support and customer service. However, through continuous process improvement, RBC will deliver better customer service and student satisfaction.

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Finance & Administration

Penny Howard

Dean of Finance & Administration

AS OF JANUARY 18, 2017

FY 2017 Budget Update

Despite early signs of lower-than-budgeted spring enrollment numbers, enrollments have steadily increased, and it appears that we will meet or exceed the budgeted credit hours for Spring 2017, which is a positive step in keeping the total RBC budget balanced for the remainder of this fiscal year. We did, however, lose a significant number of residence hall occupants for the spring, which is resulting in an estimated loss in budgeted-to-actual housing funds of \$400,000 for the fiscal year. This loss in bed revenue also impacts dining services revenue; however, in this instance, the surplus actual-over-budget in the fall offset the surplus budget-over-actual in the spring, resulting in no net loss or gain over budget in dining services revenue for the year. An additional hit of approximately \$100,000 to the budget was from the state in employee benefits that were originally to be covered by the state, but have now been passed onto the institutions to cover in FY 17, resulting in a lower revenue base for RBC. In light of the downturn in the state's budget forecast for this biennium, and with an eye toward building stability in RBC's revenue flows, we have submitted an amended state appropriation request as of January 13, 2017 (see attachments). With the help of Sam Jones and Fran Bradford, we were able to get the amendment into the House with Delegate Kirk Cox serving as our sponsor, and into the Senate with Senator Roslyn Dance as our sponsor. The amendment requests that RBC's anticipated 5% budget cut in FY 18 be eliminated, and requests an additional \$500,000 in continuing general fund support to cover some of the finance and technical positions needed to address ongoing audit findings from both the APA and the Internal Auditor. You also have in your package a fact sheet supporting this request.

FY 2018 Budget Development

In spite of ongoing administrative staffing concerns, particularly in Financial Services, we continue to make progress on creating and implementing sound policies and business practices. FY 18 budget preparation is underway, ahead of our preparation timetable for last year, but still not quite where we plan to be in preparing for FY 19 budgets. [See attached FY 2018 budget development timeline.]

PROGRESS REPORT

February, 2017

Continuing FY 17 Budget Freeze

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 first quarter cash flow timing, e.g., federal regulations restricting the draw of federal aid for freshmen for a period of time after the fall semester starts. Due to this cash flow challenge, a spending freeze will remain in place at RBC through the end of FY 17 in an effort to build a sufficient reserve of cash to get through the summer on solid financial footing. The budget freeze does accommodate mission-critical spending and fixed costs that cannot be avoided, which are being appropriately managed in accordance with College priorities. New reports built by Ken LaTessa (CISIO) also allows us to look at many revenue values that are current as of the minute the report is pulled, which has made daily operational decisions easier to support.

Summary

RBC is monitoring spending for the rest of FY 2017 very tightly, and we are working as a collaborative unit across finance, financial aid, learner mentors, and IT to help improve financial processes for students. We have returned to a standard enrollment, registration, payment, and class drop schedule as of January 2017, which enables students to timely take care of their bills and financial aid responsibilities. We are committed to continued process improvement, and with the help of IT, we have been able to generate ad hoc reports that help us manage spending, cash flow, and reporting out to RBC executive staff. The learning curves have dropped significantly in finance, and we are now able to start addressing more nuanced adjustments to the data we are managing. There is still, however, significant strain to keep up with the daily, weekly, monthly, and annual operational, regulatory, and internal assessment needs which will not be alleviated until we figure out how to get more administrative help in multiple units. There is a baseline administrative capacity requirement regardless of the number of students that we have not yet achieved. Risk management remains a concern until we are able to address those needs, as well as re-establish a moderate cash reserve to even out the cash flow from month to month and over the year.

PROGRESS REPORT

February, 2017

ACADEMICS

Dr. Vern Lindquist
Dean of Faculty

SACSCOC REAFFIRMATION 2019

- When an institution has earned accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), it signifies that it has "a purpose appropriate to higher education and has resources, programs, and services sufficient to accomplish and sustain that purpose." It also ensures that institutions provide quality programs for students, which determines eligibility for Title IV funds.
- To gain or maintain accreditation with the SACSCOC, an institution must comply with the standards contained in the *Principles of Accreditation: Foundations for Quality Enhancement* and with the policies and procedures of the Commission.
- Accreditation is reaffirmed every ten years, with an interim check on the most crucial standards five years after reaffirmation through a Fifth Year Interim Review.
- The SACS reaffirmation process began for RBC in December 2016 when President Sydow named the Reaffirmation Leadership Team (Vern Lindquist, Aimee Joyaux, Matt Smith, Tyler Hart, Ken LaTessa, Penny Howard) and sent them for training at the SACSCOC annual meeting. The reaffirmation process includes the preparation of three major documents:
 1. **Compliance Certification Report (CCR)** demonstrating compliance with each of the Core Requirements, Comprehensive Standards, and Federal Regulations as presented in the SACSCOC Principles. This report is first reviewed off-site by peer evaluators.
 2. **Focused Report** that responds to areas of CCR where RBC is deemed non-compliant by the off-site reviewers of the CCR. It is reviewed on-site.
 3. **Quality Enhancement Plan (QEP)** is a 5-year action plan implementing an initiative related to institutional planning.
- The Reaffirmation process is led by a steering committee co-chaired by Dr. Matt Smith and Associate Dean Aimee Joyaux.

PROGRESS REPORT

February, 2017

- Working groups and task forces will be led by campus leaders and will be cross-functional.
- Working groups will research and prepare drafts of each area of emphasis in the CCR, addressing each of the SACSCOC requirements. These drafts will be reviewed, refined and synthesized by the steering committee who is responsible for compiling the CCR. The Focused Report will be prepared by the steering committee after the off-site review of the CCR. Separately, the QEP Task Force will lead the formulation of the QEP, which is reviewed by the on-site team.

PROGRESS REPORT

February, 2017

Residential & Student Life

Dr. Corey Scott

Associate Dean of Residential & Student Life

Office of Residential and Student Life Strategic Plan:

Focus 1 (F1) – Client Service	(on track) 43% complete
Focus 2 (F2) – Transformative Learning	(on track) 41% complete
Focus 3 (F3) – Fiscal Stability	(on track) 15% complete

Residential & Student Life is an integral part of the student experience at Richard Bland College of William & Mary. Six professional staff and 10 student staff work across three distinct offices, the Office of Residence Life, Office of Student Conduct & Integrity, and Office of Student Activities & Leadership. *We have ushered in a student first mentality and we focus on student development.*

Residence Life Coordinator (RLC): The RLC provides guidance for the emotional, intellectual, physical, spiritual, occupational, and social development of a student caseload of 200 through program development and mentorship. They respond to a variety of campus and individual student emergencies. They manage the complete operation of an assigned residence hall and associated tasks. RLC's participate in campus-wide on call responsibilities.

Residence Life Coordinator for Student Conduct (RLCSC): Manages the residential conduct program and provides administrative support to the Chair of the Student Conduct Board. The RLCSC coordinates all administrative hearings and conducts all pre-hearing conferences for the conduct board process. The RLCSC manages and reports on students assigned sanction service hours. They regularly compile data on conduct violations. They maintain visible presence and organizes preemptive programs. The RLCSC participates in campus-wide on call responsibilities.

Resident Assistant (RA): The RA is supervised by the RLC. They are responsible for an assigned floor community in the residence halls and a case load of residents. RA's

PROGRESS REPORT

February, 2017

organize developmental & social programs, work front desk hours, engage residents in mentor relationships, and enforce rules and regulations.

Assistant Director for Residence Life (ADRL): The ADRL is responsible for planning and managing the business, occupancy, marketing, and facility operations of Housing. They provide regular reports on occupancy trends and student attitudes toward living on campus. The AD regularly engages focus groups to make recommendations for improving housing operations. The AD also acts as a department liaison with other offices providing services to students.

Assistant Director for Student Activities & Leadership (ADSAL): The ADSAL is responsible for strategic leadership and coordination of the complete campus activities program, including scheduling events and facilities, supervising student organizations, and advising student government.

ACCOMPLISHMENTS

Student Conduct & Integrity

- Began the process of creating an online, interactive quiz to help students understand the Student Code of Conduct.
- Instituted six preemptive programs to prevent infractions of the conduct policy (F1).
- Completed refresher training of all conduct board members to ensure alignment and understanding of the Student Handbook.
- Designed a presentation to facilitate faculty's understanding of the Honor Code and the process to report violations.

Office of Student Activities & Leadership

- Presented 30 Transfer Tuesday events to expose RBC students to the College's transfer partners
- Partnered with Rite-Aid Pharmacy to offer flu shots to students
- Donated approximately 500 pounds of food to the Colonial Heights Food Pantry (F2).

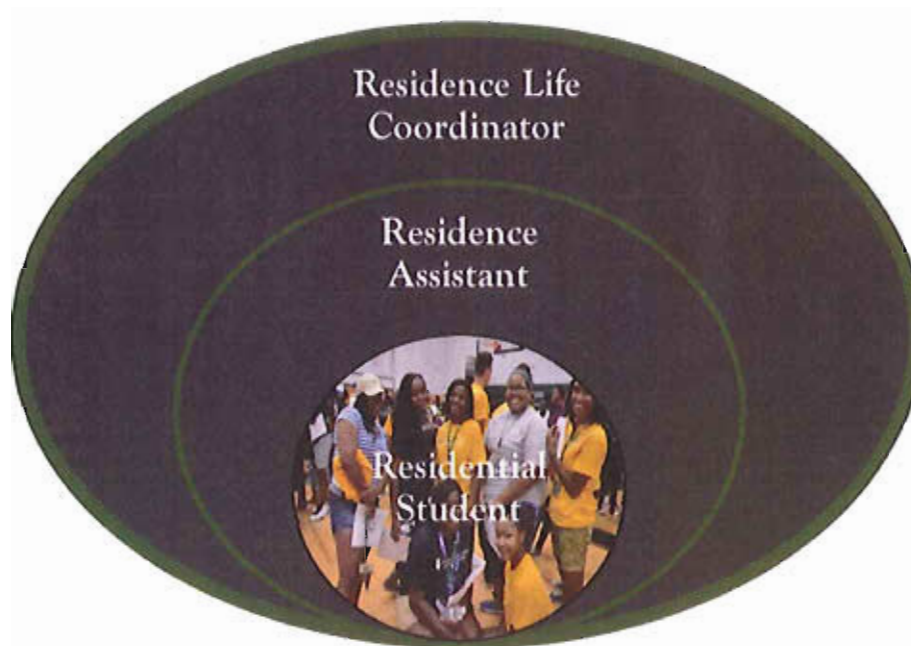
Office of Residence Life

- Carried out 272 unique conferences with students to discuss everything from classroom attendance and grades to policy violations and students' personal concerns (F1/F2).
- Continued the work of developing the Statesmen Scholars Living Learning Community in collaboration with the Honors Program (F2).

PROGRESS REPORT

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- Transitioned the physical move of the Associate Dean out of ORL to allow additional space for front facing staff to address student concerns and encourage increased student-staff dialogue (F3).
- Created the Residence Life Student Support Approach – Residents are mentored by Resident Assistants. Residence Life Coordinators, in turn, support the Resident Assistants and guides the residents.



PROGRESS REPORT

February, 2017

Information & Technical Services

Dr. Kenneth LaTessa

Chief Information, Strategy & Innovation Officer

Since the last update, projects and initiatives outlined in the FY 2017 ITS Operational Plan have generally continued to progress as expected, with many successfully implemented and demonstrating value through efficiency improvements and insight. The following table provides a summary of the plan by objective.

Objective	Status	Progress	Summary Comment
Improve Quality Perception of ITS Customer Service	On Track	49%	Preliminary feedback from satisfaction surveys show a 4.9/5.0 (98%) satisfaction rate (Very Satisfied) with significant participation (18% response rate)
Implement Systems that Streamline Administrative Processes	On Track	45%	Housing/Conduct & Student Records Management systems are progressing as expected. HR Workflow delayed until direction determined with new Director
Integrate Key Systems to Improve Workflow	On Track	48%	Implementation of N2N Illuminate (slated for February 1) is progressing quickly and will provide standardized, turn-key data integration of all primary systems
Implement Systems that Improve Data Availability & Access	On Track	57%	New course evaluation module launched at end of Fall semester. Response rate from students was 75%, far exceeding goals for the project. Data warehouse continues to bear valuable insights and expand in scope
Execute Projects that Mitigate Risk	Off Track	61%	A few projects under this objective are delayed or off track because of issues with vendors and/or manufacturers. We continue to facilitate aggressively. A big success is the technical completion of campus-wide Print Management which will be rolled out in phases throughout the Spring semester and provide RBC with substantial cost savings and support our environmental objectives
Develop a Quality ITS Team	Off Track	10%	Hiring has been delayed for a few key positions. Additionally, active professional development planning for staff has not advanced as planned, primarily due to workload. We will make every effort to overcome this roadblock in the second half of the fiscal year

SUCCESS HIGHLIGHT

One of the original primary objectives of the fiscal year was to improve the perception of the quality of the ITS team. We have achieved measurable success that is having an impact, not only on this specific objective, but across the plan.

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Initial reorganization and refocus of staff responsibilities to tasks that take advantage of strengths has proven to advance projects and improve accountability/ownership. ITS is generally more efficient and possesses a clearer vision of purpose. Through open communication and transparency, key initiatives are managed effectively and, therefore, progress quickly. Implementation of a service desk, a new online admission application, a new course evaluation module, improved security camera and access control systems, strategic planning and tracking software and an expanding data warehouse have all occurred in the first half of the fiscal year, a list of accomplishments that is remarkable when one considers they were executed with a team of six (6) primary staff members and that other responsibilities were in no way affected. In fact, the quality of execution of day-to-day operations has improved dramatically.

Through the use of our service desk, polling of those using STAC (Statesman Technical Assistance Center) indicates that 98% of responding customers were very satisfied with the service and resolution of their requests. Comments on the surveys have been positive.

"My problem was addressed immediately and I was contact right away – very pleased."

"Response time was way better than the expectation set. Excellent job."

"I am extraordinarily impressed with the entire RBC ITS team."

"Prompt, efficient, friendly, personalized – glad and lucky to have this team in my court."

We continue to find ways to improve process and make the best use of our small but talented staff. Additionally, projects slated for the second half of the fiscal year will focus on key areas of user experience, including a number of self-service initiatives.

PROGRESS REPORT

February, 2017

Advancement

Mary Beth Poma

Director of Advancement

RBC FOUNDATION 2016-2017 GOALS JANUARY 2017 UPDATE

SUPPORT RBC-19 GOALS

- 1) Analyze and determine the right balance between the Foundation's investment revenue and operations revenue to ensure optimization of resources in support of Foundation goals and College goals.
- 2) Grow the endowment in support of strategic priorities and goals.

Metrics: Staff will prepare operating agreements that define the financial relationship between the RBC Foundation and the College, particularly relative to staff who perform duties for the Foundation but are paid through the College payroll. These agreements will help the Foundation to better define its true operational costs. Staff will also analyze and explore how best to leverage College and Foundation physical resources to generate additional revenue, and determine how those additional funds can best be utilized to advance strategic priorities and goals.

Update: An amended budget was submitted and approved by the RBC Foundation Board's Audit & Finance Committee at the November 29 meeting. The amended budget was then approved by the full board at the December 6th meeting. Chuck Patton brings strong leadership as chair of the Audit & Finance Committee in support of Foundation and pertinent College goals.

PROGRESS REPORT

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ENHANCE BOARD DEVELOPMENT

- 3) Review and revise committee roles and responsibilities to align with Foundation goals and priorities.
- 4) Provide board members opportunities to learn more about their role in institutional advancement, and to provide them with opportunities to participate at RBC events.

Metrics: Set goals and responsibilities for all committees. Review current bylaws and update as necessary.

Update: RBC Foundation Board's Audit & Finance, Advancement, and Executive Committees held two meetings in October and November. The next committee meetings are scheduled in the next two weeks. Committee chairs are strong and committed. Advancement staff works diligently with these chairs to move the foundation forward in achieving established goals. The Nominating and Awards of Distinction Committees will hold their first scheduled meetings in the next three weeks. Bylaws will be updated at the April Annual Meeting with changes being tracked throughout the year to prepare for legal counsel's review in March.

REVIEW & UPDATE OPERATING AGREEMENTS WITH RBC

- 5) Review and update operating agreements to provide better clarity with regard to the respective roles and responsibilities, particularly revenue and expense flow.

Metrics: Operating agreements will be reviewed, revised, developed and executed as appropriate.

Update: Cindy Norwood is working with Nelson Wilkinson, RBC Foundation Counsel, to update the general operating agreement with RBC. At the present time, College Counsel, Cynthia Norwood, is reviewing and editing the operating agreement, which will be sent to Nelson by the end of January 2017.

PROGRESS REPORT

February, 2017

ASSESS PERFORMANCE OF OF EQUINE CENTER

- 6) Engage in a full review of the Equine Center's performance to date, and determine next steps.

Metrics: Staff will provide regular updates to the Board regarding Equine Center performance relative to established goals, advising the Board of options for ongoing utilization of the Center in support of goals.

Update: Beth Brown, new Equine Manager, reported to the board in December. The board is fully aware of the impending deadlines for decisions on the lease contract.

ESTABLISH DISTINGUISHED & NOTABLE ALUMNI PROGRAM

- 7) Establish Distinguished and Notable Alumni Programs, and 'test' an Alumni Homecoming event.

Metrics: Establish criteria and a process for determining Distinguished and Notable Alumni. Launch the Distinguished Alumni Program at the October Scholarship Reception. Organize and establish a Retiree and Notable Alumni Reception in spring 2017. Hold first Alumni Homecoming during Annual Pecan Festival in fall 2016.

Update: The Scholarship and Awards Gala was held on October 25, and the first Alumni Homecoming was held during the Pecan Festival on October 29. These were both successful events. Notable Alumni are being carefully chosen and retirees are being located by communication with Human Resources, current and local retired faculty members, etc.

PROGRESS REPORT

February, 2017

GROW ANNUAL FUND AND ENDOWMENT

- 8) Increase annual fund, private donations, grants and flow of additional miscellaneous revenue to the Foundation.
- 9) Conduct research, update Raiser's Edge profiles, and begin to engage 10,000 new, non-graduate alumni added to database in 2016.
- 10) Promote online giving through social media to better capture and engage young alumni donors.

Metrics: Staff and board members will generate two new endowed scholarships. Staff will also analyze and explore how best to leverage College and Foundation physical resources to generate additional revenue, and determine how those additional funds can best be utilized to advance strategic priorities and goals. Annual fund will yield \$75,000.

Update: Three new scholarships have been established this year – Southern Knights Cruisers, W.W. Cato Foundation, and Tri-Cities Senior Golf Association. Southern Knights Cruisers and Tri-Cities Golf Association are not yet fully funded.

Penny Howard and Mary Beth Poma will meet with professionals in the Advancement area at William & Mary on January 26 regarding endowed scholarships. Numerous documents need to be written or revised.

The first annual fund mailing was sent in early December. We tried a few new strategies to increase annual fund giving. Annual fund letters were signed by both the President and Foundation Board Chair. Letters and payroll deduction forms were hand delivered to faculty and staff by the Advancement Staff. Foundation board members were asked to be involved in outreach. Two directors included letters to their classmates in the annual fund mailing. Four directors made phone calls or wrote thank you notes to express appreciation to new and large gift donors, and one director made phone calls requesting donations from his classmates.

We received the Mary Morton Parsons Foundation Grant for \$150,000. It is a matching grant if we secure matching funds by November 2017. The Foundation Board is engaged in assisting with securing this match and meeting the fundraising needs for the library renovation.

PROGRESS REPORT

February, 2017

The Advancement Committee held two meetings in 2016 and is leading the charge to engage foundation directors with fundraising. Committee goals were set to secure matching funds for The Mary Morton Parsons Foundation Grant, increase annual fund giving above \$75,000, and review/edit the Gift Acceptance Policy.

	<u>7/1/16- 1/17/17</u>	<u>7/1/15-1/17/2016</u>	<u>FY 2015-2016</u>
Total Giving	\$132,700	\$70,284	\$118,834
Annual Fund (Unrestricted)	\$49,029	\$41,008	\$ 62,711
New Donors	63 - \$40,201	30 - \$8,815	75 - \$25,359

PROGRESS REPORT

February, 2017

Athletics

Chuck Moore

Director of Athletics & Recreation

HIGHLIGHTS

1. Men's Soccer (12-6-2 overall record), won the 1st ever Region X Tournament Championship, defeating Spartanburg Methodist on penalty kicks after 2 OT periods.
2. Six RBC student athletes were placed on the 2016 All-Region X Men's Soccer Team. Freshman Dusan Stankovic/Belgrade, Serbia, was selected to the First Team. Sophomore Denzel Speed/Williamsburg, along with freshmen Peter Diawuo/Alexandria and Justin Ennis/Gainesville, were each named to the Second Team. Freshmen Eduardo Pessoa/Rio de Janeiro, Brazil, and Danny Torres/Bucaramanga, Colombia were each Honorable Mention choices.
3. Frankie Lin/Kaohsiung City, Taiwan, posted a new school-record score of 75-69--144 over 36 holes while winning the program's first-ever individual tournament title at the Region X Fall Championship, Nov. 5-6, at the River Falls Plantation in Duncan, South Carolina. Lin, who claimed medalist honors with a par on the third hole of a three-way playoff, led the Statesmen (310-298--608) to a runners-up finish among eight teams at the 6,560-yard, par 72 golf course with his impressive even par effort over two rounds. His three-under 69 on day two tied for the lowest round of the event overall, as well.
4. 36% of the student athletes were recognized on the Athletic Directors Academic Excellence List for the Fall '16 semester. The Softball team achieved the highest team GPA with 3.08.
5. Prior to the holiday break, the Athletic Department conducted a successful **Canned Food Drive** to benefit The Hope Center in Petersburg, collecting approximately 500 pounds. Fans were asked to bring canned food, dry goods or peanut butter to the December 3 men's basketball game against Catawba Valley (N.C.) Community College (W 89-66) in Statesman Hall

The Mens Basketball team achieved a national ranking of #6 on 1/10/17 and is currently in 1st place in the conference.

PROGRESS REPORT

February, 2017

Communications/Marketing

Joanne Williams

Director of Communications

NOVEMBER 1, 2016 – JANUARY 18, 2017

The new RBC website, launched in March 2016, continues to attract more visitors who stay longer. Primary traffic drivers to the website include social media, television and print advertising. A new television campaign will begin at the end of January. Social media campaigns are ongoing throughout the year.

A new application form was launched in December 2016. For the first time, applicants can save work in progress and complete at a later date, which is a significant step forward. The College Catalog has been added to the website in html format. The Student Handbook and Policy Manual are slated to be added in html by the end of February. This allows for quick search capability and easy access to the manuals via smart devices.

Earned Media increased to \$608,000 (not including television).

WEBSITE TRAFFIC:

Total Visitor Sessions (excluding RBC internal visits)

Nov. 1, 2016 – Jan. 18, 2017 = 96,661

+ 3.6% Increase

New Visitors Sessions

Nov. 1, 2016 – Jan. 18, 2017 = 33,166

+ 13.18% Increase

Average time spent on site

+ 10.36% Increase

Bounce Rate

41.83% vs 44.20%

- 5.36% decrease

PROGRESS REPORT

February, 2017

SOCIAL MEDIA/FACEBOOK:


Number of social media campaigns = 119
Number of social media Ads = 202
Total Impressions = 886,140
Total People Reached = 199,381
Number of clicks = 17,503

DEMOGRAPHICS REACHED:


13-17	18,367
18-24	70,556
25-34	49,885
35-44	31,006
45-54	18,271
55-64	7,680
65+	3,616

Female	111,514
Male	86,715
Unknown	1,152

TOP INTERNET ADS


 **Richard Bland College of William & Mary**

Smart Choice!




Earn a Prestigious Degree With NO Big Debt
1) Prestigious Degree, 2) NO Big Debt, 3) Exceptional Education, 4) Seamless Transfer, 5) Lifelong Memories. Join the Class of 2019 at Richard Bland College of William & Mary.

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PROGRESS REPORT

February, 2017

Campus Police

Jeffrey Brown

Campus Safety & Chief of Police

POLICE:

- Enhanced Community Policing efforts by presenting four new programs in Residence Halls, to include:
 - "If You Love It, Lock It!"
 - "No Means No!"
 - "Drug Bad"
 - Personal Safety
- Participated in the student-organized "Boys to Men" Conference, where two police officers served as presenters on the topics:
 - "How to Dress for Success"
 - "You Are Who You Associate With"
- Developed and implemented a new vehicle unlock program allowing police officers to assist motorists that have locked their keys in their vehicles.
- Transferred building electronic lock and unlock services to the Department of Campus Safety and Police, with support from Information Services.
- Departmental recognition by College for "Supreme Team" Award.
- Presented Active Shooter Training to all College faculty and staff at the Faculty Development Day Training.
- Presented Clery Act Training to all faculty at the Faculty Development Day Training.

EMERGENCY MANAGEMENT:

- Successfully completed Residential Fire Drills.
- Initiated discussions with Dinwiddie County to provide emergency dispatch duties.
- Continuity of Operations Plan (COOP) table top exercise completed.
- Pre-scripted incident notifications in the emergency notification system (E2Campus).
- Installation of Safety Placards at all locations where hazardous materials are stored.

PROGRESS REPORT

February, 2017

TITLE IX:

- Presented Title IX training to College Department Heads and supervisors.
- Presented Title IX to all College faculty and staff at the Faculty Development Day.
- Achieved 89% completion for students on-line Title IX training.
- Achieved 92% completion for staff on-line Title IX training.
- Completed certification process for two Title IX investigators.

PROGRESS REPORT

February, 2017

Property Management

Eric Kondzielawa

Director of Operations & Capital Assets

CAPITAL OUTLAY

Field House

The final umbrella project in this cycle—construction of a new 4,500 square feet athletic facility—is substantially complete. 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 reopening of the Social Science, Humanities and English (SSHE) building in Fall 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 Fall 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. We have put the bid out and expect to award on February 14th. Similar to the SHEE building, hazardous material abatement and demolition have been completed 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 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.

PROGRESS REPORT

February, 2017

Library Renovation

In July 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 2017. This was also the first step in moving to a one-stop shop for student support services. Space inside the 1st floor of the library was modified to strategically house all enrollment services employees, including Learner Mentors, to advance the Exceptional Student Experience (ESE@RBC) program. 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.

Enhancements and other Projects

- Minor renovations to the campus police station are underway with the goal of providing better security and safety for staff and property. The facility will have a new waiting room, an efficient reception area, and expanded secure space for storage of materials and equipment.
- The 2nd annual Pecan Festival planning is underway. The event is expanding to 2 days with over 100 vendors and a crowd of over 10,000 people expected. We anticipate this event to be another huge success.
- Summer utilization of the Residence Halls and Food Service reached a record level in 2016. Organizations using the facilities in 2016, as well as three new corporations, are slated to lease campus facilities in Summer 2017.

RICHARD BLAND COLLEGE
2016-17 OPERATING BUDGET UPDATE

AS OF DECEMBER 31, 2016

REVENUES	FY17 ACTUALS	% OF TOTAL ACTUAL	FY17 BUDGET	% OF TOTAL BUDGET	FY 17 % ACTUAL TO BUDGET
Student Tuition & Fees	3,099,743	33.4%	6,568,800	39.2%	47.2%
Auxiliary Charges (Comp Fee, Housing, Meal Plans)	1,744,358	18.8%	3,696,546	22.1%	47.2%
Other Sources	65,497	0.7%	-	0.0%	
Federal Programs Prior Period	101,509	1.1%	-	0.0%	
State Appropriations	4,264,798	46.0%	6,495,377	38.8%	65.7%
Total Revenues	9,275,905	100.0%	16,760,723	100.0%	55.3%
EXPENDITURES	FY17 ACTUALS	% OF TOTAL ACTUAL	FY17 BUDGET	% OF TOTAL BUDGET	FY 17 % ACTUAL TO BUDGET
Salaries & Wages	4,160,080	47.1%	8,744,593.00	53.2%	47.6%
Employee Benefits	1,454,240	16.5%	2,408,538.00	14.7%	60.4%
Capital Lease Residence Halls	625,483	7.1%	1,293,690.00	7.9%	48.3%
Information Technology	541,866	6.1%	1,249,049.00	7.6%	43.4%
Construction Projects (Auxiliary)	117,323	1.3%	75,000.00	0.5%	156.4%
Supplies-Other	366,756	4.2%	539,156.00	3.3%	68.0%
All Other Expenses include:			2,116,654.00	12.9%	73.8%
Travel/Training	98,593	1.1%			
Equipment Maintenance/Repair	190,589	2.2%			
Equipment - Rental	22,245	0.3%			
Equipment - Plant	70,340	0.8%			
Utilities	410,191	4.6%			
Insurance	48,063	0.5%			
Fees for Services	437,648	5.0%			
Supplies-Office	53,801	0.6%			
All Other Expenses	231,374	2.6%			
Total Expenditures	8,828,591	100.0%	16,426,680	100.0%	53.7%

RICHARD BLAND COLLEGE FACULTY REPRESENTATIVE REPORT

Faculty Governance Review

On November 8, 2017, Dr. Tiffany Birdsong, Assistant Professor of Psychology, was elected Chair of the Faculty Assembly. Additionally, Prof. LeJeanna Raymond was elected Vice Chair. By the end of fall semester, the Assembly concluded its review of faculty governance, and Dr. Birdsong has forwarded the body's recommendations to Dean Lindquist for consideration, who will review them and submit his recommendations to President Sydow.

Faculty Handbook Review

On Thursday, January 19, 2017, the Faculty Affairs Committee (FAC) resumed its review of the *Faculty Handbook*. In the January 12th meeting of the Faculty Assembly, Dr. Birdsong reminded the body that the FAC will produce its recommendations regarding the handbook in February for perusal and comment by all faculty members. The Chair also reiterated that a special meeting of the Faculty Assembly will be held on Thursday, March 2, 2017, to vote on the FAC's recommendations, which will then be forwarded to Dean Lindquist, who will review them and submit his recommendations to President Sydow.

Faculty Development

Tiffany Birdsong, Assistant Professor of Psychology, attended the National Institute on the Teaching of Psychology (NITOP) conference in January. The event was held in St. Petersburg FL, with psychology professors from around the nation in attendance. The conference focused on exploring new ideas to enhance and broaden teaching skills, as well as having a variety of distinguished speakers present innovative teaching techniques and course content updates.

Alexandra Duckworth, Associate Professor of English, has published a book of poetry. The book comes as a result of Prof. Duckworth's challenging herself to write a poem a day during National Poetry Month in April 2015. The book is entitled *A Million Stars, A Million Wishes* and is available on etsy.com via the following link:

https://www.etsy.com/shop/AMillionStarsPoetry?ref=hdr_shop_menu

Aimee Joyaux, Art Instructor, Associate Dean Instructional & Learning Resources, and Honors Program Coordinator is pleased to have two works selected recently for the Taubman Museum's triennial exhibition *Homeward Bound* in Roanoke, VA. Juried by Bradley Sumrall, Chief Curator of the Ogden Museum of Southern Art, these works were chosen from over 1300 submissions. Prof. Joyaux is one of 60 artists selected for exhibition (for a total of 85 works). There will be a reception and a Juror's talk by Mr. Sumrall on Friday, March 3, 2017, at 6:30 p.m., and awards will be announced. For more information, please visit the following link:

<http://www.taubmanmuseum.org/upcoming-exhibitions/homeward-bound/9136/>

February 8-10, 2017

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Jill Mitten, Associate Professor of English, Speech, and Theatre, attended the College Communicators Association Conference at the University of Virginia in January. Conference session topics included, but were not limited to, *Examining the Debate Over Safe Spaces in the Ivory Tower* and the use of technology and social media in higher education.

Jena Morrison, Instructor of Sociology, continues to have success with her meditation program. In the fall, the program served 56 students, faculty, and staff during the semester including bi-weekly meetings and two special sessions. The program will continue to be offered in the spring semester. In addition, Prof. Morrison's 2nd Balance & Breathe Bash was a success. It was supported by the Student Assembly and served over 450 students, faculty, and staff during the day (12/1). Events offered included: meditation, yoga, chair massage, henna, dodgeball, dog "therapy," hot cocoa with study tips, cornhole tournament, and a full cookout. Other stations included were sidewalk chalk/bubbles, puzzles, mandala coloring, giant jenga, and a full use of the quad space with picnic tables, soccer balls, and footballs for relaxed gatherings.

Troy Bupp, Instructor of Math, successfully concluded the first semester of his Wellness Program in the fall. The program was a huge success with the following individuals receiving the Wellness Program Certificate of Achievement: Celia Brockway (Music); Jena Morrison (Sociology) and Vanessa Stout (Sociology); Temple Pearce (Administrative Assistant); Troy Bupp (Math), Lauran Johnson (Math), Cynthia Norwood (Legal Counsel), Kevin Peters (Biology), and Adam Zucconi (History and Government). Honorary "Eagle Level" Certificates of Appreciation went to Chuck Moore (Director of Athletics) and the RBC Bookstore for their support of the Wellness program.

Jill Mitten

Associate Professor of English, Speech, and Theatre

February 8-10, 2017

Page 1 of 1

**RICHARD BLAND COLLEGE
STUDENT REPRESENTATIVE REPORT**

It is a new calendar year, and following the holiday break, faculty and staff came back to work with much exuberance for the spring semester. Campus opened for the students to move back in on January 15, which gave a day off for Dr. Martin Luther King, Jr., Day for everyone not just to reflect, but to settle in before classes started the next day.

That same Monday the nationally ranked Statesman basketball team played a game that was rescheduled because of snow the previous week. There was a great turnout from the Statesman family as they watched the team beat Fayetteville Tech CC 92-66. They played another game on Thursday against Pitt CC where the giant crowd witnessed a close and exciting win, 87-83. As of the 20th, the team is 15-3 going 8-1 in the conference. We all look forward to the rest of the season and what they will accomplish!

After having viewing parties during the debates, it was only right that on January 20th, a viewing party was set to witness the historic Inauguration of the 45th President, Donald Trump, as President. During the process President Barack Obama stepped down after his eight years of leadership. I have seen firsthand how students handled the election up to this point. The freedom to express those opinions is really what makes this country great. The wide range of views from students from all different backgrounds and political opinions showcased how diverse Richard Bland really is.

On January 31st, many students will head to the State Capital of Richmond as a part of the nonpartisan organization of Virginia 21. The first of February is Lobby Day and they will lobby certain issues related to higher education to State delegates. I will be along for this trip and will include more details in my vocal presentation.

It is also my pleasure to report that there have been more additions to food options in the Café. A breakfast bar was added next to the satellite food station. Instead of just offering regular and decaf hot coffee like years past, now there are five different options for both hot and iced coffee. There are also homemade pastries to go along with your beverage. I, along with many other students, have sampled both items and am very impressed and pleased with the addition. The homemade cuisine section that was served at lunch is now being moved to the dinner hours. During lunch hours, the RBC Café now has a Panini press and will be serving them soon along with "restaurant style" soup. Throughout the semester other options will be added, which altogether will provide more choices than ever before for the Café's busiest time.

I continue to say this at the end of my reports, but that does not make it any less true. I am excited to be a part of Richard Bland as it continues to grow, and I look forward to what my last semester has in store!

David Snyder IV
Student Representative to the Board of Visitors

INVESTMENTS SUBCOMMITTEE
of the
COMMITTEE ON FINANCIAL AFFAIRS
February 8, 2017
3:00 – 3:45 p.m.
Board Conference Room - Blow Memorial Hall

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

- I. Opening Remarks - Mr. Hixon
- II. Approval of Minutes – November 16, 2016
- III. Investment Portfolio Evaluation Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
 - A. Investment Update for Periods Ending December 31, 2016.
Enclosure F. (*see separate booklet*)
- IV. Review Asset Allocation Study
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

INVESTMENTS SUBCOMMITTEE
MINUTES – NOVEMBER 16, 2016

MINUTES
Investments Subcommittee
November 16, 2016
Board Conference Room – Blow Memorial Hall

Attendees: James A. Hixon, Chair; Lynn M. Dillon, Vice Chair; S. Douglas Bunch; Christopher M. Little; and H. Thomas Watkins III. Optimal Service Group Attendees: Karen Hawkrigde; James Johnson; Bryce Lee; Joseph Montgomery; Brian Moore; Robin Wilcox; and T.C Wilson. Others in attendance: Kent B. Erdahl, Samuel E. Jones, Matthew T. Lambert, Amy S. Sebring and Brian W. Whitson.

At 2:15 p.m., Mr. Watkins, Chair of the Board of Visitors' Committee on Financial Affairs, convened the group, welcomed everyone and briefly reviewed the background to the decision to hold the Subcommittee meetings prior to each Board meeting. Mr. Watkins advised that Mr. Hixon, Vice Chair of Financial Affairs, had agreed to chair the subcommittee and thanked the other members for agreeing to serve.

In his opening remarks, Mr. Hixon also thanked the other members for agreeing to serve and briefly outlined the agenda, then called on Joseph Montgomery, Managing Director of The Optimal Service Group.

Joseph Montgomery began with an overview of the history of the Board of Visitors' portfolio and the growth of asset classes available. Mr. Wilson then gave a high-level overview of the current portfolio, touching on asset allocation and historic performance and asset growth of the portfolio.

Mr. Lee then reviewed the October performance report, detailed in Enclosure E, first discussing the evolution of its make-up and crediting Ms. Dillon with having the idea to add the due diligence page and individual manager analysis. He then presented the financial reconciliation, individual manager performance and the due diligence page. Mr. Little asked why alternatives needed a thorough review since they are such a small portion of the portfolio and are similar in nature. Mr. Montgomery responded that though each alternative manager has a small portion of the portfolio, each manage the money via different styles.

Next Mr. Lee reviewed the investment policy statement, highlighting the changes that the Subcommittee approved in 2014. Those changes were to the domestic and international equity strategic targets. Mr. Bunch asked if the changes had been implemented already. Mr. Wilson responded that they have been implemented for almost a year and the targets still fall within the policy allocation ranges.

Mr. Wilson then reviewed asset allocation methodology and presented a sample asset allocation study.

Lastly, Mr. Lee proposed the idea of the risk posture assessment and Mr. Hixon expressed that the Subcommittee did not want to participate and that Optimal Service Group should make the investment recommendations for the portfolio.

Investments Subcommittee

MINUTES

Page 2

Mr. Hixon moved that the Investments Subcommittee of the Board of Visitors Committee on Financial Affairs convene in Closed Session to discuss investment matters relating to the investment of public funds, as provided for in Section 2.2-3711.A. 6., of the Code of Virginia. Motion was seconded by Mr. Watkins and approved by voice vote. The observers were asked to leave the room and the Subcommittee went into closed session at 2:50 p.m.

The Subcommittee reconvened in open session at 3:15 p.m. Mr. Hixon reviewed the topic 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 Ms. Dillon and approved by roll call vote of the Subcommittee members conducted by Senior Vice President Sam Jones. (Certification **Resolution** is appended).

There being no further business, the Subcommittee adjourned at 3:15 p.m.

Investments Subcommittee of the
Committee on Financial Affairs

Resolution IS-1

November 16, 2016

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors' Investments Subcommittee of the Committee on Financial 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 Subcommittee that such closed session was conducted in conformity with Virginia law;


NOW, THEREFORE, BE IT RESOLVED, That the Investments Subcommittee of the Committee on Financial 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 Investments Subcommittee.

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:


James A. Hixon
Chair
Investments Subcommittee of the
Committee on Financial Affairs



Investment Portfolio Evaluation For Periods Ending December 31, 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

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Index Name	Fiscal					
	4Q16	YTD	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	8.7	11.7	16.5	8.7	12.9	7.5
S&P 500	3.8	7.8	12.0	8.9	14.7	7.0
Russell 1000 Value	6.7	10.4	17.3	8.6	14.8	5.7
Russell 1000 Growth	1.0	5.6	7.1	8.6	14.5	8.3
Russell Midcap	3.2	7.9	13.8	7.9	14.7	7.9
Russell Midcap Value	5.5	10.2	20.0	9.5	15.7	7.6
Russell Midcap Growth	0.5	5.1	7.3	6.2	13.5	7.8
Russell 2000	8.8	18.7	21.3	6.7	14.5	7.1
Russell 2000 Value	14.1	24.2	31.7	8.3	15.1	6.3
Russell 2000 Growth	3.6	13.1	11.3	5.1	13.7	7.8
Russell 3000	4.2	8.8	12.7	8.4	14.7	7.1
MSCI EAFE Index	(0.7)	5.8	1.5	(1.2)	7.0	1.2
MSCI World Index	2.0	7.1	8.2	4.4	11.0	4.4
MSCI World Ex. US Index	(0.3)	6.0	3.3	(1.1)	6.6	1.4
MSCI EM (EMERGING MARKETS)	(4.1)	4.7	11.6	(2.2)	1.6	2.2
MSCI FM (FRONTIER MARKETS)	0.5	3.3	3.2	(1.7)	5.6	(0.3)
MSCI World Ex. US Index	(0.3)	6.0	3.3	(1.1)	6.6	1.4
MSCI ACWI	1.3	6.8	8.5	3.7	10.0	4.1
MSCI ACWI ex USA	(1.2)	5.7	5.0	(1.3)	5.5	1.4
Barclays U.S. Aggregate	(3.0)	(2.5)	2.7	3.0	2.2	4.3
Barclays U.S. Government/Credit	(3.4)	(3.0)	3.1	3.0	2.3	4.4
Barclays Intermediate U.S. Government/Credit	(2.1)	(1.9)	2.1	2.1	1.9	3.8
Barclays Municipal Bond	(3.6)	(3.9)	0.3	4.1	3.3	4.3
BofA Merrill Lynch Convertible Securities	2.6	10.2	11.7	5.9	11.2	7.0
BofA Merrill Lynch High Yield Master	1.9	7.5	17.3	4.7	7.3	7.3
Citigroup World Government Bond Index	(8.5)	(8.3)	1.6	(0.8)	(1.0)	3.0
JPM EMBI Global Diversified	(4.0)	(0.2)	10.2	6.2	5.9	6.9
Citigroup 3-month T-bill	0.1	0.2	0.3	0.1	0.1	0.7
Dow UBS Commodity Index	2.7	(1.3)	11.8	(11.3)	(9.0)	(5.6)
HFRI Fund of Funds Composite Index	0.8	3.1	0.5	1.2	3.4	1.3
FTSE Nareit All REITs	(2.9)	(3.8)	9.3	12.4	12.0	4.7

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

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4Q16 Commentary

Better-than-expected economic releases published during the fourth quarter of 2016 for China, the U.K., and Eurozone suggested that activity in the global economy was stabilizing and in some cases accelerating. Positive economic data improved sentiment toward Japan's economic growth prospects, while reducing expectations for additional stimulus from the Bank of Japan. Global stocks ended the year on a high note, boosted by investor enthusiasm for U.S. political change and expectations for an improving world economy. Global bonds underperformed global equities during the fourth quarter as a renewed appetite for risk and the Federal Reserve's impending decision to raise interest rates caused funds to flow away from bonds and into stocks. The yield on the 10-year U.S. Treasury shot up nearly 60 bps during the final few weeks of 2016.

U.S. stocks touched new heights during the quarter. The Standard & Poor's 500 Composite Index rose 4%, while the Dow Jones Industrial Average gained 9%, ending 2016 just below the 20,000 milestone. The Nasdaq composite advanced 2%. Small-cap stocks surged, with the Russell 2000 Index climbing 9% to end the year near an all-time peak. Financial stocks led the S&P 500, spurred by rising interest rates and the potential for a looser regulatory environment. The S&P 500's estimated earnings growth rate for the fourth quarter rose to 3.2%. European stocks rose in local currency terms, boosted by central bank stimulus measures and investor optimism for an improving global economy. Markets advanced despite political turmoil in Italy that triggered the resignation of Prime Minister Matteo Renzi, following the defeat of a controversial government reform referendum. Japanese equities rose sharply in the fourth quarter amid a weakening yen following results of the U.S. presidential election. Emerging markets equities lost ground, blunted by a surge in the U.S. dollar and the U.S. Federal Reserve's move to hike interest rates. The MSCI Emerging Markets Index fell 4.1%, but rising oil prices did lift energy stocks. Commodity prices rose during the fourth quarter, benefiting from the improving outlook on the global economy. Industrial metal prices for commodities such as copper, zinc, and steel gained sharply. Crude oil priced in international markets (Brent) rose from \$35 per barrel at the start of the year to above \$55, as OPEC members agreed to curtail oil output in a bid stabilize prices. Precious metals, particularly gold prices, declined sharply during the fourth quarter.

In fixed income markets, sovereign debt prices declined as global interest rates followed the Fed's lead into higher territory. European government bonds rallied for most of the year, but fell sharply after Trump's November 8 election fueled investor speculation that inflation and global economic growth would be higher than previously thought heading into 2017. Investment-grade corporates declined by 3.5%, while municipal bonds lost 4.0%. Despite stronger inflation expectations, Treasury Inflation-Protected Securities fell 3.1%. High-yield bonds were a bright spot, rising 1.5%. Emerging markets debt sold off as the greenback rallied as the J.P. Morgan EMBI Global index, lost 4%. Local currency debt, as measured by the J.P. Morgan GBI-EM Global Diversified index, fell 6%. Saudi Arabia completed the largest emerging markets bond deal ever, selling \$17.5 billion of dollar-denominated debt in a heavily oversubscribed deal.

Executive Summary

Total Fund Performance Through December 31, 2016

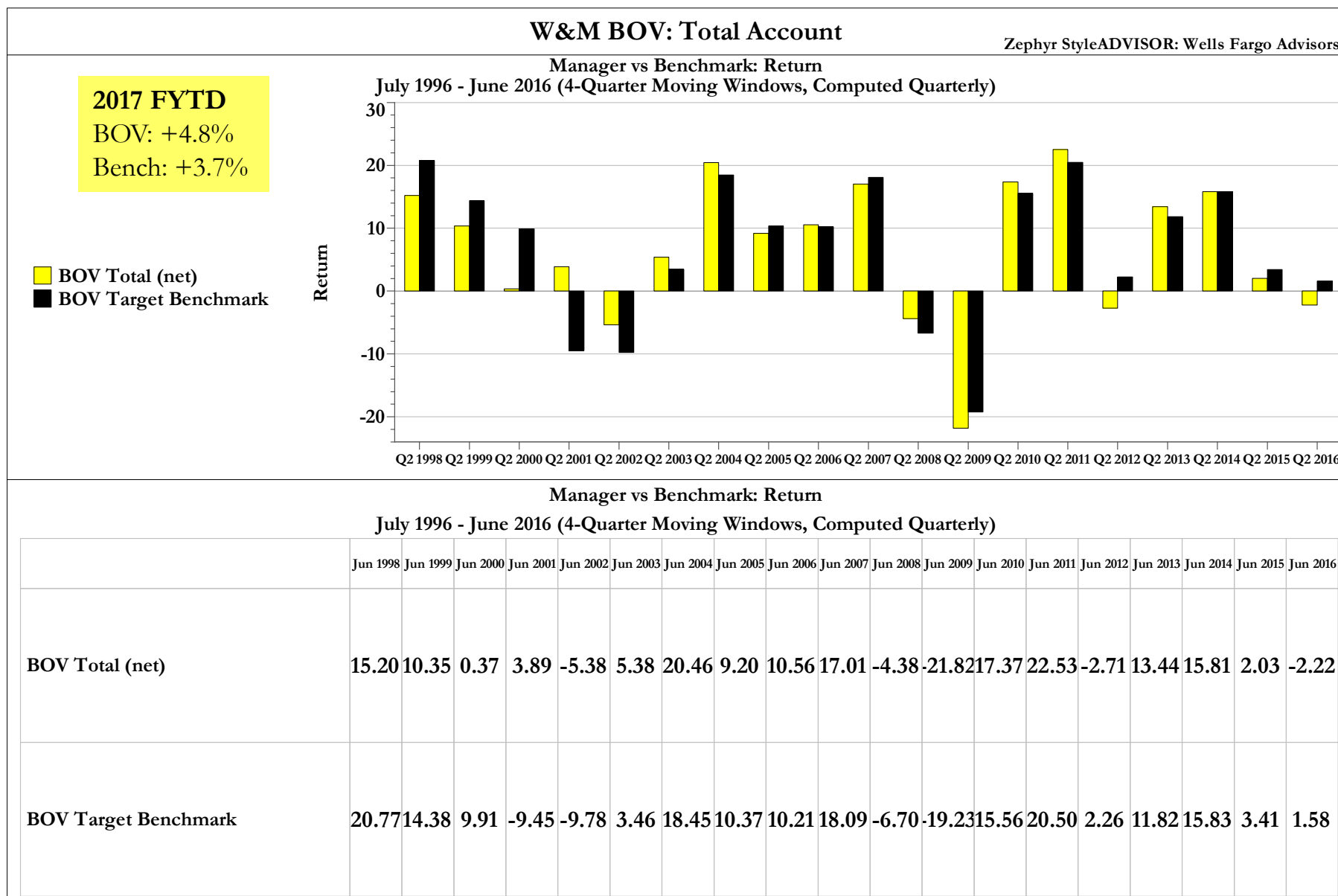
% of Account	\$ Value		4q16	FYTD	One Year	Three Years ¹	Five Years ¹	Seven Years ¹	Ten Years ¹	Changes (1/1/03)	Incept (Mgr)	Incept Bench
100%	\$ 76,850,065	Total BOV Account	0.5	4.8	8.1	2.8	7.4	7.2	4.5	7.5	6.9	6.9
		Target Benchmark²	(0.0)	3.7	7.3	4.3	7.9	7.7	4.7	7.6		
		Policy Benchmark³	(0.8)	2.2	6.8	4.8	8.2	7.8	4.7	7.3		
8.3%	\$ 6,401,800	Blackrock: Large Cap Value	9.2	14.3	14.2	8.2	14.0	11.4	--	--	5.9	6.7
		Russell 1000 Value	6.7	10.4	17.3	8.6	14.8	12.7	--	--		
7.0%	\$ 5,403,939	Goldman Sachs	(2.1)	2.2	(2.8)	2.0	--	--	--	--	6.2	12.0
		S&P 500	3.8	7.8	12.0	8.9	--	--	--	--		
6.1%	\$ 4,703,937	iShares Russell Mid-Cap Growth ETF	0.4	5.0	--	--	--	--	--	--	6.6	6.8
		Russell MidCap Growth	0.5	5.1	--	--	--	--	--	--		
7.2%	\$ 5,510,197	Artisan Mid Cap Value	7.3	11.7	22.5	3.9	11.1	--	--	--	15.8	19.6
		Russell MidCap Value	5.5	10.2	20.0	9.5	15.7	--	--	--		
8.0%	\$ 6,185,805	Dreyfus Small Cap Index	11.0	18.9	--	--	--	--	--	--	19.4	16.1
		Russell 2000	8.8	18.7	--	--	--	--	--	10.9		
6.7%	\$ 5,164,341	Dodge & Cox International	3.4	13.8	8.3	(1.3)	--	--	--	--	6.8	6.0
7.1%	\$ 5,489,478	MFS International	(5.7)	(0.6)	4.2	--	--	--	--	--	5.0	(1.1)
		MSCI EAFE	(0.7)	5.8	1.5	(1.2)	--	--	--	--		
5.6%	\$ 4,316,074	Oppenheimer Developing Markets	(5.1)	3.2	--	--	--	--	--	13.7	4.3	4.9
		MSCI EM (Emerging Markets)	(4.1)	4.7	--	--	--	--	--	11.1		
12.4%	\$ 9,511,815	Pioneer Strategic Income	(0.4)	2.5	8.0	3.8	4.9	--	--	--	5.7	3.6
12.1%	\$ 9,298,799	Dodge & Cox Income Fund	(1.2)	0.5	5.6	--	--	--	--	--	3.1	2.6
		Barclays U.S. Aggregate	(3.0)	(2.5)	2.6	3.0	2.2	3.6	4.3	--		
4.6%	\$ 3,504,177	GMO: Global Fixed Inc	(13.1)	(12.7)	(4.6)	(1.3)	0.3	3.3	2.7	4.5	3.4	3.4
		Citigroup World Govt Bond Index	(8.5)	(8.3)	1.6	(0.8)	(1.0)	0.9	3.0	3.8		
4.9%	\$ 3,799,746	GMO: Emerging Mkt Fixed Inc	(4.3)	1.7	13.9	6.5	8.6	10.7	8.4	11.9	8.8	7.2
		JPM EMBI Global Diversified	(4.0)	(0.1)	10.2	6.2	5.9	7.0	6.9	8.7		
8.3%	\$ 6,364,418	Combined Alternatives (1 mo lag)	0.2	0.2	(3.2)	0.6	1.8	--	--	--	1.5	2.4
		HFRI FOFs Index (1 mo lag)	1.5	1.5	(1.8)	2.5	2.4	--	--	--		

¹ Annualized

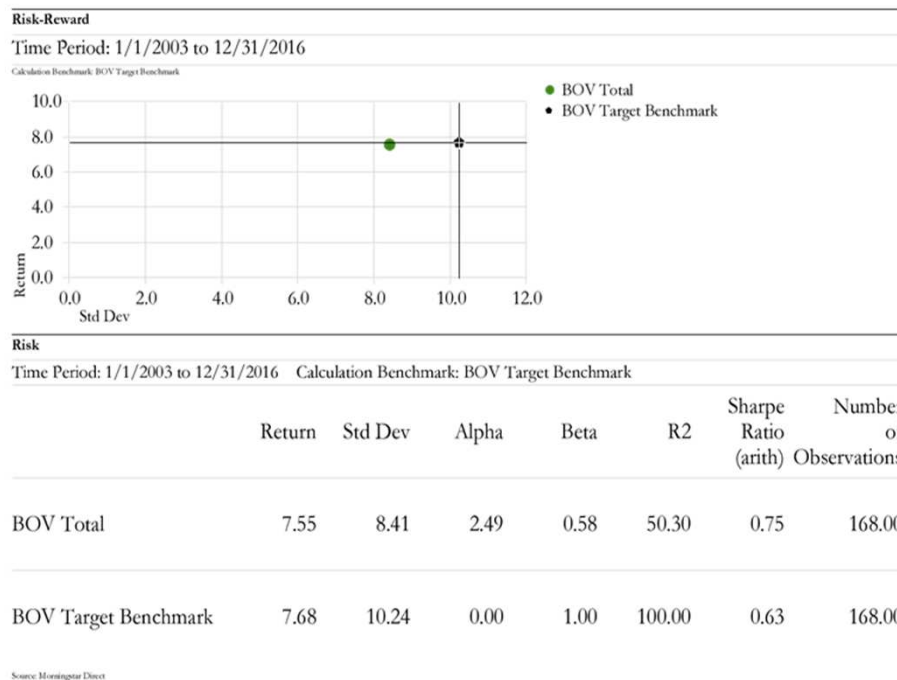
² From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts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

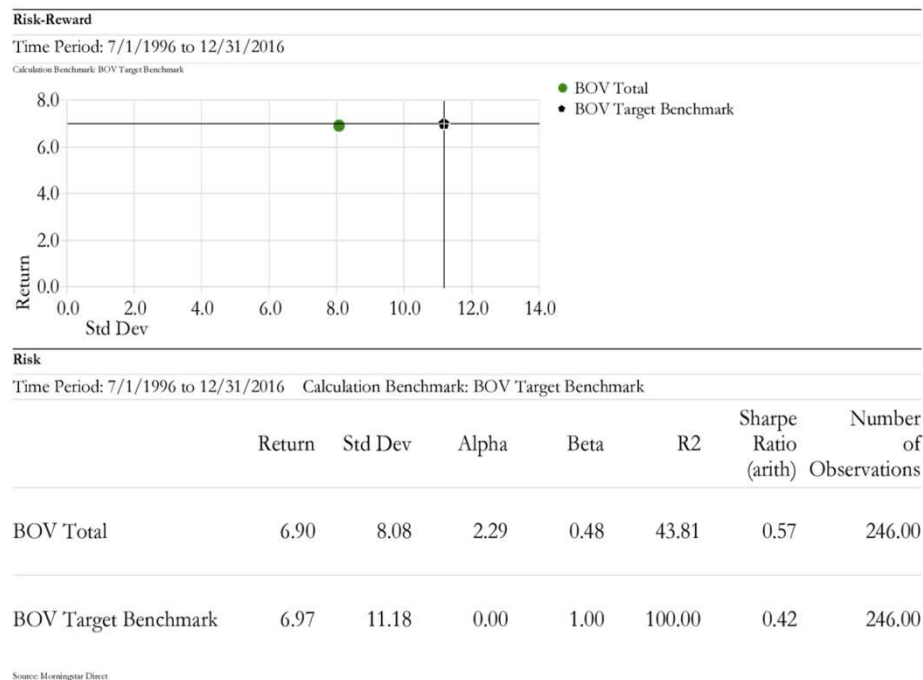
+ Quarterly performance results prior to the third quarter of 2002, were provided by Delaware Investments Advisors and Lazard Asset Management. There were no calculations by Wells Fargo Advisors to ensure the accuracy of the results. Based on information provided by SunTrust, Wells Fargo Advisors began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



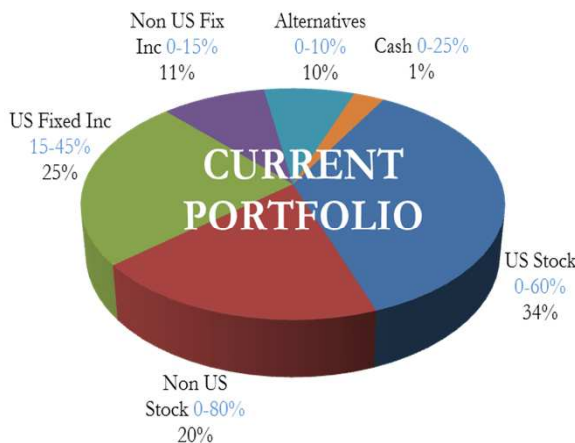
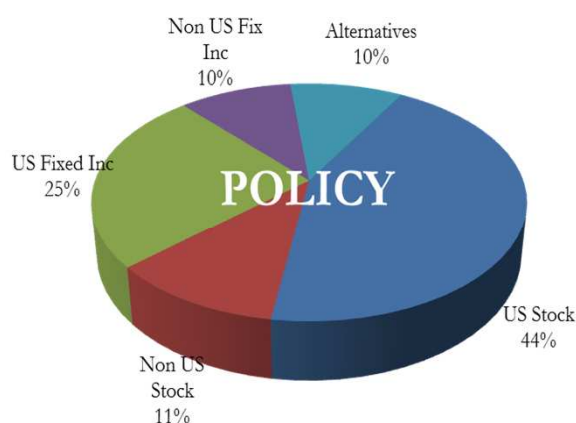
Since Changes



Since Inception



* 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.



<u>Manager</u>	<u>Domestic Fixed Income</u>	<u>Global Fixed Income</u>	<u>Domestic Equity</u>	<u>Non-US Equity</u>	<u>Alternative</u>	<u>Cash Equiv.</u>	<u>Total</u>
Goldman Sachs Large Growth	0	0	5,403,939	0	0	0	5,403,939
Blackrock Large Value	0	0	6,401,800	0	0	0	6,401,800
Dodge & Cox International	0	0	0	5,164,341	0	0	5,164,341
Grantham, Mayo Int'l and EMD	0	7,303,923	0	0	0	0	7,303,923
Artisan Midcap Value	0	0	5,510,197	0	0	0	5,510,197
MFS International Value	0	0	0	5,489,478	0	0	5,489,478
Dreyfus Small Cap	0	0	6,185,805	0	0	0	6,185,805
Oppenheimer Developing Mkts	0	0	0	4,316,074	0	0	4,316,074
iShares Russell Mid Growth ETF	0	0	4,703,937	0	0	0	4,703,937
Pioneer Strategic Income	9,511,815	0	0	0	0	0	9,511,815
Dodge & Cox Income Fund	9,298,799	0	0	0	0	0	9,298,799
Cash & Equivalents	0	0	0	0	0	1,195,538	1,195,538
Combined Alternatives	0	0	0	0	6,364,418	0	6,364,418
Total BOV Account	18,810,614	7,303,923	28,205,679	14,969,893	6,364,418	1,195,538	76,850,065
% of Total Fund	24.5%	9.5%	36.7%	19.5%	8.3%	1.6%	

* 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.

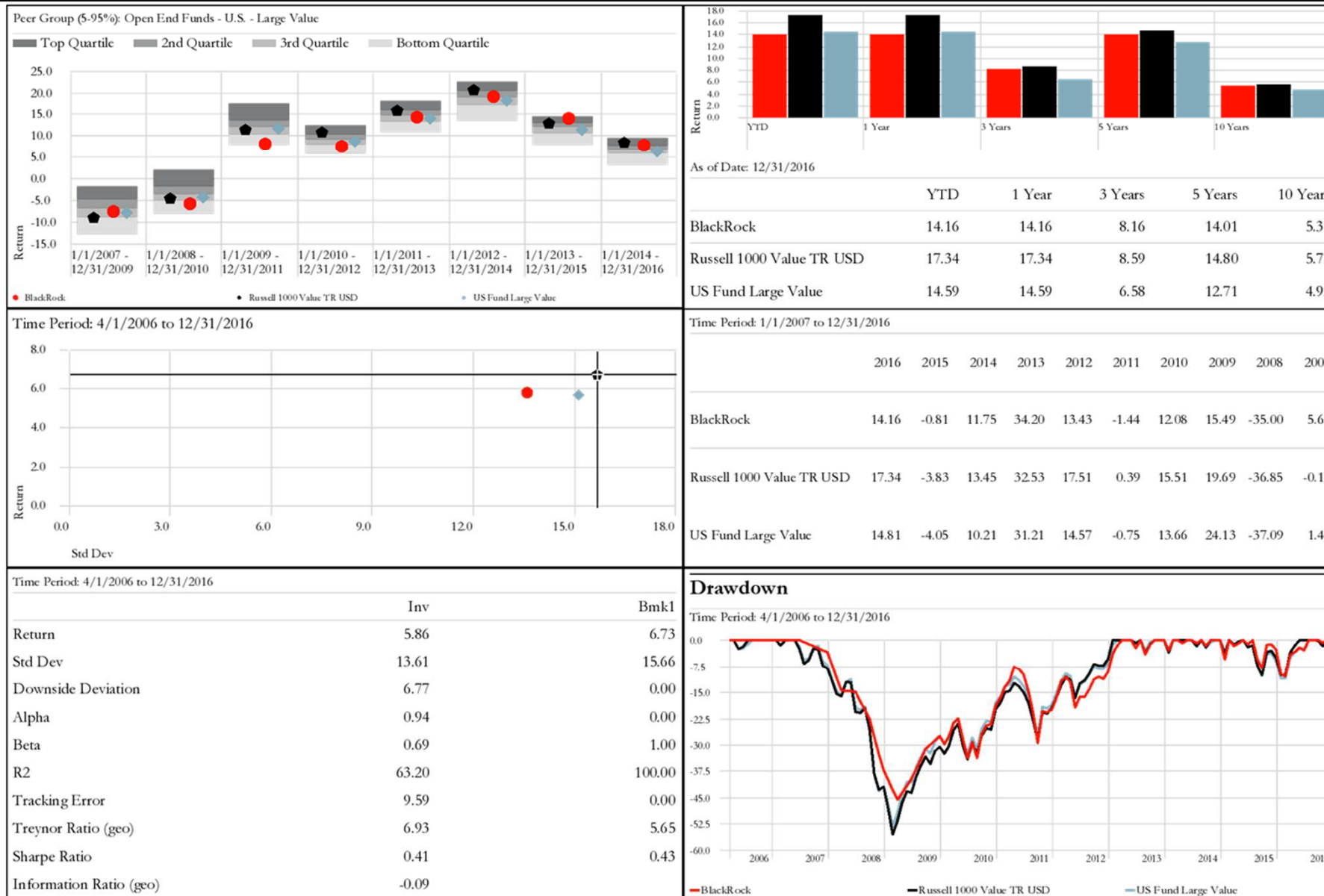
July 1, 2016 – December 31, 2016

	William & Mary BOV Endowment
6/30/16 Market Value	74,602,228
Net Additions/Withdrawals	(1,240,471)
Expenses	<u>(53,599)</u>
<i>Net Cash Flow</i>	<i>(1,294,070)</i>
Net Income	1,288,659
Net Realized Gain/(Loss)	413,666
Change Unrealized Gain/(Loss)	<u>1,839,582</u>
<i>Total Investment Gain/(Loss)</i>	<i>3,541,908</i>
12/31/16 Market Value	76,850,065

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

II. Equity Sector (Large-Cap Value*)

Periods Ending December 31, 2016 - Performance



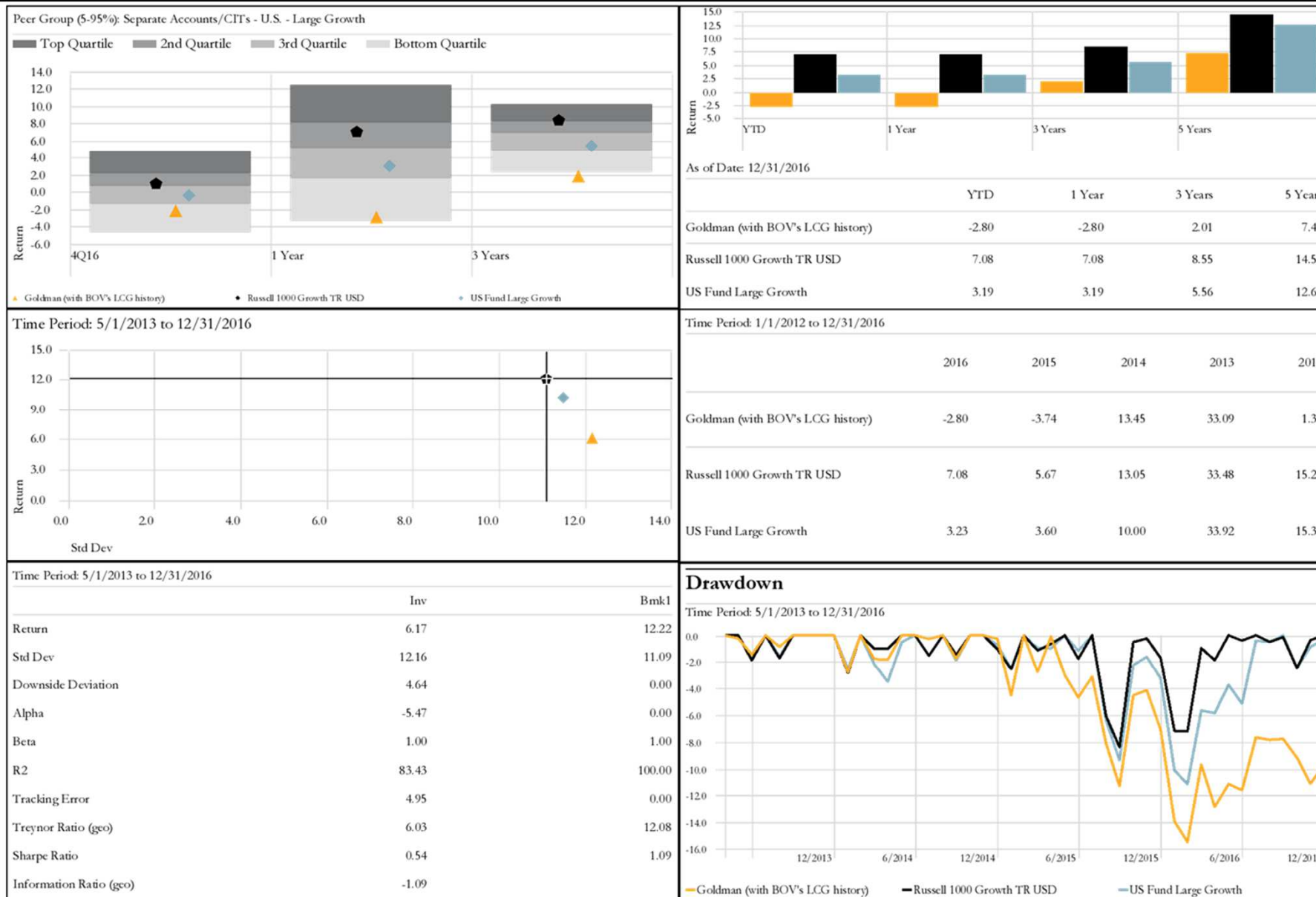
Source: Morningstar Direct

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

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Equity Sector (Large-Cap Growth)

Periods Ending December 31, 2016 - Performance



Source: Morningstar Direct

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Characteristic	Blackrock	Goldman	Combined BOV Large-	S&P 500	Over/(Under) Weight
Median Cap (\$MM)	36,800	69,120	51,594	18,830	32,764
Avg Cap (\$MM)	123,000	158,270	139,144	138,540	604
Yield (%)	2.18	1.26	1.76	2.10	(0.34)
P/E Ratio	17.87	25.77	21.49	22.27	(0.78)
Price / Book	2.46	5.92	4.04	4.38	(0.34)
# of Stocks	79	21	100	505	(405)

Blackrock

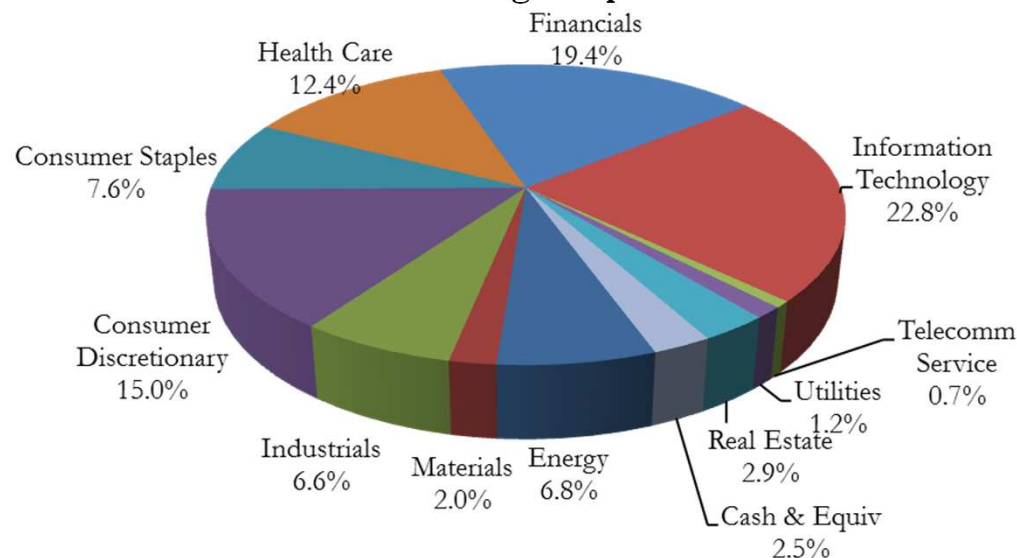
Top Ten Equity Holdings	% of Portfolio
JPMorgan Chase	6.0
Bank of America	4.8
US Bancorp	3.4
Cisco Systems	3.3
Chevron	3.2
Goldman Sachs	2.8
Federated Money Market	2.6
Comcast	2.4
Suntrust Banks	2.4
Walgreens Boots Alliance	2.4

Goldman

Top Ten Equity Holdings	% of Portfolio
Apple Inc.	9.5
Costco Wholesale Corp.	6.9
Alphabet, Inc.	6.8
Mastercard, Inc.	6.6
Intercontinental Exchange, Inc.	6.4
Northern Trust	6.0
NIKE, Inc.	5.4
Comcast	5.4
Facebook	5.3
Amazon.com, Inc.	5.1

Data Source: Goldman, Blackrock, InvestorForce

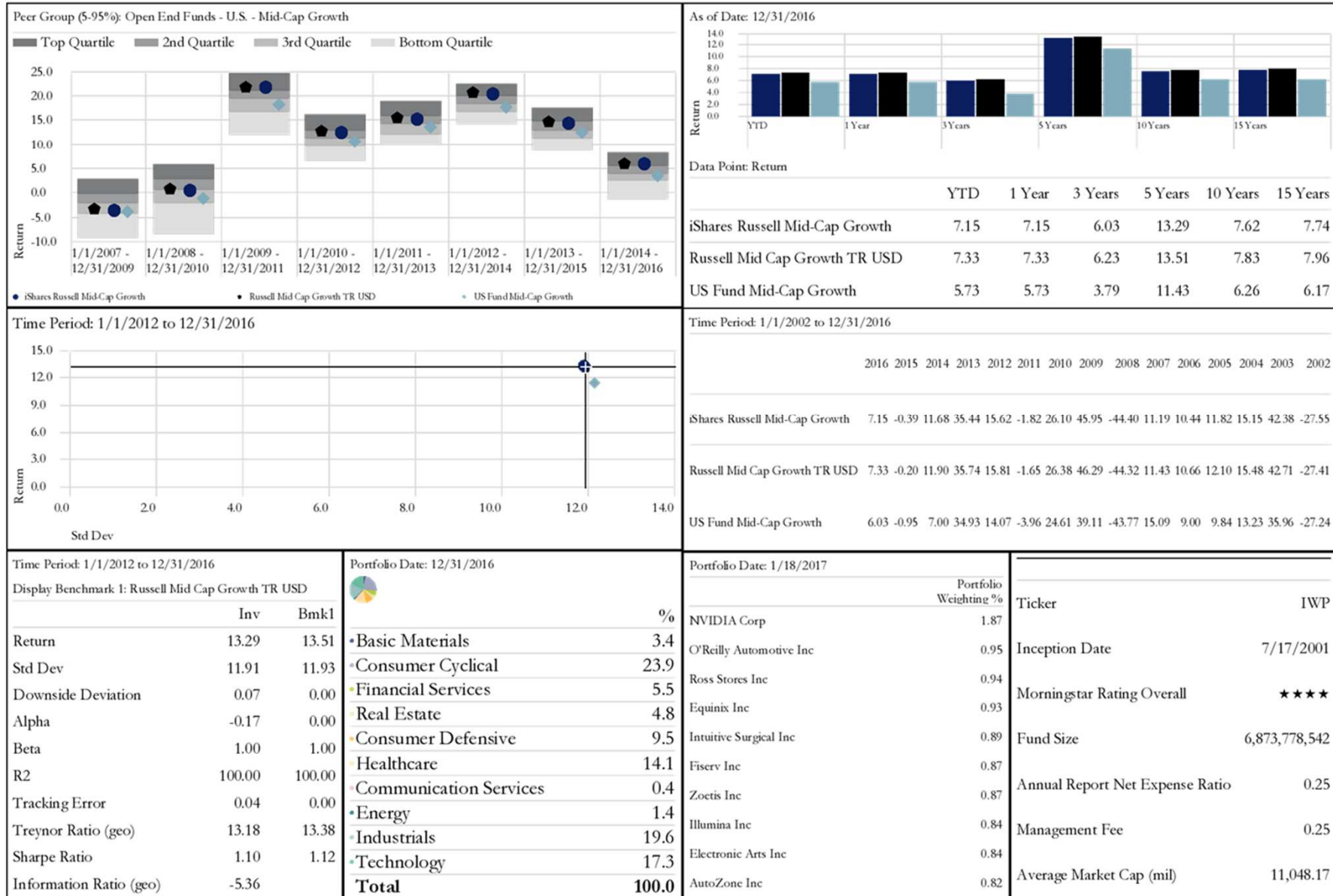
Combined BOV Large-Cap Sector Distribution



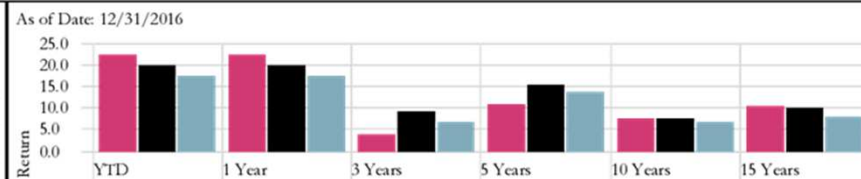
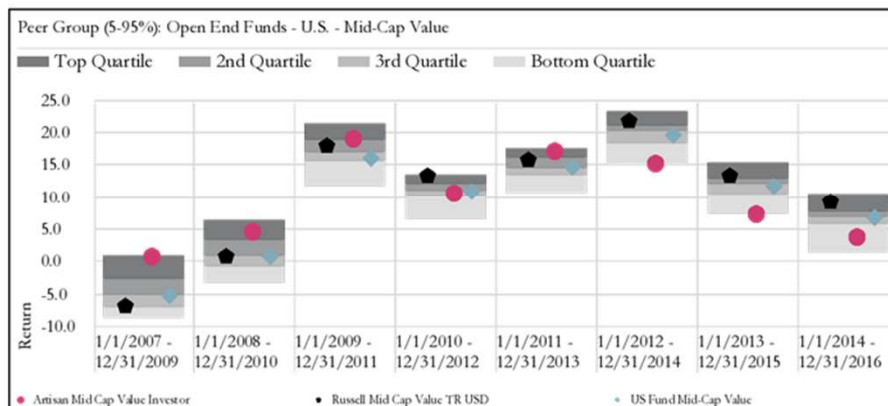
	Blackrock Weight	Goldman Weight	Combined BOV Large-	S&P 500 Weight	Over / (Under)
Energy	12.5%	0.0%	6.8%	7.6%	-0.8%
Materials	3.7%	0.0%	2.0%	2.9%	-0.9%
Industrials	6.6%	6.7%	6.6%	10.2%	-3.6%
Consumer Discretionary	10.5%	20.3%	15.0%	12.0%	3.0%
Consumer Staples	5.6%	9.9%	7.6%	9.4%	-1.8%
Health Care	14.2%	10.3%	12.4%	13.6%	-1.2%
Financials	25.4%	12.3%	19.4%	14.8%	4.6%
Information Technology	15.4%	31.5%	22.8%	20.8%	2.0%
Telecomm Service	1.3%	0.0%	0.7%	2.7%	-2.0%
Utilities	2.3%	0.0%	1.2%	3.2%	-2.0%
Real Estate	0.0%	6.4%	2.9%	2.9%	0.0%
Cash & Equiv	2.50%	2.60%	2.5%	0.0	2.5%

Data Source: Goldman, Blackrock, InvestorForce

Equity Sector (Mid Cap Growth)

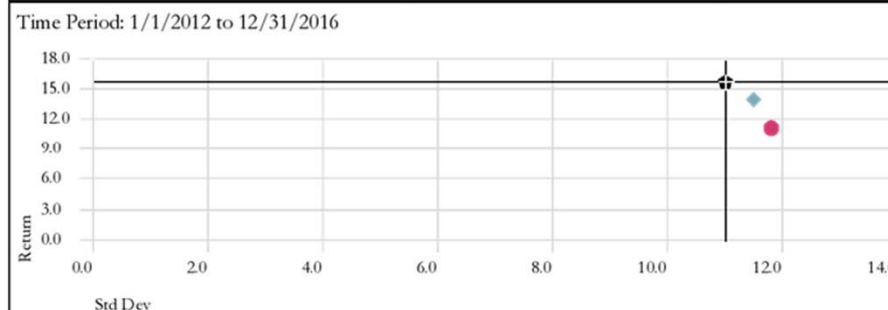


Equity Sector (Mid Cap Value)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Artisan Mid Cap Value Investor	22.47	22.47	3.86	11.13	7.78	10.76
Russell Mid Cap Value TR USD	20.00	20.00	9.45	15.70	7.59	10.28
US Fund Mid-Cap Value	17.64	17.64	6.83	13.89	6.71	8.20



Time Period: 1/1/2002 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Artisan Mid Cap Value Investor	22.47	-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	20.00	-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 Fund Mid-Cap Value	18.06	-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: 1/1/2012 to 12/31/2016

Display Benchmark 1: Russell Mid Cap Value TR USD

	Inv	Bmk1
Return	11.13	15.70
Std Dev	11.81	11.03
Downside Deviation	3.26	0.00
Alpha	-4.27	0.00
Beta	1.02	1.00
R2	90.37	100.00
Tracking Error	3.67	0.00
Treynor Ratio (geo)	10.80	15.57
Sharpe Ratio	0.95	1.37
Information Ratio (geo)	-1.08	

Portfolio Date: 12/31/2016

	%
Basic Materials	10.0
Consumer Cyclical	17.8
Financial Services	23.6
Real Estate	2.4
Consumer Defensive	0.0
Healthcare	1.8
Utilities	1.6
Communication Services	0.0
Energy	12.5
Industrials	14.2
Technology	16.0
Total	100.0

Portfolio Date: 12/31/2016

	Portfolio Weighting %
Devon Energy Corp	3.96
Air Lease Corp Class A	3.47
Alleghany Corp	3.18
Apache Corp	3.10
Hess Corp	2.81
Arrow Electronics Inc	2.69
Avnet Inc	2.69
Celanese Corp	2.67
Fifth Third Bancorp	2.55
Torchmark Corp	2.40

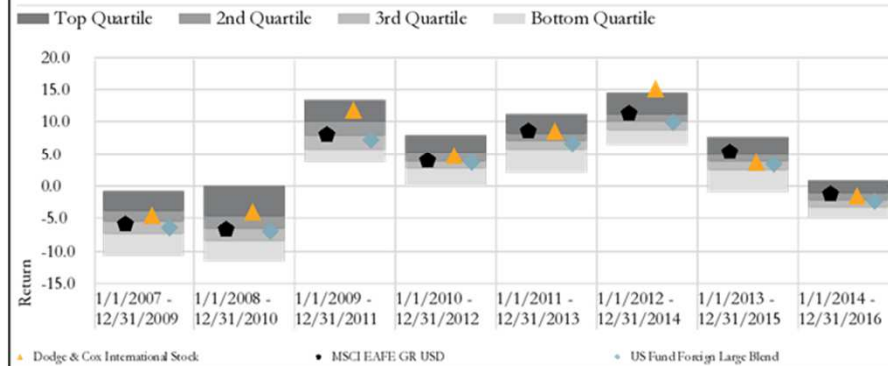
Ticker	ARTQX
Inception Date	3/28/2001
Morningstar Rating Overall	★★★
Fund Size	4,204,904,876
Annual Report Net Expense Ratio	1.16
Management Fee	0.93
Average Market Cap (mil)	9,561.69

Equity Sector (Small Cap)

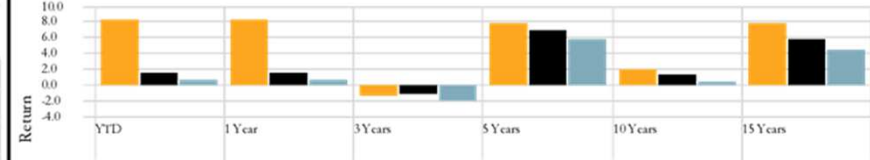


Equity Sector (International Developed)

Peer Group (5-95%): Open End Funds - U.S. - Foreign Large Blend



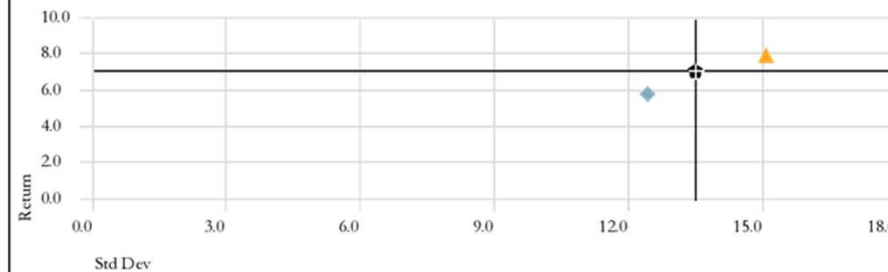
As of Date: 12/31/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox International Stock	8.26	8.26	-1.34	7.98	2.11	7.99
MSCI EAFE GR USD	1.51	1.51	-1.15	7.02	1.22	5.75
US Fund Foreign Large Blend	0.67	0.67	-2.07	5.79	0.38	4.53

Time Period: 1/1/2012 to 12/31/2016



Time Period: 1/1/2002 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Dodge & Cox International Stock	8.26	-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	1.51	-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 Fund Foreign Large Blend	0.79	-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: 1/1/2012 to 12/31/2016

Display Benchmark 1: MSCI EAFE GR USD

	Inv	Bmk1
Return	7.98	7.02
Std Dev	15.05	13.50
Downside Deviation	3.11	0.00
Alpha	0.70	0.00
Beta	1.06	1.00
R2	89.77	100.00
Tracking Error	4.88	0.00
Treynor Ratio (geo)	7.44	6.90
Sharpe Ratio	0.58	0.56
Information Ratio (geo)	0.18	

Portfolio Date: 12/31/2016

	%
Brazil	4.7
France	10.3
Germany	4.1
India	3.5
Japan	13.3
South Africa	5.4
South Korea	5.0
Switzerland	11.3
United Kingdom	14.7
United States	9.5
Other	18.3
Total	100.0

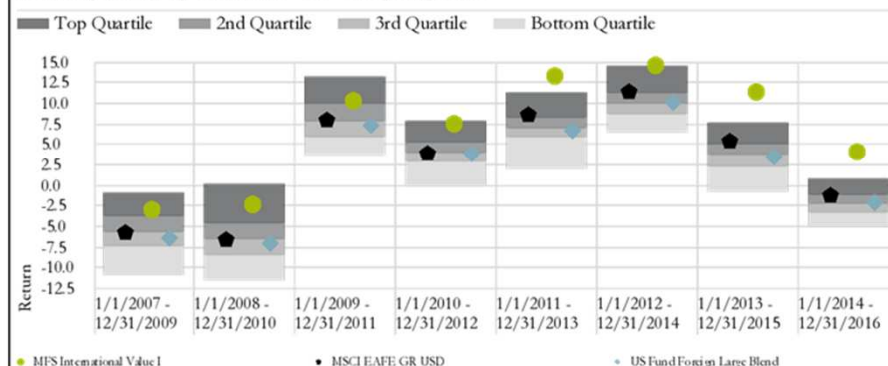
Portfolio Date: 12/31/2016

	Portfolio Weighting %
Samsung Electronics Co Ltd	4.47
Sanofi SA	3.68
Naspers Ltd Class N	3.39
Schlumberger Ltd	3.16
Barclays PLC	2.89
Bnp Paribas Sa	2.88
Schneider Electric SE	2.58
ICICI Bank Ltd	2.52
Itau Unibanco Holding SA	2.45
Standard Chartered PLC	2.33

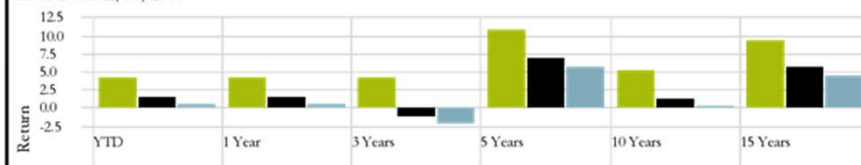
Ticker	DODFX
Inception Date	5/1/2001
Morningstar Rating Overall	★★★★
Fund Size	54,186,649,044
Annual Report Net Expense Ratio	0.64
Management Fee	0.60
Average Market Cap (mil)	39,891.15

Equity Sector (International Developed)

Peer Group (5-95%): Open End Funds - U.S. - Foreign Large Blend



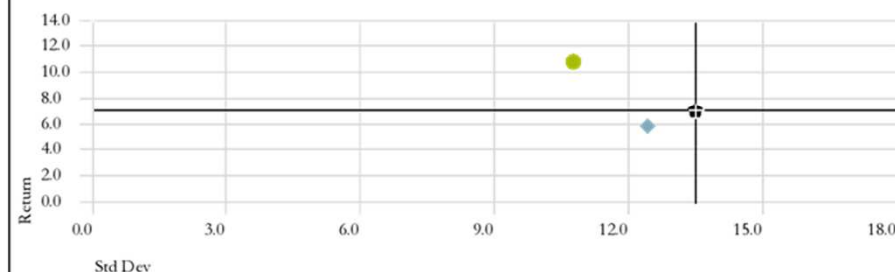
As of Date: 12/31/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
MFS International Value I	4.18	4.18	4.13	10.85	5.15	9.40
MSCI EAFE GR USD	1.51	1.51	-1.15	7.02	1.22	5.75
US Fund Foreign Large Blend	0.67	0.67	-2.07	5.79	0.38	4.53

Time Period: 1/1/2012 to 12/31/2016



Time Period: 1/1/2002 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
MFS International Value I	4.18	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	1.51	-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 Fund Foreign Large Blend	0.79	-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: 1/1/2012 to 12/31/2016

Display Benchmark 1: MSCI EAFE GR USD

	Inv	Bmk1
Return	10.85	7.02
Std Dev	10.75	13.50
Downside Deviation	3.30	0.00
Alpha	5.33	0.00
Beta	0.72	1.00
R2	81.68	100.00
Tracking Error	5.96	0.00
Treynor Ratio (geo)	14.89	6.90
Sharpe Ratio	1.00	0.56
Information Ratio (geo)	0.60	

Portfolio Date: 6/30/2016



	%
North America	11.8
United Kingdom	16.6
Europe dev	42.4
Australasia	3.8
Japan	23.1
Asia dev	2.3
Total	100.0

Portfolio Date: 11/30/2016

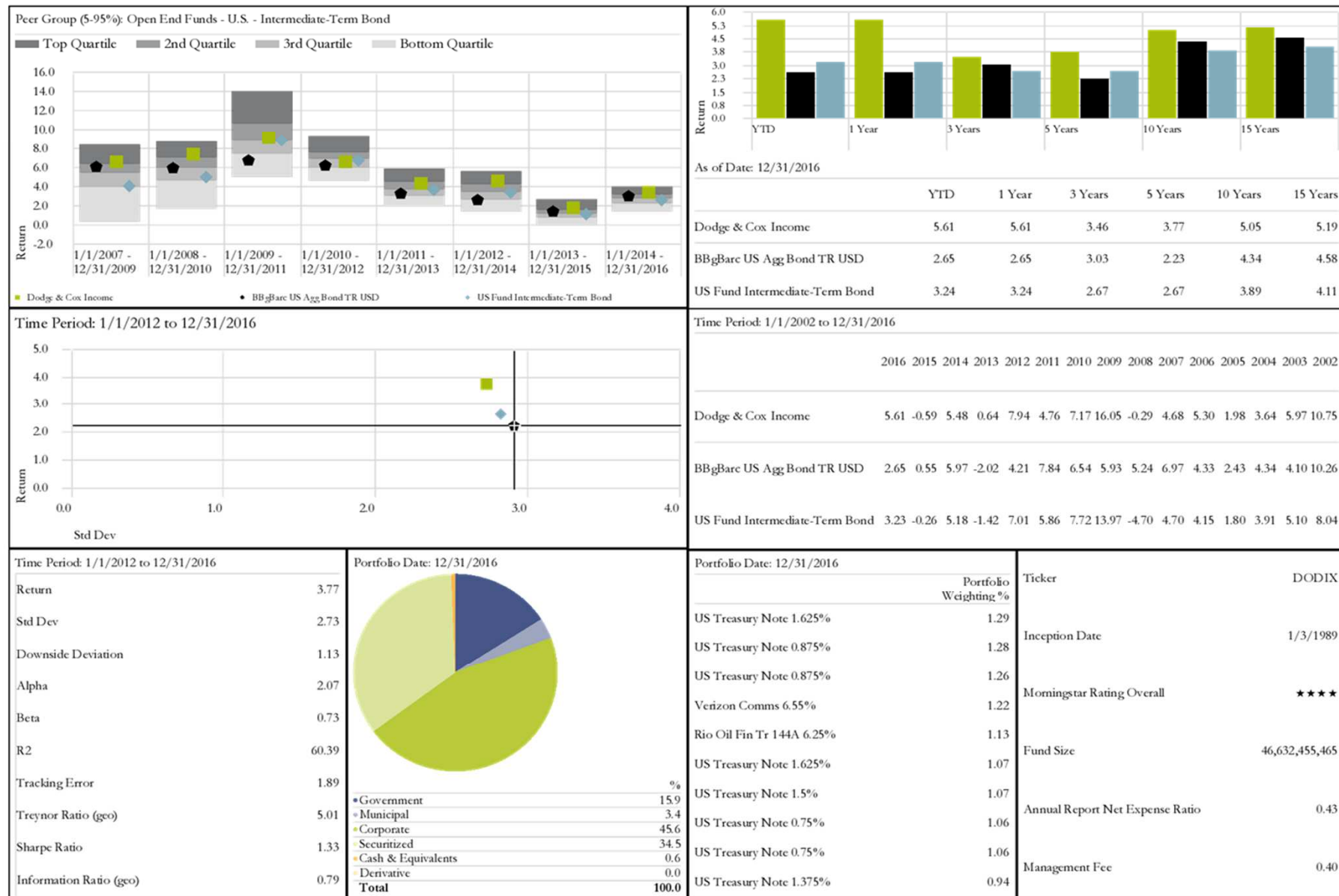
	Portfolio Weighting %
Nestle SA	4.11
Danone SA	3.30
Reckitt Benckiser Group PLC	3.16
Brambles Ltd	2.89
Compass Group PLC	2.42
NVIDIA Corp	2.38
Henkel AG & Co KGaA Pfd Shs - Non-voting	2.35
Taiwan Semiconductor Manufacturing Co Ltd ADR	2.23
KDDI Corp	1.99
Colgate-Palmolive Co	1.95

Ticker	MINIX
Inception Date	1/2/1997
Morningstar Rating Overall	★★★★★
Fund Size	24,526,016,563
Annual Report Net Expense Ratio	0.76
Management Fee	0.63
Average Market Cap (mil)	19,823.65

Equity Sector (Emerging Markets)



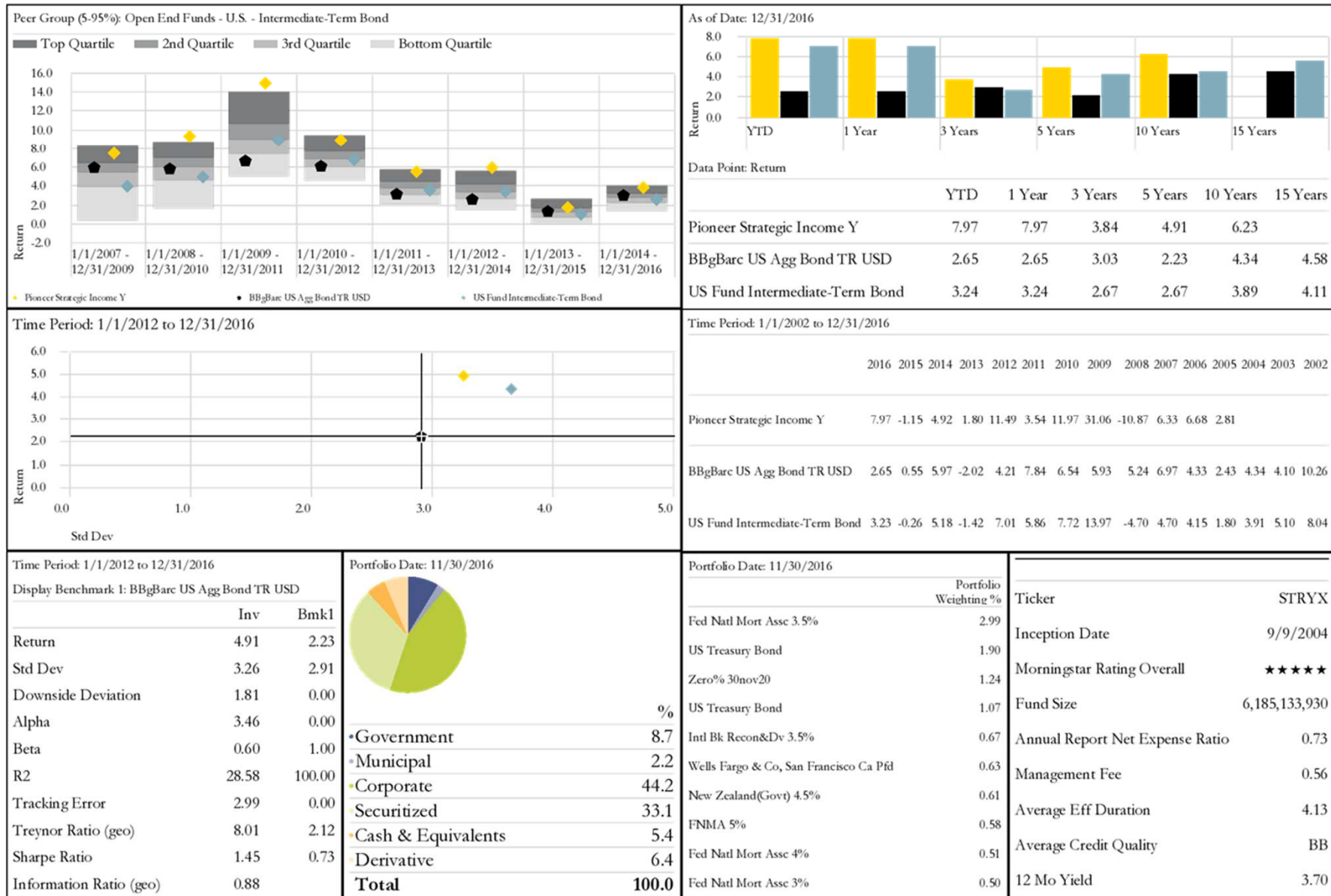
III. Fixed Income Sector (US Bonds)



Source: Morningstar Direct

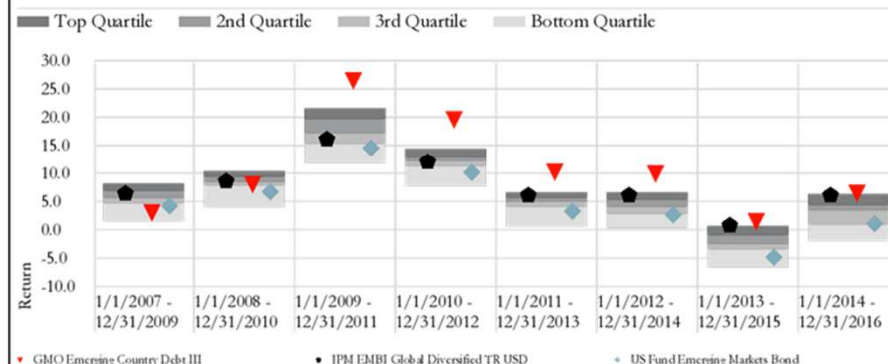
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Fixed Income Sector (US Bonds)

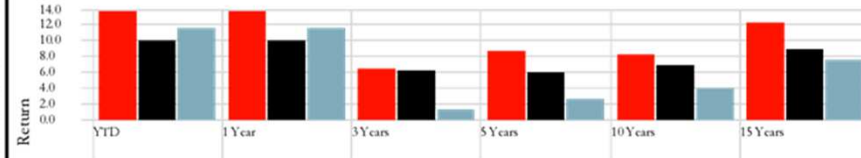


Fixed Income Sector (EM Debt)

Peer Group (5-95%): Open End Funds - U.S. - Emerging Markets Bond



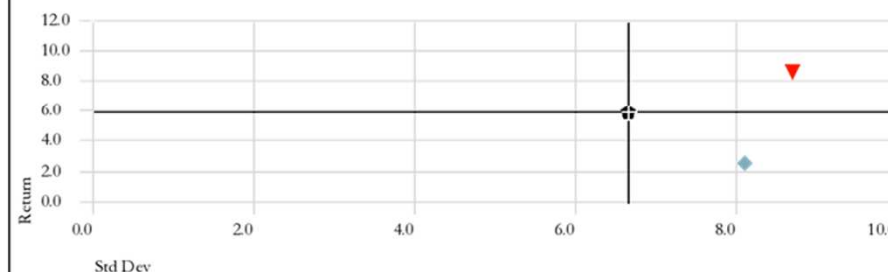
As of Date: 12/31/2016



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Emerging Country Debt III	13.86	13.86	6.47	8.61	8.37	12.37
JPM EMBI Global Diversified TR USD	10.15	10.15	6.19	5.91	6.88	9.02
US Fund Emerging Markets Bond	11.57	11.57	1.24	2.58	3.95	7.62

Time Period: 1/1/2012 to 12/31/2016



Time Period: 1/1/2002 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
GMO Emerging Country Debt III	13.86	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	10.15	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 Fund Emerging Markets Bond	10.51	-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: 1/1/2012 to 12/31/2016

Display Benchmark 1: JPM EMBI Global Diversified TR USD

	Inv	Bmk1
Return	8.61	5.91
Std Dev	8.70	6.65
Downside Deviation	2.00	0.00
Alpha	1.36	0.00
Beta	1.23	1.00
R2	88.15	100.00
Tracking Error	3.35	0.00
Treynor Ratio (geo)	6.91	5.78
Sharpe Ratio	0.98	0.88
Information Ratio (geo)	0.76	

Portfolio Date: 8/31/2016

	%
Argentina	11.7
Indonesia	9.5
Mexico	3.4
Peru	3.2
Philippines	6.5
Russia	4.9
Turkey	10.0
United States	16.1
Venezuela	11.0
Other Countries	15.1
Other	8.7
Total	100.0

Portfolio Date: 8/31/2016

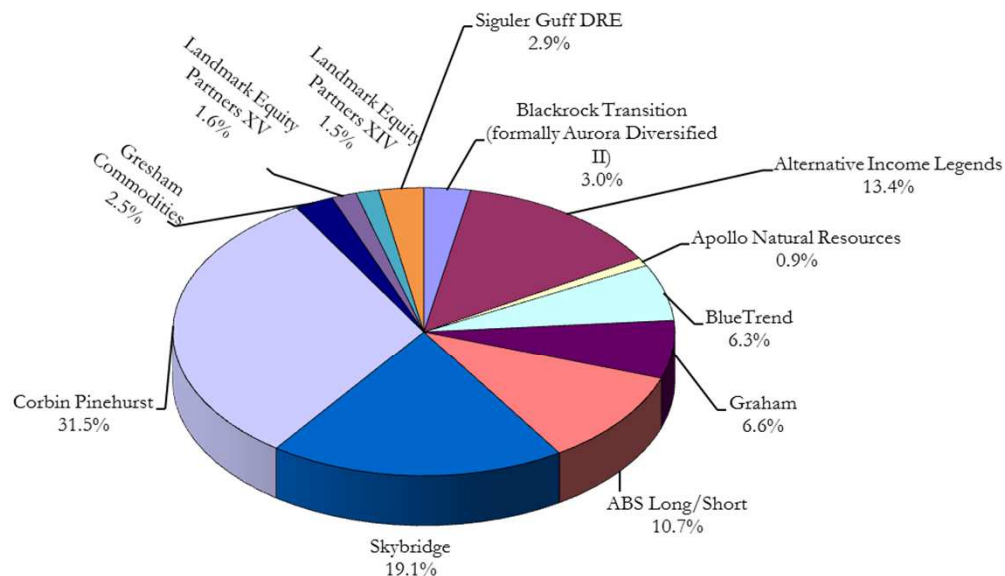
	Portfolio Weighting %
United Mexican States, 5.75%	4.91
Argentina (Rep Of) 2.26%	2.70
GMO US Treasury	2.61
U.S. Treasury Note, 0.75%	2.58
Republic Of Turkey 6%	1.93
Russia Fedn Ministry Fin 5.875%	1.84
Republic Of Turkey 6.75%	1.83
U.S. Treasury Inflation Indexed Note, 0.13%	1.77
La Electricidad De Caracas Sai 8.5%	1.67
United Mexican States, 5.63%	1.65

Ticker	GMCDX
Inception Date	4/19/1994
Morningstar Rating Overall	★★★★★
Fund Size	4,061,553,684
Annual Report Net Expense Ratio	0.54
Management Fee	0.35
Average Eff Duration	
Average Credit Quality	
12 Mo Yield	7.13

Fixed Income Sector (World Bonds)



Alternative Breakdown (%)



<u>Manager</u>	<u>% of Account</u>	<u>Estimated Statment Value</u>	<u>Verified Values</u>	<u>Verified As Of</u>
Blackrock Transition (formally Aurora Diversified II)	3.0%	\$190,911	\$194,930	12/31/2016
Alternative Income Legends	13.4%	\$854,971	\$855,607	11/30/2016
Apollo Natural Resources	0.9%	\$60,145	\$65,582	6/30/2016
BlueTrend	6.3%	\$402,674	\$407,221	12/31/2016
Graham	6.6%	\$417,909	\$422,860	12/31/2016
ABS Long/Short	10.7%	\$678,625	\$678,700	11/30/2016
Skybridge	19.1%	\$1,212,996	\$1,212,996	11/30/2016
Corbin Pinehurst	31.5%	\$2,007,038	\$2,006,705	11/30/2016
Gresham Commodities	2.5%	\$159,174	\$162,079	12/31/2016
Landmark Equity Partners XV	1.6%	\$102,049	\$86,130	9/30/2016
Landmark Equity Partners XIV	1.5%	\$94,492	\$93,127	9/30/2016
Siguler Guff DRE	2.9%	<u>\$183,434</u>	<u>\$177,863</u>	9/30/2016
Total	100.0%	\$6,364,418	\$6,363,799	

Data Source: Wells Fargo Advisors

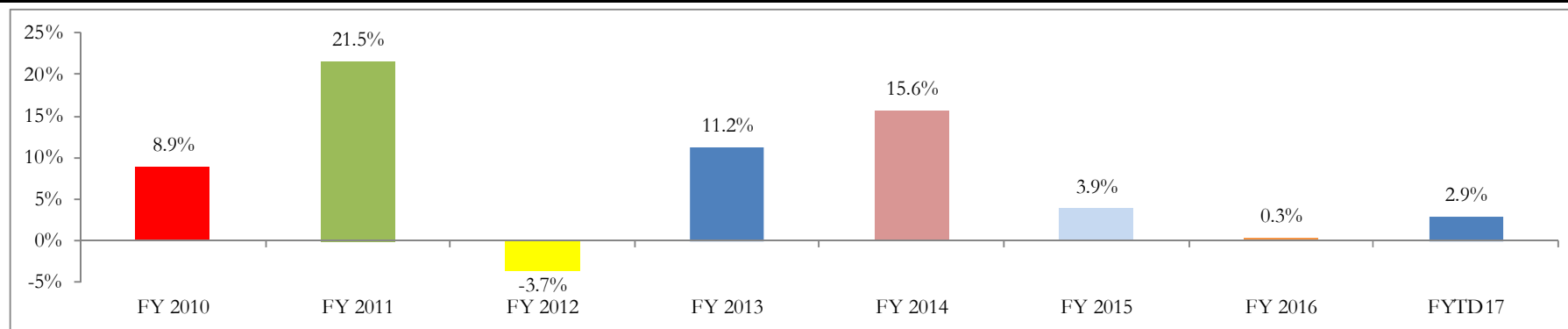
% of Account	\$ Value		4q16	FYTD	One Year	Three Years*	Five Years*	Incept (Mgr)*	Incept Bench*
100%	\$ 6,364,418	<i>Combined Alternatives (1 mo lag)</i>	0.2	0.2	(3.2)	0.6	1.8	1.5	2.4
		<i>HFRI FoF Index (1 mo lag)</i>	1.5	1.5	(1.8)	2.5	2.5		
		<u>Lower Volatility</u>							
3%	\$ 190,911	Blackrock Transition (formerly Aurora)	1.3	2.9	(0.6)	0.5	2.7	1.2	2.1
		<i>HFRI Conservative Index</i>	1.0	1.0	(1.3)	2.3	2.6		
		<u>Diversified</u>							
32%	\$ 2,007,038	Corbin Pinehurst	1.0	4.2	1.4	2.5	4.7	4.6	2.4
13%	\$ 854,971	Alternative Income Legends	1.2	4.7	2.2	--	--	(1.3)	0.8
19%	\$ 1,212,996	SkyBridge	1.9	2.7	(1.8)	--	--	(3.0)	0.2
		<i>HFRI Fund of Funds</i>	1.5	1.5	(1.8)	2.5	2.5		
		<u>Hedged Equity</u>							
11%	\$ 678,625	ABS Global L/S (K2 prior to 12/12)	0.7	1.5	(3.9)	2.5	5.8	3.8	4.2
		<i>HFRI Equity Hedge</i>	3.2	3.2	2.9	3.8	4.1		
		<u>Managed Futures</u>							
6%	\$ 402,674	BlueTrend	(11.1)	(10.0)	(15.2)	(1.3)	(2.5)	(2.5)	(0.0)
7%	\$ 417,909	Graham	3.9	3.7	(4.4)	4.4	2.9	0.1	(0.2)
		<i>CS Tremont Managed Futures Index</i>	2.6	2.6	2.3	7.4	1.2		
		<u>Commodities</u>							
3%	\$ 159,174	Gresham Commodities	4.4	0.4	3.8	(13.2)	--	(9.4)	(10.0)
1%	\$ 60,145	Apollo Natural Resources	6.3	(1.0)	--	--	--		
		<i>Dow UBS Commodity Index</i>	(2.9)	(2.9)	(8.8)	(14.0)	--		
		<u>Private Equity</u>							
1%	\$ 94,492	Landmark Equity Partners XIV						6.0	
2%	\$ 102,049	Landmark Equity Partners XV						9.9	
3%	\$ 183,434	Singular Guff DRE						9.5	

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 December 31, 2016



Performance Inception Date: January 23, 2009

Since Inception ROR: 8.77%
Fiscal Year-To-Date 2017 ROR: 2.88%
Beginning Market Value (July 1, 2016): \$ 424,392

<u>Quarter</u>	<u>Contributions</u>	<u>Withdrawals</u>
3Q16		
4Q16	\$ 20,000	

Total Net Flows FYTD \$ 20,000
Invested Capital FYTD \$ 444,392
Appreciation/Depreciation \$ 11,209
Ending Market Value (December 31, 2016) \$ 455,601

Returns are calculated net of transaction costs and net of management fees.

Returns greater than one year are annualized.

Account data is on a trade date basis and accrued income is included in beginning and ending values. Performance is based on current market prices, as available.

Certain assets are excluded from Beginning and Ending Values and are not included in performance calculations. Selected annuities, certain types of direct investments, mutual funds held outside the firm, precious metals, coins, bullion, or any assets subject to tax- withholding (TEFRA) are among the assets not included in values or performance calculations.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EXECUTIVE COMMITTEE

February 8, 2017

3:45 – 5:45 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 – November 16, 2016

- III. Closed Session (if necessary)

- IV. Adjourn

EXECUTIVE COMMITTEE
MINUTES – NOVEMBER 16, 2016

MINUTES
Executive Committee
November 16, 2016
Board Conference Room – Blow Memorial Hall

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

Chair Todd A. Stottlemeyer called the meeting to order at 4:50 p.m.

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

In his opening remarks, Mr. Stottlemeyer welcomed the observers and asked Secretary to the Board Michael Fox to briefly review the Board schedule for the next few days.

Mr. Stottlemeyer then asked for a motion that the Executive Committee convene in Closed Session for the purpose of discussing personnel matters regarding specific personnel, the performance and evaluations of specific executive employees; for briefings by legal counsel or staff members pertaining to specific legal matters; and to discuss specific recommendations relating to fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A.1., 7., and 8., of the Code of Virginia. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 4:55 p.m.

The Executive Committee reconvened in open session at 7:05 p.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then asked for a motion to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue Gerdelman. (**Certification Resolution** is appended.)

There being no further business, the Committee adjourned at 7:15 p.m.

November 16, 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. Stottlemeyer
Chair
Executive Committee

COMMITTEE ON AUDIT AND COMPLIANCE

February 9, 2017

8:00 – 9:15 a.m.

Board Room - Blow Memorial Hall

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

- I. Introductory Remarks – Judge Thomas
- II. Approval of Minutes – November 16, 2016
- III. Report from Auditor of Public Accounts - Eric Sandridge
- IV. Report from Chief Compliance Officer – Kiersten L. Boyce
 - A. Amendment of Compliance Program Charter - **Resolution 2**.
- V. Report from Director of Internal Audit – Kent B. Erdahl
- VI. Report from Chief Financial Officer – Amy S. Sebring
 - A. Office of Inspector General Performance Review
 - B. Federal Trade Commission Red Flag Rule.
 - 1. Adoption of Red Flags Policy on Identity Theft - **Resolution 3**.
- VII. Closed Session (if necessary)
- VIII. Discussion
- IX. Adjourn

COMMITTEE ON AUDIT AND COMPLIANCE
MINUTES – NOVEMBER 16, 2016

MINUTES
Committee on Audit and Compliance
November 16, 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: S. Douglas Bunch, Sue H. Gerdelman, Karen Kennedy Schultz, John E. Littel, Virginia M. Ambler, Henry R. Broaddus, Kiersten L. Boyce, Deborah Cheesebro, Kate Conley, Kent B. Erdahl, Michael R. Halleran, Penelope G. Howard, Samuel E. Jones, Jennifer Latour, Deborah A. Love, Warrenetta Mann, Jeremy P. Martin, Pamela H. Mason, John M. Poma, Amy S. Sebring, Virginia Torczon, Sandra J. Wilms, Brian W. Whitson and other College staff.

Chair John Charles Thomas called the meeting to order at 3:16 p.m.

Recognizing that a quorum was present, Judge Thomas moved to approve the minutes of the meeting of September 22, 2016. Motion was seconded by Mr. Payne and approved by voice vote of the Committee.

Judge Thomas asked Director of Internal Audit Kent Erdahl for his report. Mr. Erdahl first described the annual work plan development process. Mr. Erdahl explained how he solicited input from management and utilized other sources of information in developing the 2017 work plan. The Senior Vice President Finance and Administration, the Provost, and the President all provided input on the work plan. Mr. Erdahl briefly described each of the proposed audits and included a discussion of rationale for inclusion in the plan. Mr. Erdahl commented that many of the audit were requested by management. Judge Thomas asked for a motion to approve **Resolution 2**, Approval of 2017 Internal Audit Work Plan. Motion was made by Mr. Little, seconded by Mr. Payne and approved by voice vote of the Committee.

Mr. Erdahl discussed recent internal audits including the Dining Services audit. He explained that based on the nature of the audit findings, a more robust follow-up will be performed. A brief discussion ensued regarding reimbursement of incorrect dining vendor charges.

Mr. Erdahl commented on in-progress audits including the Donor Spending audit. Mr. Little inquired about the objectives of the audit and stressed the importance of the audit. The internal audit department will begin planning 2017 audits and at the February committee meeting will provide a full accounting of 2016 audit activities.

Judge Thomas asked Chief Compliance Officer Kiersten Boyce for her report. Ms. Boyce first reported on William and Mary's Clery Act compliance. She provided an overview of the Clery Act and discussed the Annual Security and Fire Safety Report, which was published in September 2016 and had been shared with the members of the Board. Ms. Boyce then provided a report on Title IX incidents and investigations for the first quarter of the academic year.

Committee on Audit and Compliance

MINUTES

Page 2

Judge Thomas moved that the Committee on Audit and Compliance of the Board of Visitors of the College of William and Mary convene first in closed session for the purpose of discussing specific personnel matters, discussing internal investigations involving identifiable students and/or employees, and for consultation with legal counsel regarding specific legal matters, and then in Executive Session for the purpose of discussing personnel matters regarding specific personnel, as provided for in Section 2.2.-3711.A.1., 2., and 7, of the Code of Virginia. Motion was seconded by Mr. Payne and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 3:47 p.m.

The Committee reconvened in open session at 4:09 p.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 4:10 p.m.

November 16, 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

**COLLEGE OF WILLIAM AND MARY
AMENDMENT OF COMPLIANCE PROGRAM CHARTER**

WHEREAS, The Committee on Audit and Compliance oversees the Compliance and Ethics Program of the College of William and Mary; and

WHEREAS, the Compliance Program Charter was originally approved by the Board of Visitors at the February 8, 2013 meeting, and

WHEREAS, amendments to update the Compliance Program Charter (attached) have been reviewed by the Chair of the Audit and Compliance Committee, the President, the Chief Compliance Officer, and other College officials;

NOW, THEREFORE, BE IT RESOLVED, That the Compliance Program Charter is hereby amended by the Board of Visitors, effective immediately.

THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA**COMPLIANCE PROGRAM CHARTER**

The College of William & Mary, including the Virginia Institute of Marine Science (the university), is committed to lawful and ethical behavior in all of the university's activities. The compliance and ethics program of William & Mary is dedicated to this goal. This charter defines and specifies key aspects of the compliance and ethics program.

The Audit and Compliance Committee of the Board of Visitors provides oversight of the compliance and ethics program. The Committee:

- Approves the Compliance Program Charter.
- Promotes and supports a university-wide culture of ethical and lawful conduct.
- Ensures adequate resources and appropriate authority are provided to the compliance program.
- Provides oversight of significant compliance and ethics issues and risks.
- Receives reports from the Chief Compliance Officer regarding reports and investigations as well as the overall effectiveness of the compliance and ethics program.

The Chief Compliance Officer has overall responsibility for the compliance and ethics program and the Office of Compliance and Equity (Compliance Office).¹ The Chief Compliance Officer reports to the President and has direct access to the Audit and Compliance Committee.

The Compliance Office is charged with developing and coordinating implementation of a compliance and ethics program meeting federal guidelines. The Office:

- Ensures that the university has policies and procedures reasonably designed to satisfy legal obligations and prevent misconduct, and systems for detecting misconduct.
- Manages the policy program and promotes awareness of the university's Code of Ethics and other institutional values, regulations, and policies.
- Identifies and addresses, with management, significant compliance risks and violations. Participates in strategic planning and risk management programs.

¹ Federal regulations require that a specific, "high-level" individual be given "overall responsibility" for the compliance and ethics program.

- Investigates reported or suspected compliance or ethical violations² and, with University Counsel, coordinates the university's response to regulatory investigations and inquiries. The Compliance Office, with accountability for confidentiality and safeguarding records and information, is authorized full access to university records, physical properties, and personnel pertinent to carrying out investigations.
- Reports significant ethics and compliance activities and issues to the university's executive management and reports on the effectiveness of the compliance and ethics program to the Audit and Compliance Committee.

University leadership is responsible for promoting a strong culture of compliance and ethics throughout the organization, with shared values and a commitment to the Code of Ethics. Executive employees and other managers:

- Align operational activities and strategic plans with the university's core values (Code of Ethics).
- Create a "speak up" culture, where employees are encouraged to come forward with concerns and retaliation is not tolerated.
- Demonstrate a commitment to integrity.
- Ensure that misconduct is addressed through appropriate disciplinary action and remedial measures.

All members of the university community share responsibility for maintaining an environment of accountability and integrity.

- Supervisors must ensure that employees have the knowledge and skills to fulfill their obligations. Supervisors must appropriately address or elevate reported violations or similar issues, including by preventing retaliation.
- All employees must obey the laws, regulations, and policies applicable to their university activities, and report illegal or unethical action that comes to their attention.³ All employees are expected to cooperate with investigations.
- The university will not tolerate any form of retaliation against a member of the university community for reporting illegal or unethical conduct, as provided in the Whistleblower Policy.

² Reported or suspected violations may be investigated by other individuals, committees, or offices, under university policies or procedures. For example, reports of research misconduct by a faculty member are investigated in accordance with the Faculty Handbook.

³ Code of Ethics of the College of William & Mary.

COLLEGE OF WILLIAM AND MARY**ADOPTION OF RED FLAGS POLICY ON IDENTITY THEFT**

WHEREAS, under the Federal Trade Commission's (FTC) Red Flag Rule (16 CFR 681.2), which implements sections of the Fair and Accurate Credit Transactions Act specifically related to protecting consumer identity, the College of William & Mary, including the Virginia Institute of Marine Science, (hereafter referred to as "the University") is considered a creditor and must maintain a rigorous program to protect its students, employees, and other customers against identity theft; and

WHEREAS, FTC Guidelines require applicable financial institutions to: 1) identify relevant Red Flags, potential sources, and associated risk factors, and 2) develop and maintain training programs that inform employees what Red Flags are, how to identify them, when to report suspicious activity, and how to mitigate any compromises of personal information; and

WHEREAS, Red Flags can be categorized into several key areas including the presentation of suspicious documents or reporting of suspicious information (*e.g.*, fictitious address, phone number or other contact information). In addition, unusual use of a University covered account, notification from a third party monitoring entity about suspicious use of University information, or notice from University customers of possible identity theft also qualify as Red Flags; and

WHEREAS, as identified below, the University has established policies and procedures related to the appropriate use of personal data, information security, and consumer protection which collectively contribute to a Red Flags Program and meet the intent of the federal regulations, including a number of key operating standards, procedures, and policies that support our ongoing efforts to identify and mitigate identify theft for students, faculty, staff, and others with participating accounts at the University:

- Information Security (IS) Policy
- Faculty and Staff Acceptable Use Policy
- Student Acceptable Use Policy
- Data Classification and Protection Policy
- Information Asset Inventory and Management Policy
- Access Control Policy
- IS Incident Management Policy
- IS Training Program
- Data Encryption Guidelines
- Network Access Control Standards

- Application, Operating System, and Wireless Network Control Standards
- Threat Management Standards
- Basic Image Service Configurations Standards
- Minimum Security Standards for College Desktops, Laptops, PDAs, Smart Phones
- IS Monitoring Procedures
- IS Incident Reporting and Response Standard
- IT Disaster Recovery Plan

WHEREAS, federal regulations recognize that although these standards, procedures and policies are all a part of an Identify Theft Prevention Program, a formal policy establishing appropriate oversight and administrative structure to the program must be approved by the governing board.

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the attached Red Flags Policy and assigns the Senior Vice President for Finance and Administration as the oversight executive for the University's Identify Theft Protection Program. The Senior Vice President for Finance and Administration shall be authorized to implement the Program and may delegate its administration to the Chief Information Officer, Chief Financial Officer, or other senior University officials as appropriate

RED FLAGS POLICY ON IDENTITY THEFT

Effective Date: February 10, 2017

Revision Date: First Version

Responsible Offices: Information Technology and Finance

I. Scope and Purpose

This policy applies to the College of William & Mary, including the Virginia Institute of Marine Science, hereafter referred to as the University. The policy establishes the University's Identity Theft Prevention Program, which helps protect students, employees and others who have certain accounts with the university. The program is designed to detect, prevent, and mitigate identity theft in accordance with the Federal Trade Commission's (FTC) Red Flag Rule (16 CFR 681.2), which implements sections of the Fair and Accurate Credit Transactions Act (Pub L. 108-159).

II. Definitions

Covered Account. A consumer account designed to permit multiple payments or transactions, and any other account for which there is a reasonably foreseeable risk of identity theft, including:

- student accounts established for the payment of tuition, fees, room, board and other charges related to University activities; and
- personal accounts through which employees receive wages or reimbursements, and;
- accounts tied to University identification cards that allow students and employees to load personal funds for use at University retail locations and approved community vendors.

Customer. A person who has a covered account with the University. A customer may be a student, employee, or other individual.

Identify Theft. A fraud committed or attempted using the identifying information of another person without his or her authority.

Red Flag. A pattern, practice or specific activity that could indicate identity theft.

III. Policy: Identity Theft Prevention Program

The University is committed to protecting its students, faculty, staff, and others who entrust their personal information with the University. Common Red Flags include:

1. Receipt of Notice of Dispute from a credit agency;

2. Identification document or card that appears to be forged, altered or inauthentic;
3. Identification document or card on which a person's photograph or physical description is not consistent with the person presenting the document;
4. Inconsistencies in information among different documents presented by the customer (example: inconsistent birth dates);
5. Identifying information presented by the customer that is inconsistent with other sources of information (for instance, an address not matching an address on a Perkins loan application);
6. Social Security number presented that is the same as one given by another student or employee; and
7. Notice to the University from an external source, student, or employee that an account has unauthorized activity.

The Identity Theft Prevention Program consists of this policy, which identifies common Red Flags, and other policies and procedures to detect and respond to any Red Flags that occur. The Senior Vice President for Finance and Administration will be responsible for the Policy and will establish an Identify Theft Prevention Committee (the "Committee") to be charged with overseeing the Program. The Committee will be co-chaired by the University's Chief Financial Officer and the Chief Information Officer. Members of the Committee may include representatives from Admissions, Advancement, Auxiliary Enterprises, the Bursar's Office, Financial Aid, Human Resources, Information Technology, Payroll, the Registrar's Office, and Student Affairs. Other members may be appointed by the Senior Vice President for Finance and Administration as needed.

The Committee is responsible for ensuring that reasonable policies and procedures exist to identify, detect, and respond to Red Flags relating to covered accounts. The Committee is charged with reviewing existing University policies and procedures related to identify theft and incident reporting, and developing new policies and procedures as needed to ensure that the University maintains a high level of due diligence with respect to preventing, detecting, and mitigating identify theft. The Committee will also be responsible for establishing and maintaining routine training for staff in relevant positions, including training in how to identify a Red Flag, how to report a Red Flag, and how to mitigate against identity theft in Covered Accounts.

V. Authority and Amendment; Implementation

This policy is approved by the Board of Visitors, in accordance with 16 CFR 681.2. The Board of Visitors delegates to the Senior Vice President for Finance and Administration the authority to implement this policy.

COMMITTEE ON ACADEMIC AFFAIRS

February 9, 2017

8:30 – 9:15 a.m.

Room 201 - Blow Memorial Hall

Lynn M. Dillon, Chair

Karen Kennedy Schultz, Vice Chair

- I. Introductory Remarks – Ms. Dillon
- II. Approval of Minutes – November 16, 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. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 4**
 - 2. Faculty Promotions **Resolution 5**
 - 3. Award of Academic Tenure **Resolution 6**
 - 4. Designated Professorships **Resolution 7**
 - 5. Retirement of David P. Aday
Department of Sociology **Resolution 8**
 - 6. Retirement of Robert B. Archibald
Department of Economics **Resolution 9**
 - 7. Retirement of Susan S. Grover
Marshall-Wythe School of Law **Resolution 10**
 - 8. Retirement of John B. Nezlek
Department of Psychology **Resolution 11**
 - 9. Retirement of James E. Perry
School of Marine Science **Resolution 12**
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS
MINUTES – NOVEMBER 16, 2016

MINUTES
Committee on Academic Affairs
November 16, 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; John E. Littel and faculty representative Eric D. Chason. Board members present: Sue H. Gerdelman 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 4:15 p.m. Recognizing that a quorum was present, Ms. Dillon asked for a motion to approve the minutes of the meeting of September 22, 2016. Motion was made by Mr. Buck, seconded by Mr. Bunch and approved by voice vote of the Committee.

In his introductory remarks, Provost Halleran commented on the positive way in which the campus community, especially faculty and staff, have dealt with the concerns arising from the presidential election. He also noted that the engineering and design initiative and faculty diversity hiring initiative are on track, with fuller reports in February; commented on the success of the Tack Lecture series; noted that early decision applications are up slightly with overall applications up about 6%.

The Provost presented a brief PowerPoint report on salaries, showing a) four years of the Promise, comparing planned, actual, state authorized, state funded and constraints on salaries during this period; b) progress towards the goal of reaching the 60th percentile of the SCHEV peer group; and c) scatter grams looking at four years of salary distribution. A brief discussion ensued.

Faculty Liaison Committee Chair Professor Cathy Forestell reported that the Faculty Assembly is working on issues of faculty health/wellness, aided by visits to Assembly meetings from Chief Human Resources Officer John Poma, Ombudsperson Tatia Granger and Vice Provost for Academic and Faculty Affairs Susan Grover. Work continues on potential changes to the Faculty Handbook involving medical leave. A brief discussion ensued.

Following the Provost's review of the three resolutions under consideration, Ms. Dillon moved adoption as a block of **Resolution 3**, Award of Academic Tenure; **Resolution 4**, Designated Professorship; and **Resolution 5**, Retirement of Ilya Spitkovsky, Department of Mathematics. Motion was seconded by Ms. Schultz and approved by voice vote.

There being no further business, the Committee adjourned at 4:40 p.m.

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

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

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

ADELA AMARAL, Assistant Professor of Anthropology

B.A., University of California, Los Angeles 2005
M.A. (2009) and Ph.D (2015), University of Chicago

University of California, Berkeley
President's Postdoctoral Fellow, 2015-2017

University of Chicago
Teaching Assistant, 2010-2013

KEVIN S. HAEBERLE, Associate Professor of Law without tenure

B.A., Georgetown University, 1999
J.D., Columbia Law School, 2005

University of South Carolina Law School
Assistant Professor, 2014-2017

Columbia Law School and Columbia Business School
Postdoctoral Research Scholar, 2012-2014

United States District Court for the Southern District of New York
Law Clerk, 2009-2010

Friedman, Kaplan, Seiler, Adelman LLP
Associate, 2007-2009

Simpson, Thacher & Bartlett LLP
Associate, 2006-2007

Supreme Court of Israel
Foreign Law Clerk, 2005-2006

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

MICHAEL GIBBS HILL, Associate Professor of Modern Languages &
Literatures

B.A., Fairhaven College at Western Washington University, 1996
M.A., Rutgers, The State University of New Jersey, 2003
Ph.D., Columbia University, 2008

University of South Carolina
Associate Professor and Director, Center for Asian Studies, Walker
Institute for International Studies, 2013-2017
Assistant Professor, 2008-2013
Clinical Assistant Professor, 2007-2008

Henan University
Visiting Professor, 2014-2017

PHIALA E. SHANAHAN, Assistant Professor of Physics

B.Sc. (2012) and Ph.D. (2015), The University of Adelaide, Australia

Massachusetts Institute of Technology
Postdoctoral Research Associate, 2015-2017

PHILIP SWENSON, Assistant Professor of Philosophy

A.A., Moberly Area Community College, 2003
B.S., University of Central Missouri, 2007
M.A., University of Missouri, 2007
Ph.D., University of California, Riverside, 2014

Rutgers, The State University of New Jersey
Postdoctoral Associate, 2015-2016

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for promotion in academic rank by the appropriate departmental committees and chairs, the appropriate deans, 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 academic promotion of the following members of the Faculty of the College, effective with the beginning of the 2017-18 academic year:

Assistant Professor to Associate Professor

ANNE L. BLAZER, Department of Religious Studies

MICHAEL S. JABBUR, Department of Art & Art History

DAVID M. KAPLAN, School of Marine Science

MICHAEL D. LAMAR, Department of Biology

DAVID M. LONG, Mason School of Business

JOHN M. PARMAN, Department of Economics

PHILIP G. ROESSLER, Department of Government

MONICA J. SEGER, Department of Modern Languages and Literatures

JORGE L. TERUKINA, Department of Modern Languages and Literatures

XIN WU, Department of Art & Art History

DOUGLAS D. YOUNG, Department of Chemistry

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

The following members of the Instructional Faculty at the College of William and Mary have been recommended for the award of academic tenure by the appropriate departmental committees and chairs, the appropriate deans, 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 members of the Faculty be awarded academic tenure, effective with the beginning of the 2017-18 academic year:

ANNE L. BLAZER, Department of Religious Studies

MICHAEL G. HILL, Department of Modern Languages and Literatures

MICHAEL S. JABBUR, Department of Art & Art History

DAVID M. KAPLAN, School of Marine Science

MICHAEL D. LAMAR, Department of Biology

DAVID M. LONG, Mason School of Business

JOHN M. PARMAN, Department of Economics

PHILIP G. ROESSLER, Department of Government

TOMOYUKI SASAKI, Department of Modern Languages and Literatures

MONICA J. SEGER, Department of Modern Languages and Literatures

JORGE L. TERUKINA, Department of Modern Languages and Literatures

XIN WU, Department of Art & Art History

DOUGLAS D. YOUNG, Department of Chemistry

COLLEGE OF WILLIAM AND MARY
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2017-18 academic year:

JONATHAN D. ALLEN, Broderick Goldman Sachs Term Distinguished Associate Professor of Biology

JAMEL K. DONNOR, William and Martha Claiborne Stephens Term Distinguished Associate Professor of Education

CHRISTOPHER FREIMAN, Class of 1963 Term Distinguished Associate Professor of Philosophy

REX K. KINCAID, Chancellor Professor of Mathematics

MICHAEL G. LUCHS, Henry and Phyllis Shook Term Distinguished Associate Professor of Business

MONICA J. SEGER, Sallie Gertrude Smoot Spears Term Distinguished Associate Professor of Modern Languages and Literatures

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF DAVID P. ADAY
DEPARTMENT OF SOCIOLOGY

David P. Aday, Jr. received his B.A. from Fort Hays Kansas State University in 1968 with a major in Sociology. He earned his Ph.D. in Sociology from the University of Kansas in 1977. He was hired by the College of William & Mary in 1978, promoted to Associate Professor with tenure in 1981 and achieved the rank of Professor in 1994.

Professor Aday's early career scholarship was focused at the intersection of criminology and complex organizations. His research made important contributions to understanding the structure and functioning of juvenile courts in the U.S. He subsequently wrote Social Control at the Margins, an insightful book that used elements of classical sociological theory to develop an integrated theory of social deviance. His recent research has focused on community building, participatory development and engaged scholarship.

Professor Aday has been an exemplary leader at the College. He chaired the Sociology Department from 1991 to 1997, creating a departmental culture that seamlessly integrates high-quality teaching and impactful research. Under his leadership, the department became one of the first to advance interdisciplinary and international education, collaborating with the Women's Studies program to hire a jointly appointed faculty member. He later served as Director of the American Studies program and more recently helped create the Public Health minor, a program that he currently co-directs.

As Chair of the Assessment Steering Committee (1991-2010) he led the College's efforts to meaningfully engage in curricular assessment. He also spearheaded the university's reaccreditation efforts from 2003 to 2006. Professor Aday served for three years as Special Assistant to the Provost and he held the positions of NCAA Certification Compliance Officer and Faculty Athletics Representative to the NCAA.

Professor Aday's service contributions extend far beyond William & Mary's borders. His direction of the Student Organization for Medical Outreach and Sustainability (SOMOS) and Medical Aid Nicaragua: Outreach Scholarship (MANOS) projects sets a gold standard in regards to immersing students in a combination of classroom learning, empirical research, and community engagement.

Professor Aday's incredible commitment and success with integrated learning is perhaps best evinced by the many research collaborations he still maintains with current and former students, particularly those who participated in SOMOS or MANOS projects. That so many of his former students are now working in health care and other community service professions is a testament to both the tremendous impact he made on their lives and to his extraordinary contributions to the greater good.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of David P. Aday; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 39 years of service, a change in status from Professor of Sociology to Professor of Sociology, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ROBERT B. ARCHIBALD
DEPARTMENT OF ECONOMICS

Robert Archibald received his B.A. from the University of Arizona with a major in Economics in 1968. After a two-year involuntary stint in the Army, he earned a M.S. and a Ph.D. from Purdue University. He completed his dissertation as a Baker-Weeks Fellow at the Brookings Institution in 1974. After two years at the Offices of Prices and Living Conditions of the Bureau of Labor Statistics in Washington, D.C., he joined the William & Mary faculty as an Assistant Professor of Economics. He was promoted to Associate Professor in 1980, Professor in 1990, and named Chancellor Professor in 2006.

Professor Archibald has always been a dedicated and demanding teacher. He taught generations of students principles of economics, microeconomics, macroeconomics, statistics, and various seminars in both the economics department and the public policy program. Many of his students have gone on to very successful careers in economics. He is especially proud of his many honors students.

Professor Archibald has served the college community in many ways, including as chair of the Economics Department, director of the Public Policy program, interim dean of the Faculty of Arts and Sciences, and President of the Faculty Assembly. He was also the first faculty member appointed as faculty representative to the Board of Visitors. He has served on a large number of college committees and enjoyed many of them. He is particularly proud of the role he played as one of the founders of the Public Policy program.

Professor Archibald has always been an active scholar. He has published over 50 articles in economics and policy journals, and is the author of three books, one with Johns Hopkins University Press, and two with Oxford University Press. The two Oxford University Press books are joint with his colleague, David Feldman. One of them, *Why Does College Cost So Much?*, published in 2011, was listed by Bill Gates as one of the seven best books he read in 2013. The other, *The Road Ahead for America's Colleges and Universities*, is coming out in July 2017.

At the end of a long career Professor Archibald is particularly proud of being given the Thomas Jefferson Award at the 2010 Charter Day. He is also honored that, thanks to generous gifts of donors, every year several economics undergraduates are awarded Archibald-Finifter scholarships, and one graduate student in Public Policy is named the Archibald Fellow.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert B. Archibald; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 41 years of service, a change in status from Chancellor Professor of Economics to Chancellor Professor of Economics, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF SUSAN S. GROVER
MARSHALL-WYTHE SCHOOL OF LAW

Susan S. Grover joined the Law School faculty in 1988 from the law firm of Dunnells, Duvall, Bennett & Porter in Washington, D.C. She earned her A.B. in English, with honors, from Hollins College in 1973 and her J.D. from the Georgetown University Law Center in 1983. Following law school, she clerked for the Hon. Oliver Gasch of the U.S. District Court for the District of Columbia and for the Hon. Spottswood W. Robinson III of the U.S. Court of Appeals for the District of Columbia Circuit.

Professor Grover has taught thousands of students over the course of her career in some of the Law School's most foundational courses, including Civil Procedure and Employment Discrimination. She has been a much beloved teacher and mentor to many students over the years, particularly to first-generation college graduates and other underrepresented groups. She has also advised several student organizations, including Equality Alliance, Law Students for Reproductive Justice, the Multicultural Law Students Association, and the Women's Law Society. In addition, Professor Grover was instrumental in developing academic success programs at the Law School and providing substantive guidance and critical support to students preparing to take the bar exam.

As a scholar, Professor Grover wrote important articles about workplace harassment, law student well-being, and disparate impact discrimination cases. Her casebook, *Employment Discrimination: A Context and Practice Casebook* (with Sandra F. Sperino and Jarod S. Gonzalez), is now in its second edition.

Professor Grover has long had the good of the Law School and the College at heart and has always responded to the call to serve. From 2002 to 2007, she served as Director of Equal Opportunity, and from 2013 to 2014, she served as Vice President of the Faculty Assembly. Her career at the College culminated with a three-year term as Vice Provost for Academic and Faculty Affairs, during which, among other things, she successfully led the College's SACSCOC reaccreditation efforts, coordinating enormous amounts of data, assessment information, and narratives from every area of the College.

She is perhaps best known for her dedication to law students and members of the legal community who struggle with mental health, substance abuse, and other impairment issues. She has served as a member of the Board of Directors for Lawyers Helping Lawyers, an organization that provides confidential assistance to members of the legal profession facing substance abuse challenges, and as a Commissioner of the American Bar Association's Commission on Lawyer Assistance Programs. In the former role, she led a substantial survey effort to investigate mental health and substance abuse issues in the Commonwealth of Virginia. She also organized at the Law School the first student

chapter of Lawyers Helping Lawyers, an innovation that has reached every law school in the Commonwealth. Her exemplary efforts in the area were recognized by Lawyers Helping Lawyers when it bestowed on her the James R. Treese Award in 2014.

Professor Grover's accomplishments have been widely recognized at the College and in the community. She was the University Professor for Teaching Excellence from 2011 to 2014 and received the Walter L. Williams, Jr., Memorial Teaching Award, given by the graduating class at the Law School, in 2011. She was the recipient of the John Marshall Award, for outstanding service to the Law School, in 2013. She has also received the NAACP Faculty Award, the Black Law Students Association's Jane Matilda Bolin Award and Distinguished Faculty Award, and the Virginia Women Attorneys Association Foundation Distinguished Faculty Award. In 2014, she was recognized by *Virginia Lawyers Weekly* as one of its "Influential Women of Virginia."

Colleagues will remember her for her commitment to fairness, equality, and inclusion, her professionalism, and her selflessness. Her steadfast devotion to student success and well-being, her wise counsel and discretion, and her ability to inspire students facing personal challenges were unmatched.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Susan S. Grover; expresses its appreciation to her for the many contributions she has made to the Law School and the College of William & Mary; and approves, with deep gratitude for her 29 years of devoted service, a change in status from Associate Professor of Law to Professor of Law, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JOHN B. NEZLEK
DEPARTMENT OF PSYCHOLOGY

Professor Nezlek received his A.B. in Sociology and Psychology from Duke University, graduating cum laude and with honors. He earned his M.A. and Ph.D. in Psychology from the University of Rochester. In 1977 he was hired as an Assistant Professor at the College of William & Mary, he received tenure in 1985 and was promoted to the rank of Professor in 1994.

Professor Nezlek has had a prolific career, publishing in many areas of psychology. He is well known as a personality and social psychologist, and is highly regarded for the use and analyses associated with a "daily diary method," that has been one of those significant leaps for the field in measurement, because it relies on daily/regular reports, rather than memory of an event that occurred earlier in life. As might be expected, a new method required a novel analytic approach, and Professor Nezlek is well-published and highly regarded in relevant statistically analytical approaches as well.

Professor Nezlek has been a prolific author throughout his career, having published over 120 peer-reviewed manuscripts and book chapters and two books. He remains extremely productive, having ten manuscripts published in 2016, and he currently serves on the Editorial Board of five journals. He has served as a co-Principal Investigator on three grants with collaborators from Poland since 2011. Indeed, retirement may offer an opportunity for Professor Nezlek to "get caught up" regarding his many research collaborations. For example, Professor Nezlek received numerous opportunities to be a visiting scholar, including at the Centre National de la Recherche Scientifique, Marseille, at Katholieke Universiteit Leuven, and a Fulbright Fellowship at the University of Social Sciences and Humanities in Warsaw. Currently, he retains the appointment of Dr. habil. at the University of Social Sciences and Humanities in Poznan, Poland. Professor Nezlek's accomplishments have been recognized with numerous awards, including a William & Mary Society of the Alumni Teaching Award, a Plumeri Award for Faculty Excellence, and a Rector's Award for Excellence in Scholarship from the University of Social Sciences and Humanities.

Professor Nezlek's teaching at all levels of the curriculum has been valuable for the Department of Psychology. Early in his career, he re-organized the introductory psychology course, and he was instrumental in making it the popular course it is today. From introductory courses to advanced research courses, he has consistently offered courses central to the Department's curriculum, and has mentored numerous graduate and undergraduate students, many of whom owe, in part, their success to Professor Nezlek's guidance. Professor Nezlek has also provided critical departmental service during his career. He created the research participation pool which has helped faculty

and students conduct their research. He served on over ten search committees, and was a long-standing member of the departmental Personnel, Research, and Curriculum Committees. He played a central role in the creation of the present faculty evaluation process. Although Professor Nezlek did not focus on service during his career, many aspects of day-to-day life in the department were influenced by his work.

The Psychology Department will not be the same after Professor Nezlek's retirement. He has been a force in guiding the department and faculty for 40 years and has consistently taken an interest in the development of junior faculty and strengthening the research focus of the department while maintaining high standards for our graduate and undergraduate curriculum. At faculty meetings, Professor Nezlek was never shy to offer his clear, reasoned opinion but was also a good listener and reflected on the input of his colleagues to help reach decisions that strengthened the department. His wisdom and sense of humor will be sorely missed. He is a scholar who has raised the profile of our department and the College for the past 40 years, a remarkable contribution and career.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of John B. Nezlek; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 40 years of service, a change in status from Professor of Psychology to Professor of Psychology, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JAMES E. PERRY
SCHOOL OF MARINE SCIENCE

Dr. James E. Perry joined the faculty of the College of William & Mary in 1990 as a Professional Faculty Member with expertise in wetland ecology and field botany. He received his B.S. from Murray State University in 1979 and Ph.D. from William & Mary in 1991. Dr. Perry joined the Instructional faculty as an Assistant Research Professor in 1993, was promoted to Associate Research Professor in 1999, and to Research Professor in 2003. In 2006, he was awarded tenure as Professor of Marine Science.

Professor Perry has been a dedicated instructor and mentor to both graduate students in the School of Marine Science and undergraduates from William & Mary. His teaching experience included undergraduate and graduate level courses in coastal botany, coastal ecosystems processes, and Asian environmental processes. He has excelled in developing team-taught courses serving, notably, as a highly-respected team teacher for more than ten years in the William & Mary Ecology of Coastal Habitat summer field course, which fulfills a requirement of the Marine Science Minor. His teaching evaluations have always been high and accompanied by comments such as "enthusiastic," "well informed" and "works to reach students."

As a Freshman Advisor, Professor Perry worked with over 75 undergraduate students, and as a graduate advisor mentored more than 30 graduate students to successful completion of their degrees. He served as Faculty Advisor to the VIMS Sail and Paddle Club and sat on many student committees, both graduate and undergraduate. He also built, and donated to the VIMS Graduate Student Association, a kayak that, when raffled by the students, brought in over \$7,000. The money was then used to establish a competition to partially fund several graduate student's research projects.

Professor Perry has also been a generous contributor to governance of his school and the university, having served, for example, as chair of the Academic Status and Degrees Committee, chair of the Admissions Committee, Exam Moderator, and a member of the Faculty Hearing Committee and the Board of Directors of the Environmental Science and Policy Program. He also furnished dedicated service to the VIMS Advisory mission on numerous wetland projects that involved coordinating roles of the Virginia Marine Resource Commission, U.S. Army Corps of Engineers, and local Wetlands Boards. His reach in these activities extended from the City of Norfolk, Chesapeake, and Virginia Beach to many counties in the northern and middle peninsulas of Virginia. He has appeared in court as an expert witness in wetland cases for James City County and the Federal government.

Professor Perry has taught and conducted research with distinction throughout the world, and has been invited to give many seminars and lectures abroad. His research was focused on monitoring stress and documenting long-term ecological changes in vascular plant communities of coastal and inland wetlands, and the relationship of those changes to changes in environmental parameters within watersheds. He has excelled at understanding vegetation dynamics, and the life history, distribution, abundance, and threats to rare and/or endangered vascular plants. He has published over 50 peer reviewed journal articles, book chapters, and editorials about his, and his students, work.

In 2014, Dr. Perry was invited to Taiwan to help write the National Wetland Laws for Taiwan, and in that same year he received a prestigious Visiting Scholar award to work with the National Cheng Kung University of Taiwan to develop a wetland evaluation program to facilitate the new wetland law. The Taiwan Wetlands Act became law in 2015 with all Dr. Perry's recommendations included and he was awarded the distinction of "Honorary Advisor" to the Taiwan government.

Dr. Perry is a lifetime member and a past president of the Society of Wetland Scientists, for which he has chaired numerous committees including two ad hoc committees created to enhance international involvement in wetland science. He is currently the co-chair for the group's 2017 annual conference in Puerto Rico in June. He is also a member of the Coastal and Estuarine Research Federation, Ecological Society of America, and Society of Ecological Restoration.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor James E. Perry; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his 26 years of devoted service to the university, a change in status from Professor of Marine Science to Professor of Marine Science, 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 Perry with best wishes for continuing and creative work in the years ahead.

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

February 9, 2017

10:15 -11:00 a.m.

Board Room - Blow Memorial Hall

William H. Payne II, Chair

John Charles Thomas, Vice Chair

- I. Introductory Remarks – William H. Payne II
- II. Approval of Minutes – November 17, 2016
- III. Report from College Building Official – David W. Rudloff. Enclosure G.
- IV. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
 - A. Draft 2018-2024 Six-Year Capital Plan. Enclosure H.
 - B. Capital Outlay Projects Progress Report. Enclosure I.
- V. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
 - A. Capital Outlay Projects Progress Report. Enclosure J.
 - B. Draft 2018-2024 Six-Year Capital Plan. Enclosure K.
- VI. Closed Session (if necessary)
- VII. Discussion
 - A. General Assembly Amendment
- VIII. Adjourn

COMMITTEE ON ADMINISTRATION,
BUILDINGS AND GROUNDS

MINUTES – NOVEMBER 17, 2016

MINUTES
Committee on Administration, Buildings and Grounds
November 17, 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, Lisa E. Roday, Todd A. Stottlemeyer, H. Thomas Watkins III; Brian P. Woolfolk; student representative Eboni S. Brown; and staff liaison David N. Morales. Others present: President W. Taylor Reveley III; Provost Michael C. Halleran, Virginia M. Ambler, Henry R. Broaddus, Michael J. Fox, Samuel E. Jones, Jennifer Latour, Dean John T. Wells, Brian T. Whitson, Sandra J. Wilms, and other College and VIMS staff.

Chair William F. Payne II, called the meeting to order at 3:45 p.m. Recognizing that a quorum was present, Mr. Payne requested a motion to approve the minutes of the September 22, 2016, meeting. Motion was made by Ms. Schultz, seconded by Mr. Thomas, and approved by voice vote of the Committee.

Mr. Payne provided an update on the activities of the Design Review Board.

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 F. The Committee had no questions.

Dean John T. Wells provided highlights from VIMS' written report on capital outlay projects, as detailed in Enclosure G. He reviewed items submitted for the Governor's budget which will be released in December, 2016. Dean Wells stressed to the Committee the importance of VIMS' unique, on-call, advisory services to the Commonwealth.

John Poma, Chief Human Resources Officer, reported on the progress of the Fair Labor Standards Act (FLSA) requirement changing the non-exempt salary threshold from \$23,660 to \$47,476 by action through the Department of Labor (not congressional action). This action takes effect Dec 1, 2016; however, the final disposition may be impacted by pending legal action and the upcoming change in presidential administrations. One hundred and eighty-nine employees are expected to be affected by the change in salary threshold; another 88 employees will remain exempt. The total fiscal impact to the university is estimated to be \$243,000. The university has conducted training and town hall meetings, but actual overtime will be managed locally by immediate supervisors and managers.

Senior Vice President for Finance and Administration, Samuel E. Jones, provided capital project highlights from the written report, detailed in Enclosure H.

Committee on Administration, Buildings and Grounds
MINUTES
Page 2

Mr. Jones reviewed **Resolution 6**, Resolution to Approve the Transportation Alternatives Set-Aside Project and **Resolution 7**, Resolution to Approve Capital Construction Process. Mr. Payne asked for a motion to approve Resolutions 6 and 7 in a block, for recommendation to the full Board for adoption. Motion was made by Ms. Kennedy, seconded by Ms. Kerr, and approved by voice vote of the Committee.

Mr. Jones invited Aaron DeGroft, director of the Muscarelle Museum, and Matthew Lambert, Vice President for Advancement to review the background to **Resolution 8**, Resolution to Approve Naming of the Martha Wren Briggs Center for the Visual Arts. Ms. Briggs is an alumna of the class of 1955, and the generous donor behind the restoration of the Lake Matoaka Amphitheatre. An accomplished person, art historian and writer, Ms. Briggs has provided another extraordinary gift to the university that will enable creation of a new and expanded Visual Arts Center within which the Muscarelle Museum will be housed. The university will announce in the next few weeks the name of the nationally renowned architect selected for the project. The Committee expressed its gratitude for this significant gift and the continuing generosity of Ms. Briggs. Mr. Payne asked for a motion to approve **Resolution 8**. Motion was made by Mr. Thomas, seconded by Mr. Hixon, and approved by voice vote of the Committee.

The reports completed, and there being no further business, the Committee adjourned at 4:20p.m.

Board of Visitors

Enclosure G

February 8-10, 2017

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WILLIAM & MARY

CHARTERED 1693

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

From: David W. Rudloff, College Building Official

Date: January 23, 2017

Re: College Building Official Report/January 2017

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

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

- W & M – Code Review Trailer: Deck, Ramp & Stair Replacement
- VIMS – Nunnally Hall Fisheries 114 Fume hood

Final construction completion documents have been issued for the following project:

- William and Mary Hall – ADA Platform

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

COLLEGE OF WILLIAM AND MARY DRAFT 2018-2024 SIX-YEAR CAPITAL PLAN

Priority	2018 - 2020 Capital Program Request Project	Fund	2018-22 Request	2018-2024 request			Total Project Request	Comments
				General Funds	Non-General Funds	Student Fee Impact		
1a	Maintenance Reserve	0100	Yes	\$5,190,000	\$0	NA	\$5,190,000	
2	Construct: SC 4	0100	Yes	\$74,916,000	\$0	NA	\$74,916,000	Math, computer sci, kinesiology, engineering (?)
3	Construct: Fine Arts, Phase 3	0100	Yes	\$36,580,000	\$0	NA	\$36,580,000	New bldg + reno Andrews
4	Construct: Sadler West Addition	0815	Yes	\$0	\$37,442,000	\$295/FTE	\$37,442,000	Per 2015 Master Plan
6	Construct: Population Lab	0100	Yes	\$8,484,000	\$0	NA	\$8,484,000	Wet research labs/Varium.
6	Improve: Swem Library	0100	No	\$10,715,000	\$0	NA	\$10,715,000	Grid floor reno: CLA Space; maker spc; teaching spc.
7	Construct: Sanitary Sewer Repairs	0100	Yes	\$3,477,000	\$0	NA	\$3,477,000	Slip lining failing terra cotta lines.
8	Improve: Lake Matoaka Dam	0100	Yes	\$2,249,818	\$0	NA	\$2,249,818	Augmt 2012 approp \$3,168,182; \$5,419M total.
10	Renovate: Dormitories	0813	Yes	\$0	\$15,000,000	\$203/bed	\$15,000,000	Green & Gold Village: ph 1. Total complex: 120,000 GSF, 426 beds.
	2018-2020 Biennium Totals			\$141,611,818	\$32,442,000		\$194,053,818	

Priority	2020 - 2022 Capital Program Request Project	Fund	2018-22 Request	General Funds	Non-General Funds	Total Project Request	Comments
1b	Maintenance Reserve	0100	Yes	\$5,995,000	\$0	\$5,995,000	
11	Renovate: Ewell Hall	0100	No	\$21,565,000	\$0	\$21,565,000	For classroom use. Becomes swing space.
12	Renovate: Adair Hall	0815	No	\$0	\$20,744,000	\$166/FTE	Shared Rec Sports' & Athletics' use as fitness ctr.
13	Construct: Jamestown Place	0100	No	\$46,028,000	\$0	\$46,028,000	Admin space + student dining. Rpic Cctr.
14	Improve: WM Hall	0815	No	\$0	\$34,864,000	\$278/FTE	Building systems renovation + ADA compliance.
15	Renovate: Dormitories	0813	Yes	\$0	\$15,000,000	\$203/bed	Green & Gold Village: phase 2.
	2020-2022 Biennium Totals			\$73,688,000	\$70,608,000	\$144,196,000	

Priority	2022 - 2024 Capital Program Request Project	Fund	2018-22 Request	General Funds	Non-General Funds	Total Project Request	Comments
1c	Maintenance Reserve	0100	No	\$6,000,000	\$0	\$6,000,000	
16	Renovate: Washington Hall	0100	No	\$25,399,000	\$0	\$25,399,000	Use Ewell for swing space.
17	Replace: Jones & Morton Halls	0100	No	\$53,726,000	\$0	\$53,726,000	New Gen Acad Bldg - Incl Jones & Morton demo.
18	Construct: Dillard Athletic Support Fac.	NGF	No	\$0	\$26,924,000	TBD	Gen Support Facility + Hughes/Mumford demo.
19	Construct: Dillard Athletic Fields & Track	NGF	No	\$0	\$6,928,000	TBD	Track w/ stands for 500 + Throwing Field.
20	Replace: Facilities Management Complex	0100	No	\$10,651,000	\$0	\$10,651,000	Shops + warehouse + parking.
21	Renovate: Dormitories	0813	No	\$0	\$15,000,000	\$203/bed	Green & Gold Village: phase 3.
	2022-2024 Biennium Totals			\$95,776,000	\$48,852,000	\$144,628,000	

Grand Total :	\$310,975,818	\$171,902,000	\$482,877,818
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**COLLEGE OF WILLIAM AND MARY
CAPITAL OUTLAY PROJECTS 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: \$73,553,107

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. Discovery of previously undetected asbestos on the bottom of roof decks and walls above fixed ceilings has extended remediation. Anticipated final completion is 7/24/17.

204 – 18002 Improve: Accessibility Infrastructure

Design Team: Clark-Nexsen

Biennium: 2012-2014

Budget: \$2,889,456

Contractor: TBD

Funding Source: state

Obligated to date: \$492,585

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: Bids were received for Phase 1 (Adair Hall elevator and restroom construction) and Phase 2 (ADA Ramps and curb cuts) on 1/17 and 1/24, respectively. The bids for Phase 1 exceeded available funds for the phase. Price negotiations are in progress to review bid pricing and adjust scope within available funds as required. 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.

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Progress: The Department of Environmental Quality (DEQ) Division of Dam Safety has approved the use of Roller Compacted Concrete (RCC) on the downstream face of the dam to meet the new spillway requirement. This method will require approximately \$2.4M in additional state funds. 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.

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, design and construction of projects 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 have been reviewed by the Code Review Team and comments returned at the end of January. Draper Aden will provide responses/drawing revisions in mid-February. Upon approval for permitting, the project will be advertised. Based on the current schedule, bids will be due on or about 3/21. All construction will be executed within nine months after award (12/17) except the paving of the access road behind Landrum Hall and installation of bio-retention ponds between the access road and the Crim Dell. The paving/bio-retention work will be performed in summer, 2018 in order not to conflict with work at the Integrative Wellness Center (IWC) and Landrum Hall renovation. The IWC trailers will be removed and the bulk of Landrum Hall renovations completed by June, 2018.

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: \$7,284,977

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

Progress: State Fire Marshall Office fire alarm testing was completed on 1/20, final finishes installed, and a punch list developed sufficient to achieve substantial completion by 2/3/17. A dedication ceremony is scheduled for 2/9/17.

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Page 3 of 8**204 – 18100-01 Renovate: One Tribe Place Addition**

Design Team: Clark Nexsen

Biennium: 2014–2016

Budget: \$4,427,471

Contractor: Kjellstrom & Lee

Funding Source: CWM debt

Obligated to Date: \$1,410,195

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.

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. Deconstruction design is in progress. Construction drawings have been reviewed by CRT and responses were returned 1/5/17. Demolition is anticipated to begin in mid-February and will occur in 2 phases over eight months. Phase 1 work will occur while occupied; phase 2 work will begin after the 2017 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: \$1,555,119

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 were submitted to CRT on 12/29/16. Working drawings and permit drawings are subsequently scheduled for 2/15 and 3/31, respectively, to enable permit issuance in April. Four firms have been short listed to become the project Construction Manager (CM). Interviews will be conducted on 2/22 and 2/23 and a selection determined in order to initiate construction immediately following commencement. Construction duration is fourteen months to support occupancy in August 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: \$2,609,447

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.

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Progress: The DRB approved architecture will be presented to the Art and Architectural Review Board for final approval on 3/3. Preliminary design comments are being incorporated into construction drawings which are scheduled for submission to Code Review on 2/24 to enable approval for permitting by 3/21/17. The Guaranteed Maximum Price (GMP) will be finalized in April to ensure all comments are addressed and priced within budget. GMP finalization will be followed by twelve months for construction. Occupancy is anticipated in Summer, 2018.

204 – 18202 Design: West Utility Plant

Design Team: RMF Engineering
Budget: \$28.0M (estimated)
Funding Source: state, CWM debt

Biennium: 2016-2018
Contractor: TBD
Obligated to Date: \$1,969,459

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) boilers. The facility 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 drawings are being updated per comments from Code Review and new Associate Director of Utilities. Upon completion, drawings and associated cost estimate will be submitted to BCOM for final development of project funding. The Governor included \$14.4M in NGF authority for the amended 2017 budget. Construction is estimated to take 12-15 months following completion of construction drawings.

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.

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Progress: Phases 1 and 2 will be constructed simultaneously or with a slight delay between phases in order to avoid the impact of escalation to the maximum extent possible. To enable simultaneous construction, temporary instruction/performance and set construction space is required. Temporary performance space has been approved for use in Campus Center (classroom and costume labs in Little Theater and "Atrium", respectively) and performance space in Trinkle Hall. In addition, set design and construction will be housed in a 4500 gsf pre-engineered building which will be constructed at the Dillard Complex. (The Dillard facility will support permanent Arts & Sciences storage after PBK construction is complete.) Construction of Phases 1 (Music facility) and 2 (PBK renovation) are anticipated to take 24 – 28 months following 18 months of design. Construction is scheduled to begin in spring of 2018.

204 – XXXXX Design: Integrated Science Center, Ph 4

Design Team: TBD

Biennium: 2016-2018

Budget: TBD (\$74,916,000 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. Construction may not commence until 1/1/2019.

204 – XXXXX Design: Sadler West Addition

Design Team: TBD

Biennium: 2018-2020

Budget: TBD (\$37,742,000 estimated)

Contractor: TBD

Funding Source: aux/CWM debt

Obligated to Date: \$0

Description: Perform a feasibility study to determine the recommended program, location(s), associated budget, and massing for a 76,000 gsf addition to the Sadler Center space program. The addition will house administrative space for Student Affairs and student organization offices currently in Campus Center and additional assembly space. The program will take into consideration unused space at One Tribe Place.

Status: An A/E solicitation will be shortlisted on 2/6/17 to enable interviews to be scheduled by the end of the month. The study will require six months following A/E selection.

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Page 6 of 8 **"For the Bold" Capital Campaign Projects:****204 – 0000 – XXX-16 Plan: Martha Wren Briggs Center for Visual Arts**

Design Team: TBD

Biennium: 2016-2018

Budget: \$40.0M

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. Total project budget: not to exceed \$40.0M.

Progress: A/E Interviews were successfully conducted and an architect tentatively selected. Negotiations are underway for the first phase of design, a feasibility (preplanning) study. The study will include detailed space programming, an associated cost estimate and architectural massing concepts coordinated with the schematic designs for the Fine and Performing Arts Complex. Study completion is anticipated by summer 2017.

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

Design Team: Glave & Holmes

Biennium: 2016-2018

Budget: \$19.0-\$22.0M estimated

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$69,882

Description: 35,000 GSF expansion of the Alumni Center will include a welcome center, event spaces, and seated dining for 400 guests (867 seats for theater seating).

Progress: The preplanning study completed in September, 2015, has been revisited and expanded to include window and HVAC replacement, and interior refresh to the existing Alumni House, and to provide 10,250 GSF of un-programmed expansion space. The updated 3-story architectural design will be presented to the Design Review Board at the April meeting.

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

Design Team: Quinn Evans/Sink Combs Dethlefs

Biennium: 2016-2018

Budget: \$19.6M estimated

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$105,404

Description: The proposed 46,000 GSF 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: No change. A Preplanning Study was completed during summer 2015. In September 2015, the Design Review Board approved the site for the facility, which will attach to the northeast corner of William and Mary Hall immediately across Brooks Street from Recreation Sports.

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Page 7 of 8 **204 – 0000 – 005 - 15 Study: Aquatics Center Feasibility**

Design Team: Matthew Burton/Sink Combs Dethlefs Biennium: 2016-2018

Budget: \$20.9-25.65 M estimated

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$48,508

Description: 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 the 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:	\$2,230,775	
2018 Appropriation:		\$2,452,322 (tentative)
Total:	\$3,596,603	

Project Commitments thru 2017	(\$3,483,843)
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Maintenance Reserve Fund Balance	\$2,447,994
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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 underway:

- 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

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2017 Projects

Projects Planned:

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

VIRGINIA INSTITUTE OF MARINE SCIENCE CAPITAL OUTLAY PROJECTS 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: The Architect/Engineer Request for Proposals were advertised in January 2017. Design will include analysis of various options for system replacement during continued operation of the building. Controls review work is ongoing with control modernization being completed for testing in two labs. Once underway, 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: \$1,249,403

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: The archeology of underground utilities and the general building pad, with exception of a cellar, is complete. The cellar excavation is currently underway and expected to be complete in February 2017. Building design has been completed and bids for the project have been received. Currently negotiating with the apparent low bidder. Construction is anticipated to start February 2017 and the project will be approximately 13 months.

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268 - 17950 Research Vessel

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

Biennium: 2012-2014
Obligated to Date: \$9,779,314
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 and is under contract. Vessel construction will begin in February 2017 and 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: \$12,723,601
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: The project is under construction. Archeology is complete and crews are observing contractor digging on an as-needed basis. Construction crews are currently installing site utilities, building foundations, and Concrete Masonry Unit (CMU) block walls. Project completion is anticipated to be December 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.

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Page 3 of 4 **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: \$763,878

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 were purchased in December 2016. The appropriation remains open for future acquisitions.

268-12331 Maintenance Reserve

Funding Sources: VCBA (0817)

E&G (0100)

2016 Carry Over: \$ 315,654

2017 Appropriation: \$ 538,273

2018 Appropriation: \$ 578,436

Total: \$1,432,363Spent-to-date (\$175,795)

\$1,256,568

Remaining Project Commitments (\$339,963)

Maintenance Reserve Fund Balance \$ 916,605

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2016 Projects

Projects Completed:

- Replace Tubacor 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 in Progress:

- 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

**VIRGINIA INSTITUTE OF MARINE SCIENCE
DRAFT 2018-2024 SIX-YEAR CAPITAL PLAN**

2018-2020 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	Major Repairs and Maintenance Reserve Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.	\$1,200,000 GF
2	Construct New Oyster Research Hatchery Supports the construction of a new 22,000 square-foot research hatchery building to replace the 40 year old VIMS Oyster Hatchery and will include office and laboratory space for oyster restoration, industry and economic development, marine finfish culture, educational space, and a concrete pier.	\$19,000,000 GF
3	Construct Eastern Shore Admin. & Education Complex Supports the design and construction of five new buildings that total 14,071 square-feet to replace outdated buildings vulnerable to flooding on the Wachapreague campus. The complex includes administrative offices, an educational conference center with classrooms, convertible meeting rooms, a distance learning classroom, and a maintenance shop to support buildings, grounds, and vessel repairs.	\$9,113,000 GF
4	Construct New Fisheries Science Building Supports the construction of a new 34,000 square-foot research laboratory building to replace the 27-year old Nunnally/Fisheries Science Complex which will include office and laboratory space supporting the Department of Fisheries Science.	\$26,473,000 GF
5	Property Acquisitions, Gloucester Point & Wachapreague Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.	\$1,300,000 GF
<i>2018-2020 BIENNIUM TOTAL:</i>		<i>\$57,086,000 GF</i>

2020-2022 BIENNIUM

- | | | |
|-----------|---|------------------------|
| 1b | Major Repairs and Maintenance Reserve
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs. | \$1,200,000 GF |
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| 6 | Expand and Renovate Watermen's Hall
Funds the renovation and expansion of Watermen's Hall that is critical to meeting the programmatic, technological, and instructional needs of graduate marine education at VIMS. The project includes renovation of existing laboratories, classrooms, a renovation/expansion of the research library, and a 11,800 square-foot addition for an educational center with classrooms, conference rooms, convertible meeting rooms, and an informal lounge. The research library addition includes increased book and journal shelf space, rare book and chart space, expanded study/reading area, and computer study areas. | \$18,373,000 GF |
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| 7 | Construct Amphitheater Green Space
Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is cited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay. | \$4,222,000 NGF |
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| 8 | Construct Campus Wide Stormwater Improvements, Phase I
Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2023 deadline. | \$1,388,000 GF |
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| 9 | Construct Field Support Complex, Phase I
Supports the construction of a new 10,000 square-foot administration building for vessel and field research operations. | \$6,904,000 GF |
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| 10 | Construct Visiting Scientist Center
Provides 5,000 square-feet of adequate and necessary space for visiting scientists and student groups on the Institute campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site. | \$3,108,000 GF |
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| 11 | Property Acquisitions, Gloucester Point & Wachapreague
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction. | \$1,300,000 GF |

2020-2022 BIENNIUM TOTAL:	\$32,273,000 GF
	\$4,222,000 NGF

2022-2024 BIENNIUM

- | | | |
|-----------|--|------------------------|
| 1c | Major Repairs and Maintenance Reserve
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs. | \$1,200,000 GF |
| 12 | Construct Field Support Complex, Phase II
Supports the construction of a 4,300 square-foot vessel maintenance shop and a 4,000 square-foot storage facility located next to the Field Support Center. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus. | \$5,551,000 GF |
| 13 | Construct Campus Wide Stormwater Improvements, Phase II
Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2028 deadline. | \$3,431,000 GF |
| 14 | Construct Eastern Shore Visiting Scientist Complex
Provides 9,500 square-feet of adequate and necessary space for visiting scientists and student groups on the Wachapreague campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site. | \$6,325,000 GF |
| 15 | Construct Education and Research Building
Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute. | \$14,081,000 GF |
| 16 | Expand Vessel Fleet Marina
Supports the expansion of the VIMS vessel fleet marina to accommodate the fleet's growth, as well as, the acquisition of the latest research vessel. | \$2,667,000 GF |
| 17 | Property Acquisitions, Gloucester Point & Wachapreague
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction. | \$1,300,000 GF |

2022-2024 BIENNIUM TOTAL:

\$34,555,000 GF

2018-2024 CAPITAL PLAN TOTAL:

\$128,136,000 Total

VIRGINIA INSTITUTE OF MARINE SCIENCE DRAFT 2018-2024 SIX-YEAR CAPITAL PLAN

Priority	2018 - 2020 Capital Program Request Project	Fund	2016-22 Request	2018-2024 request			Comments
				General Funds	Non-General Funds	Total Project Request	
1a	Maintenance Reserve	0100	Yes	\$1,200,000	\$0	\$1,200,000	
2	Construct New Oyster Hatchery	0100	Yes	\$19,000,000	\$0	\$19,000,000	Aquaculture Research, Education, and Outreach
3	Construct Eastern Shore Administration & Education Complex	0100	Yes	\$9,113,000	\$0	\$9,113,000	Upgrade current facilities
4	Construct New Fisheries Science Building	0100	Yes	\$26,473,000	\$0	\$26,473,000	Previous request was addition/renovation
5	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000	
	2018-2020 Biennium Totals			\$57,086,000	\$0	\$57,086,000	

Priority	2020 - 2022 Capital Program Request Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request	Comments
1b	Maintenance Reserve	0100	Yes	\$1,200,000	\$0	\$1,200,000	
6	Expand & Renovate Watermen's Hall	0100	Yes	\$18,373,000	\$0	\$18,373,000	Classrooms, Conference rooms, Offices, and Community
7	Construct Amphitheater Green Space	0100	Yes	\$0	\$4,222,000	\$4,222,000	Supporting VIMS Outreach Programs
8	Construct Campus Wildo Stormwater Improvements, Phase I	0100	No	\$1,388,000	\$0	\$1,388,000	Compliance w/new DEQ Stormwater regulations
9	Construct Field Support Complex, Phase I	0100	Yes	\$6,904,000	\$0	\$6,904,000	Admin Offices for Vessel and Field Research Ops
10	Construct Visiting Scientist Center	0100	Yes	\$3,108,000	\$0	\$3,108,000	Transient support space for collaboration
11	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000	
	2020-2022 Biennium Totals			\$32,273,000	\$4,222,000	\$36,495,000	

Priority	2022 - 2024 Capital Program Request Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request	Comments
1c	Maintenance Reserve	0100	Yes	\$1,200,000	\$0	\$1,200,000	
12	Construct Field Support Complex, Phase II	0100	Yes	\$5,551,000	\$0	\$5,551,000	Field Operations, Maintenance, and Storage
13	Construct Campus Wide Stormwater Improvements, Phase II	0100	No	\$3,431,000	\$0	\$3,431,000	Compliance w/new DEQ Stormwater regulations
14	Construct Eastern Shore Visiting Scientist Complex	0100	Yes	\$6,325,000	\$0	\$6,325,000	Transient support space for collaboration
15	Construct Education & Research Building	0100	Yes	\$14,081,000	\$0	\$14,081,000	Education, Research, and Advisory space
16	Expand Vessel Fleet Marina	0100	No	\$2,667,000	\$0	\$2,667,000	Berthing for the new Research Vessel
17	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000	
	2022-2024 Biennium Totals			\$34,555,000	\$0	\$34,555,000	

Grand Total :				\$123,914,000	\$4,222,000	\$128,136,000	
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COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

February 9, 2017

11:00 – 11:40 a.m.

Board Room – Blow Memorial Hall

Thomas R. Frantz, Chair

H. Thomas Watkins III, Vice Chair

- I. Introductory Remarks – Mr. Frantz
- II. Update on Regional Activity
- III. Closed Session (if necessary)
- IV. Adjourn

JOINT MEETING

THE BOARD OF VISITORS
THE COLLEGE OF WILLIAM & MARY FOUNDATION
THE ALUMNI ASSOCIATION BOARD OF DIRECTORS
THE ANNUAL GIVING BOARD OF DIRECTORS

February 9, 2017
12:15 – 4:00 p.m.

Matoaka Woods Room - School of Education

- I. Call to Order and Welcome – Todd A. Stottlemeyer, Rector
- II. Working Lunch - Alumni Survey Findings
- III. Advancement and Campaign Update
- IV. Planned Giving
- V. Plans for the 50th and 100th Commemorations
- VI. Q&A with President Taylor Reveley and Rector Todd Stottlemeyer
- VII. Other Business
- VIII. Closing Remarks
- IX. Adjourn

JOINT MEETING

February 9, 2017
4:15 – 5:45 p.m.
Holly Room – School of Education

COMMITTEE ON ATHLETICS

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

W&M FOUNDATION ATHLETICS SUB-COMMITTEE

Craig P. Staub, Chair
Maryellen F. Feeley, Vice Chair

- I. Call to Order – Ms. Short
- II. Introductory Remarks – Ms. Short and Mr. Staub
- III. Approval of Minutes
 - A. CWMF Athletics Sub-Committee – October 13, 2016
 - B. BOV Committee on Athletics – November 17, 2016
- IV. Closed Session (if necessary)
- V. FY '17 Fundraising
 - A. Team Reunions/Summits
 - B. Friends Council
 - C. Alumni Athlete Giving Challenge
- VI. Women In Action
- VII. Off-Campus Events
 - A. Washington, DC
 - B. Los Angeles
 - C. New York
 - D. Philadelphia
 - E. Chicago
 - F. Charlotte
- VIII. Other Business
- IX. Adjourn

COMMITTEE ON ATHLETICS
MINUTES – NOVEMBER 17, 2016

MINUTES
Committee on Athletics
November 17, 2016
Board Room – Blow Memorial Hall

Attendees: DeRonda M. Short, Chair; H. Thomas Watkins III, Vice Chair; S. Douglas Bunch; Thomas R. Frantz, Sue H. Gerdelman and Faculty Committee Representative Rex K. Kincaid. Board members present: Rector Todd A. Stottlemyer, Warren W. Buck III, Lynn M. Dillon, James A. Hixon, Anne Leigh Kerr, Christopher M. Little, William H. Payne II, Lisa E. Roday, Karen Kennedy Schultz, John Charles Thomas, Brian P. Woolfolk and Student Representative Eboni S. Brown. Others present: President W. Taylor Reveley III, Michael R. Halleran, Henry R. Broadus, Dean Davison Douglas, Kent B. Erdahl, Edward C. Driscoll, Jr., Michael J. Fox, Samuel E. Jones, Matthew T. Lambert, Jennifer Latour, Jeremy Martin, Amy S. Sebring, Brian W. Whitson, Sandra J. Wilms and other College staff.

Chair DeRonda M. Short called the meeting to order at 5:40 p.m., welcomed everyone and briefly reviewed the agenda.

Recognizing that a quorum was present, Ms. Short asked for a motion to approve the minutes of the September 22, 2016 meeting. Motion was seconded by Mr. Frantz and approved by voice vote of the Committee.

Ms. Short noted that several individual student-athletes had been recognized since the last meeting, including two national awards, three major CAA awards as well as 40 all-conference recognitions, and asked Mr. Driscoll to tell the students and coaches how proud the Board is of their accomplishments. Ms. Short noted that the Search Committee for the next Athletic Director, following Mr. Driscoll's announced retirement, has been appointed and both she and Mr. Watkins will be serving on it. She also encouraged all Board members to attend the last football game of the season versus Richmond on Saturday at noon, and announced that her grandson would be on the bench for the basketball game versus Presbyterian College as a student coach. Congratulations were offered by the Board members.

Ms. Short announced the formation of a directed dollars project to support the athletic teams and advised that Mr. Driscoll asked each coach for items under \$1,000 that would be beneficial to the team. Response from the Athletics Committee is 100% and Ms. Short invited participation by all other Board members. 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 5:58 p.m.

The Committee reconvened in open session at 6:03 p.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.)

Director of Athletics Terry Driscoll presented an update on the Committee on Competitive Excellence initiative, winter sports, and briefly reviewed upcoming events.

Ms. Gerdelman briefly commented on the Botetourt Auction, held on the Friday of Charter Day weekend, noting that invitations are now sent electronically. Last year's event sold out in hours and both Ms. Gerdelman and Mr. Payne encouraged those interested in attending to respond quickly. A brief discussion ensued.

In brief closing remarks, Ms. Schultz introduced Randy Hawthorne, a local alumnus and strong supporter of men's cross country. Ms. Short recognized Professor Rex Kincaid, faculty committee representative. Mr. Watkins, on behalf of the Board, recognized and thanked Mr. Driscoll for his service. The Board responded with a round of applause.

There being no further business, the Committee adjourned at 6:12 p.m.

November 17, 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: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:


DeRonda M. Short
Chair
Committee on Athletics

COMMITTEE ON FINANCIAL AFFAIRS

February 10, 2017

8:00 – 8:45 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 – November 18, 2016
- III. Report from Senior Vice President for Finance & Administration Samuel E. Jones
 - A. Overview of Governor McAuliffe's FY2018 Budget Amendments.
 - B. Language Amendment Submitted to 2017 General Assembly.
 - C. 2016-2017 Operating Budget Summary. Enclosure L .
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
 - A. Summary of Operating and Capital Budget Initiatives Submitted to the 2017 General Assembly. Enclosure M .
 - B. 2016-2017 Operating Budget Summary. Enclosure N .
- V. Investments Subcommittee Report – Mr. Hixon
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS
MINUTES – NOVEMBER 18, 2016

MINUTES
Committee on Financial Affairs
November 18, 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; and Brian P. Woolfolk. Board members present: Rector Todd A. Stottlemeyer; Warren W. Buck III; William H. Payne II; Lisa E. Roday; Karen Kennedy Schultz; DeRonda M. Short; John Charles Thomas, faculty representative Eric Chason and student representative Eboni Brown. Others in attendance: President W. Taylor Reveley III; Provost Michael R. Halleran; Virginia M. Ambler; Henry R. Broadus; Edward C. Driscoll, Jr.; Kent B. Erdahl; Michael J. Fox; Samuel E. Jones; Matthew T. Lambert; Jeremy P. Martin; Virginia Institute of Marine Science Dean and Director John T. Wells; and other College and VIMS staff.

Chair Thomas Watkins convened the meeting at 9:50 a.m. Recognizing that a quorum was present, Mr. Watkins moved approval of the minutes of the September 23, 2016, meeting. Motion was seconded by Mr. Hixon and approved by voice vote of the Committee.

Mr. Watkins opened the meeting by recognizing Edward Irish, Director of Student Financial Aid, who will be retiring from William & Mary in January 2017, and commended him for his many years of dedicated service to the College. The Board responded with a round of applause in appreciation.

Senior Vice President Samuel E. Jones provided an overview of the State budget and the estimated revenue shortfall. State budget actions to date, including elimination of a 3% salary increase, will generate an anticipated savings of \$875 million for FY 2017. Overall, for FY 2017, higher education has been relatively protected from the Governor's targeted budget reductions.

The College continues to be faced with budget challenges for FY 2018. The W&M Promise provides the necessary resources to respond to State funding actions and to implement the College's Six-Year Plan initiatives. In addition, the Promise continues to guarantee tuition stability and predictability, as well as provide more need-based financial aid, supporting the reduction in student loan debt for in-state students. William & Mary's "net price" for in-state students who qualify for financial aid is the fourth lowest among all public universities in Virginia. The administration proposed the continuation of the William & Mary Promise as the operating model for the University and recommended that FY 2018 tuition for incoming in-state undergraduates be set at \$16,370, a 4.4% increase over last year's rate, detailed in Resolution 9. Action at this time allows the University to provide families with tuition information prior to admission offerings. Tuition for out of state undergraduates and graduate and professional students will be set by the Board in April 2017.

Chief Financial Officer Amy Sebring presented the draft FY 2016 Consolidated Financial Statements for the College of William & Mary, the Virginia Institute of Marine Science, Richard Bland College, and Affiliated Foundations, detailed in Resolution 10, and the draft FY 2016

Financial Report of the Intercollegiate Athletic Department, detailed in Resolution 11. The statements remain subject to audit by the Commonwealth's Auditor of Public Accounts. The audit is expected to begin in early 2017, with the anticipation of bringing the audited statements to the Board in April 2017.

Mr. Watkins requested a motion to approve as a block, **Resolution 9**, Continuation: William & Mary Promise; **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, and **Resolution 11**, Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2016. Motion was made by Mr. Frantz, seconded by Ms. Dillon, and approved by voice vote of the Committee.

Virginia Institute of Marine Science Dean and Director John Wells presented a brief 10-year history outlining the impact of state budget actions on VIMS.

Mr. Watkins reported that five members of the Committee on Financial Affairs have been appointed to serve on the Investments Subcommittee: James A. Hixon, Chair; Lynn M. Dillon, Vice-Chair; S. Douglas Bunch; Christopher M. Little; and H. Thomas Watkins III. Since the Optimal Service Group will meet with the Investments Subcommittee prior to each Financial Affairs Committee meeting, the Group will no longer be reporting directly to the full Committee.

There being no further business, the Committee adjourned at 10:45 a.m.

February 8-10, 2017

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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 12/31/16
CASH CARRYFORWARD	\$ 1,457,852	\$ 1,183,697	\$ -0-	\$ -0-	\$ 2,187,926
REVENUE					
General Funds					
Educational/General	\$ 39,724,906	\$ 41,620,263	\$ 43,569,022	\$ 42,548,076	\$ 22,542,731
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	97,385,094
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	59,451,303
Sponsored Programs	30,030,182	29,473,616	31,850,000	31,850,000	16,778,056
Private Funds	12,300,962	15,131,292	14,247,984	14,247,984	5,404,209
Total Revenue	\$ 342,993,979	\$ 361,908,430	\$ 378,346,105	\$ 377,495,159	\$ 234,171,878
EXPENDITURES					
Instruction	\$ 98,235,633	\$ 102,849,035	\$ 109,660,820	\$ 109,065,753	\$ 56,387,078
Research	1,432,020	1,740,212	1,846,915	1,846,915	800,282
Public Service	56,556	16,280	31,326	31,326	257,444
Academic Support	28,354,558	29,033,769	31,579,774	31,323,895	15,826,568
Student Services	8,182,367	8,651,646	9,383,372	9,383,372	4,891,454
Institutional Support	30,244,325	30,117,672	29,327,825	29,327,825	21,690,060
Plant Operations	16,743,301	17,405,243	19,950,967	19,950,967	10,013,442
Student Aid	31,650,481	35,880,902	37,179,037	37,179,037	35,061,462
Auxiliary Enterprise	95,962,756	102,652,730	104,305,920	104,305,920	55,256,446
Sponsored Programs	30,105,182	29,548,616	31,950,000	31,950,000	16,778,056
Total Expenditures	\$ 340,967,179	\$ 357,896,105	\$ 375,215,956	\$ 374,365,010	\$ 216,962,292

The College of William and Mary
Education and General
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 12/31/16
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	\$22,542,731
Nongeneral Funds	132,148,391	138,684,861	148,320,959	148,490,959	97,385,094
Total Revenue	\$171,873,297	\$180,305,124	\$191,889,981	\$191,039,035	\$119,927,825
AVAILABLE FUNDS	\$173,331,149	\$181,488,821	\$191,889,981	\$191,039,035	\$122,115,751
EXPENDITURES:					
Instruction	\$97,355,757	\$101,054,820	\$108,152,429	\$107,557,362	\$55,638,859
Research	803,613	1,027,484	1,069,468	1,069,468	557,988
Public Service	7,888	10,198	8,021	8,021	252,676
Academic Support	26,985,292	27,937,439	30,431,439	30,175,560	14,820,113
Student Services	8,031,604	8,398,364	9,068,728	9,068,728	4,670,449
Institutional Support	21,991,544	23,908,092	23,262,668	23,262,668	15,408,727
Plant Operations	16,736,815	17,288,402	19,889,514	19,889,514	9,942,358
Total Expenditures	\$171,912,513	\$179,624,799	\$191,882,267	\$191,031,321	\$101,291,170

The College of William and Mary
Student Financial Assistance*
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 12/31/16
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.

The College of William and Mary
Education and General
2016-2017 Operating Budget Summary

	2014-2015 Actual	2015-2016 Actual	Approved 2016-2017 Budget	Estimated 2016-2017 Budget	2016-2017 Year-to-Date 12/31/16
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	\$22,542,731
Nongeneral Funds	\$132,148,391	138,684,861	148,320,959	148,490,959	97,385,094
TOTAL REVENUE	\$171,873,297	\$180,305,124	\$191,889,981	\$191,039,035	\$119,927,825
AVAILABLE FUNDS	\$173,331,149	\$181,488,821	\$191,889,981	\$191,039,035	\$122,115,751
EXPENDITURES					
Instruction	\$90,342,652	\$93,808,266	\$99,561,527	\$99,144,980	\$52,342,605
Personal Services					
Contractual Services	3,119,977	3,329,396	3,894,831	3,894,831	1,633,954
Supplies and Materials	978,668	991,584	1,053,075	1,053,075	418,058
Transfer Payments	1,471,689	1,549,522	1,214,728	1,214,728	112,385
Continuous Charges	510,180	611,287	877,757	698,237	282,459
Property & Improvements	28,120	16,330	100,000	100,000	0
Equipment	904,471	748,435	1,450,511	1,450,511	849,399
TOTAL	\$97,355,757	\$101,054,820	\$108,152,429	\$107,557,362	\$55,638,859

	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 12/31/16
<u>Research</u>					
Personal Services	\$751,158	\$966,445	\$797,833	\$797,833	\$539,467
Contractual Services	26,407	32,076	70,850	70,850	16,029
Supplies and Materials	2,291	3,387	520	520	1,184
Transfer Payments	14,154	8,060	194,965	194,965	0
Continuous Charges	192	2,932	300	300	949
Property & Improvements	0	0	0	0	0
Equipment	9,411	14,584	5,000	5,000	359
TOTAL	\$803,613	\$1,027,484	\$1,069,468	\$1,069,468	\$557,988
<u>Public Service</u>					
Personal Services	\$0	\$0	\$760	\$760	\$0
Contractual Services	5,372	9,321	5,784	5,784	252,676
Supplies and Materials	16	0	477	477	0
Continuous Charges	2500	337	1,000	1,000	0
Equipment	0	540	0	0	0
TOTAL	\$7,888	\$10,198	\$8,021	\$8,021	\$252,676

	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 12/31/16
Academic Support					
LIBRARIES:					
Personal Services	\$5,906,938	\$5,950,961	\$6,499,335	\$6,499,335	\$3,300,735
Contractual Services	689,998	766,155	1,026,061	1,026,061	286,387
Supplies and Materials	62,802	49,536	38,658	38,658	18,726
Transfer Payments	0	0	0	0	(1,100)
Continuous Charges	12,273	8,694	85,000	85,000	13,876
Property & Improvements	\$23,970	2,209	0	0	279
Equipment	4,072,673	4,088,043	3,935,809	3,935,809	1,528,496
TOTAL	\$10,768,654	\$10,865,598	\$11,584,863	\$11,584,863	\$5,147,399
OTHER ACAD. SUPPORT:					
Personal Services	\$12,968,622	\$14,182,840	\$14,592,244	\$14,592,244	\$7,806,039
Contractual Services	1,828,350	1,377,112	2,287,795	2,287,795	890,567
Supplies and Materials	123,114	142,257	92,701	92,701	66,612
Transfer Payments	98,568	16,903	123,506	123,506	21,268
Continuous Charges	257,832	606,827	1,095,167	839,288	345,021
Property & Improvements	1,072	19,089	0	0	89,439
Equipment	939,080	726,813	655,163	655,163	453,768
TOTAL	\$16,216,638	\$17,071,842	\$18,846,576	\$18,590,697	\$9,672,714
TOTAL ACADEMIC SUPPORT	\$26,985,292	\$27,937,439	\$30,431,439	\$30,175,560	\$14,820,113

Board of Visitors
February 8-10, 2017

Enclosure L

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	<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 12/31/16</u>
<u>Student Services</u>					
Personal Services	\$6,569,256	\$6,854,529	\$7,794,249	\$7,794,249	\$3,872,852
Contractual Services	1,070,495	1,103,198	955,655	955,655	551,596
Supplies and Materials	157,430	165,610	155,059	155,059	83,250
Transfer Payments	116,158	167,618	69,039	69,039	81,038
Continuous Charges	17,935	28,632	4,150	4,150	37,802
Property & Improvements	8	560	0	0	0
Equipment	100,322	78,218	90,576	90,576	43,911
TOTAL	\$8,031,604	\$8,398,364	\$9,068,728	\$9,068,728	\$4,670,449
<u>Institutional Support</u>					
Personal Services	\$17,210,092	\$19,495,463	\$19,419,663	\$19,419,663	\$10,214,143
Contractual Services	3,346,772	3,015,817	2,787,509	2,787,509	2,012,030
Supplies and Materials	290,911	250,828	189,216	189,216	1,582,969
Transfer Payments	284,188	89,722	72,490	72,490	153,753
Continuous Charges	522,678	776,684	569,319	569,319	1,188,976
Property & Improvements	26,285	19,132	0	0	13,917
Equipment	310,618	260,445	224,471	224,471	242,939
TOTAL	\$21,991,544	\$23,908,092	\$23,262,668	\$23,262,668	\$15,408,727

Board of Visitors

February 8-10, 2017

Enclosure L

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	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 12/31/16
Plant Operations					
Personal Services	\$2,041,566	\$1,528,765	\$6,985,247	\$6,985,247	\$1,617,773
Contractual Services	8,407,498	8,789,784	6,063,991	6,063,991	4,559,553
Supplies and Materials	1,580,259	1,725,664	1,751,635	1,751,635	509,823
Transfer Payments	9,504	2,236	0	0	110
Continuous Charges	4,458,140	4,907,649	4,644,182	4,644,182	3,119,612
Property & Improvements	83,140	164,250	204,575	204,575	40,083
Equipment	156,708	170,053	239,884	239,884	95,404
TOTAL	\$16,736,815	\$17,288,402	\$19,889,514	\$19,889,514	\$9,942,358
E&G PROGRAM TOTAL	\$171,912,513	\$179,624,799	\$191,882,267	\$191,031,321	\$101,291,170

February 8-10, 2017

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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 12/31/2016 <u></u>
REVENUE					
Residence Life	\$30,703,126	\$32,932,608	\$32,930,000	\$32,930,000	\$18,901,163
Food Service	20,188,593	21,129,517	21,775,082	21,775,082	13,832,797
Telecom/Network	3,641,432	3,627,660	3,520,739	3,520,739	2,021,731
Student Unions	3,042,304	3,073,557	3,076,242	3,076,242	1,898,752
W&M Hall	2,412,797	2,492,762	2,596,300	2,596,300	1,566,861
Athletics	23,511,394	24,485,028	25,662,100	25,662,100	10,057,843
Other	<u>17,354,854</u>	<u>17,902,061</u>	<u>18,087,192</u>	<u>18,087,192</u>	<u>11,172,156</u>
Total Revenue	\$100,854,500	\$105,643,193	\$107,647,655	\$107,647,655	\$59,451,303
EXPENDITURES					
Residence Life	\$28,525,800	\$31,525,355	\$32,930,000	\$32,930,000	\$15,420,513
Food Service	16,483,638	19,048,208	19,722,331	19,722,331	10,212,782
Telecom/Network	3,709,596	3,388,905	3,211,662	3,211,662	1,697,028
Student Unions	3,021,197	3,245,936	3,072,456	3,072,456	1,590,212
W&M Hall	2,189,270	2,369,203	2,596,300	2,596,300	1,108,165
Athletics	23,183,395	24,853,182	25,662,100	25,662,100	13,293,328
Other	<u>18,849,860</u>	<u>18,221,941</u>	<u>17,111,071</u>	<u>17,111,071</u>	<u>11,934,418</u>
Total Expenditures	\$95,962,756	\$102,652,730	\$104,305,920	\$104,305,920	\$55,256,446

February 8-10, 2017

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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 12/31/2016 <u></u>
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>16,778,056</u>
Total Revenue	\$30,105,182	\$29,548,616	\$31,950,000	\$31,950,000	\$16,778,056
EXPENDITURES					
	\$30,105,182	\$29,548,616	\$31,950,000	\$31,950,000	\$16,778,056

February 8-10, 2017

THE 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 12-31-16
REVENUE:					
Distributed Endowment Income	\$2,895,992	\$3,266,397	\$3,369,984	\$3,369,984	\$1,681,974
Administrative Overhead Allocation	300,000	300,000	300,000	300,000	150,000
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	208,049
Annual Gifts	7,585,622	8,523,859	8,600,000	8,600,000	3,291,742 (1)
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	24,083
Other Revenue	1,052,386	930,218	810,000	810,000	48,361
Total Revenue	\$12,300,962	\$15,131,292	\$14,247,984	\$14,247,984	\$5,404,209
EXPENDITURES:					
Instruction	\$879,876	\$1,794,215	\$1,508,391	\$1,508,391	\$748,219
Research	628,407	712,728	777,447	777,447	242,294
Public Service	48,668	6,082	23,305	23,305	4,768
Academic Support	1,369,266	1,096,330	1,148,335	1,148,335	1,006,455
Student Services	150,763	253,282	314,644	314,644	221,005
Institutional Support	8,252,781	6,209,580	6,065,157	6,065,157	6,281,333 (2)
Plant: Operations & Capital Improvements	6,486	116,841	61,453	61,453	71,084
Student Aid	2,890,443	3,701,197	3,668,552	3,668,552	1,550,977
Total Expenditures	\$14,226,690	\$13,890,255	\$13,567,284	\$13,567,284	\$10,126,135

(1) Additional Unrestricted December gifts during the holidays of approximately \$900,000 were recorded in January, 2017.

(2) Mostly Advancement expenses. In prior years, some of these expenses were funded by CWMF.

February 8-10, 2017

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**VIRGINIA INSTITUTE OF MARINE SCIENCE
SUMMARY OF OPERATING AND CAPITAL BUDGET INITIATIVES
SUBMITTED TO THE 2017 GENERAL ASSEMBLY**

OPERATING**FY 2017-18****Restore 5% Governor's Budget Reduction****\$1,039,390 GF**

This request supports the restoration of the 5% across-the-board reduction to higher education institutions introduced in the Governor's Budget Bill for fiscal year 2018. VIMS is the only higher education institution in Virginia that derives more than one-half of its annual operating budget from competitive grants and contracts, primarily from federal agencies such as the NSF, NOAA and EPA. This research prowess, underpinned by the state-supported budget that we receive each year for research and advisory services, results in significant federal funds being brought into (and spent in) Virginia, boosting the regional economy and providing for a more robust environment by generating new scientific knowledge and understanding.

VIMS has been hit especially hard in past budget reductions, resulting in more than 20 layoffs in FY 2011 alone. The General Assembly has taken many thoughtful steps to rebuild VIMS over the past several years, but if this budget reduction is enacted, it will negate much of that hard work and progress.

CAPITAL**FY 2017-18****Construct Eastern Shore Complex****\$9,113,000 GF**

This request supports the construction of five new buildings at VIMS' Eastern Shore Laboratory (ESL) in Wachapreague that total 14,071 square feet. The proposed project consists of a new administration building, education center, maintenance shop, and two storage buildings. Each of these structures, with the exception of the education center, will replace one (or multiple) buildings that are outdated, in the flood plain, and inadequately sized to meet the current and future needs of the ESL. The project design and use of similar building materials will visually and architecturally tie the new buildings to the relatively new Seaside Hall, which was rebuilt in 2012. Together the new complex will be raised out of the flood plain and connected by a series of decks, raised walkways, and ramps, to present the public face of VIMS' ESL. The construction will be phased in order to allow the ESL to function during the construction period. Institute funds were used to complete a feasibility study/preplanning document prepared by Via Design Architects over the summer of 2016.

**VIRGINIA INSTITUTE OF MARINE SCIENCE
2016-2017 OPERATING BUDGET SUMMARY**

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Approved FY 2016-17 <u>Budget</u>	Estimated FY 2016-17 <u>Budget</u>	2016-2017 YTD 12-31-2016
<u>REVENUE</u>					
General Fund	\$18,886,292	\$19,699,566	\$21,476,210	\$21,130,594	\$11,408,667
Nongeneral Funds					
Educational/General	1,762,757	1,941,120	1,793,030	2,013,030	1,010,930
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>11,659,439</u>
Total Revenue	\$43,902,850	\$44,919,255	\$46,345,232	\$46,719,616	\$24,079,035
<u>EXPENDITURES</u>					
Instruction	\$1,328,796	\$1,045,649	\$1,433,980	\$1,396,702	\$628,317
Research and Advisory Services	8,593,009	9,260,758	9,860,249	9,728,813	5,599,818
Academic Support	4,313,766	4,897,996	4,921,222	4,847,565	2,869,340
Institutional Support	2,299,618	2,334,682	2,698,281	2,655,360	2,151,246
Plant Operations	3,843,299	3,855,280	4,035,891	3,975,567	2,366,128
Student Financial Assistance	241,540	241,540	319,617	319,617	56,888
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>11,659,439</u>
Total Expenditures	\$43,836,525	\$44,914,473	\$46,345,232	\$46,499,616	\$25,331,176

COMMITTEE ON STUDENT AFFAIRS

February 10, 2017

9:15 – 10:00 a.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. Report on the Center for Student Diversity: Strengthening Community and Supporting Student Success

Dr. Vernon Hurte, Senior Associate Dean of Students and Director of the Center for Student Diversity
- III. Report from Student Liaisons – J.C. LaRiviere and Rachel Smith
- IV. Adjourn

**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

February 10, 2017

MEETING AGENDA
Board of Visitors
The College of William and Mary

February 10, 2017 - 10:15 a.m.
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Todd A. Stottlemyer
- II. Approval of Minutes – November 16-18, 2017 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:** Appointment to Fill Vacancy in the
Professionals and Professional Faculty *tab #1*
 - B. Committee on Audit and Compliance John Charles Thomas
 - 1. **Resolution 2:** Amendment of Compliance Program
Charter *tab #2*
 - 2. **Resolution 3:** Adoption of Red Flags Policy on Identity
Theft *tab #3*
 - C. Committee on Administration, Buildings and Grounds William H. Payne II
 - D. Committee on Strategic Initiatives and New Ventures Thomas R. Frantz
 - E. Committee on University Advancement Sue H. Gerdelman
 - F. Committee on Athletics DeRonda M. Short
 - G. Committee on Student Affairs Lisa E. Roday
 - H. Committee on Financial Affairs H. Thomas Watkins III
 - I. Investments Subcommittee James A. Hixon

Board of Visitors
MEETING AGENDA
February 10, 2017

- | | | |
|-------|---|-----------------------|
| J. | Committee on Academic Affairs | Lynn M. Dillon |
| 1. | Resolution 4: Appointments to Fill Vacancies in the Instructional Faculty | <i>tab #4</i> |
| 2. | Resolution 5: Faculty Promotions | <i>tab #5</i> |
| 3. | Resolution 6: Award of Academic Tenure | <i>tab #6</i> |
| 4. | Resolution 7: Designated Professorships | <i>tab #7</i> |
| 5. | Resolution 8: Retirement of David P. Aday
Department of Sociology | <i>tab #8</i> |
| 6. | Resolution 9: Retirement of Robert B. Archibald
Department of Economics | <i>tab #9</i> |
| 7. | Resolution 10: Retirement of Susan S. Grover
Marshall-Wythe School of Law | <i>tab #10</i> |
| 8. | Resolution 11: Retirement of John B. Nezelek
Department of Psychology | <i>tab #11</i> |
| 9. | Resolution 12: Retirement of James E. Perry
School of Marine Science | <i>tab #12</i> |
| VI. | Monroe Legacy Working Group | Christopher M. Little |
| VII. | Race Relations Implementation Team | Ms. Roday |
| VIII. | Old Business | Mr. Stottlemeyer |
| IX. | New Business | Mr. Stottlemeyer |
| X. | Executive Session (if necessary) | Mr. Stottlemeyer |
| XI. | Closing remarks | |
| XII. | Adjournment | Mr. Stottlemeyer |

BOARD DINING ROOM:

@12:30 p.m.: Lunch with Cypher Society

FULL BOARD MEETING
MINUTES – NOVEMBER 16-18, 2016

MINUTES

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

November 16-18, 2016

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg on Wednesday, Thursday and Friday, November 16-18, 2016, and on the Richard Bland College campus in South Prince George on Thursday morning, November 17, 2016.

On Wednesday, November 16, the Investments Subcommittee met from 2:15 to 3:15 p.m. and the Executive Committee met from 4:50 to 7:15 p.m. in the Board Conference Room. The Committee on Audit and Compliance met from 3:18 to 4:10 p.m. in the Board Room, while the Committee on Academic Affairs met from 4:15 to 4:40 p.m. in Blow Hall Room 201.

That evening the full Board convened for dinner at Plumeri House at 119 Chandler Court.

Those present on Wednesday evening were:

Warren W. Buck III
S. Douglas Bunch
Lynn M. Dillon
Thomas R. Frantz
Sue H. Gerdelman
James A. Hixon
John E. Littel
Christopher M. Little

William H. Payne II
Lisa E. Roday
Karen Kennedy Schultz
DeRonda M. Short
Todd A. Stottlemeyer
H. Thomas Watkins III
Brian P. Woolfolk

Absent: Anne Leigh Kerr
John Charles Thomas

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

At 8:50 p.m. the Rector convened the full Board at Plumeri House, and asked for a motion that the Board of Visitors of the College of William and Mary convene in Executive Session for the purpose of discussing personnel matters pertaining to specific personnel and the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A. 1., of the Code of Virginia. Motion was made by Ms. Gerdelman, seconded by Mr. Woolfolk and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:50 p.m.

The Board reconvened in open session at 9:50 p.m. Mr. Stottlemeyer reviewed the topic discussed during closed session for the benefit of the observers, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the

Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by roll call vote of the Board members conducted by Secretary of the Board Sue Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 9:50 p.m.

On Thursday morning, November 17, the Board met in Room 107 in the Social Science, Humanities and English (SSHE) Building on the campus of Richard Bland College from 9:35 to 11:37 a.m.

Those present on Thursday morning were:

Warren W. Buck III
S. Douglas Bunch
Lynn M. Dillon
Thomas R. Frantz
Sue H. Gerdelman
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 Representatives: Eric D. Chason
D. Jill Mitten
Student Representative: David J. Snyder IV

Others present were:

Debbie L. Sydow
J. Tyler Hart
Penelope G. Howard
Kenneth LaTessa
Vern L. Lindquist

Kent B. Erdahl
Michael J. Fox
Sandra J. Wilms

Also in attendance were University Counsel Deborah A. Love; College Counsel Cynthia H. Norwood, and other Richard Bland faculty and staff.

Following a short tour of the Richard Bland campus, at 9:30 a.m. Rector Todd A. Stottlemeyer convened the Board, welcomed everyone and introduced Richard Bland College Committee Chair John E. Littel, who presided over the Richard Bland College Committee meeting. Following a working lunch with presentations from faculty and students, the Board returned to Williamsburg for the afternoon committee meetings in the Board Room on the William and Mary campus.

Board of Visitors
MINUTES
Page 3

Those present on Thursday afternoon were:

Warren W. Buck III
S. Douglas Bunch
Lynn M. Dillon
Thomas R. Frantz
Sue H. Gerdelman
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 Representatives: Eric D. Chason
Student Representative: Eboni S. Brown

Others present were:

W. Taylor Reveley III
Michael R. Halleran
Virginia M. Ambler
Henry R. Broaddus
Edward C. Driscoll, Jr.
Samuel E. Jones
Matthew T. Lambert
Amy S. Sebring

Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jennifer B. Latour
Jeremy P. Martin
Brian W. Whitson
Sandra J. Wilms

Also in attendance were University Counsel Deborah A. Love, Associate University Counsel Sarah E. Melchior, Dean Kate Conley, Dean Davison Douglas, Dean John Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

At 2:45 p.m. the Board convened in the Board Room as a committee of the whole for the Provost Report and Faculty Presentation.

Provost Halleran introduced Associate Provost for Enrollment & Dean of Admission Tim Wolfe, who provided an update on Pell Grants. He reviewed eligibility, context and percentages over the past five years, as well as opportunities and initiatives for the future. A brief discussion ensued.

Faculty Assembly Vice President and Chair of the Faculty Liaison Committee Cathy Forestell introduced the faculty presentation on graduate programs and the two presenters: Dean of Graduate Studies and Research Virginia J. Torczon, whose presentation focused on Arts and Sciences graduate programs, and VIMS Associate Dean of Academic Studies Linda Schaffner, whose presentation focused on graduate programs at the Virginia Institute of Marine Science. A brief discussion ensued.

The Committee on Administration, Buildings and Grounds met in the Board Room from 3:43 to 4:22 p.m.

Following a short break, the Board convened at 4:26 p.m. as a committee of the whole for the **Committee on Student Affairs**. Ms. Roday presided as chair.

In her opening remarks, Ms. Roday advised that she and Vice Chair Will Payne continue to meet regularly with student groups throughout the year. She noted that one of the most pressing concerns for some students was the result of the presidential election; Ms. Roday acknowledged the presence of several students in the room expressing their concerns and noted that faculty members had convened a meeting in Tucker Hall earlier in the week to talk about the climate on campus and how best to report any incidents. Ms. Ambler advised that following that dialogue the Dean of Students' CARE reporting website had been changed to make anonymous reporting easier, although both Ms. Roday and Ms. Ambler stressed that the more detailed a report, the better able the administration is able to follow up. A brief discussion ensued.

Student liaisons J.C. LaRiviere and Rachel Smith reported on engagement at William and Mary, specifically as it related to the current climate on campus as a result of the electoral outcomes, locally and nationally. A brief discussion ensued.

Vice President Ambler introduced Associate Vice President for Career Development Kathleen Powell, who provided an update on career readiness initiatives at William and Mary, and reviewed upcoming events planned for the fall. A brief discussion ensued.

Ms. Ambler reported that the Student Affairs division has recently been recognized by the Williamsburg Health Foundation with the 2016 Williamsburg Health Foundation Award for its work to create an integrated, comprehensive system of wellness programs for students and all campus community members. The recognition also came with a \$10,000 check to support on-going wellness initiatives. Congratulations were offered by the Board.

There being no further business, the Committee adjourned at 5:08 p.m.

The Committee on University Advancement met from 5:10 to 5:40 p.m. and the Committee on Athletics met from 5:40 to 6:12 p.m., at which time the Board recessed until Friday morning.

On Friday, November 18, the Board reconvened as a committee of the whole at 8:00 a.m. for a joint meeting of the **Committee on Strategic Initiatives and New Ventures** and the **Committee on Academic Affairs**.

Those present were:

Warren W. Buck III
S. Douglas Bunch
Lynn M. Dillon
Thomas R. Frantz
Sue H. Gerdelman
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 Representatives: Eric D. Chason
Student Representative: Eboni S. Brown

Others present were:

W. Taylor Reveley III
Michael R. Halleran
Virginia M. Ambler
Henry R. Broaddus
Edward C. Driscoll, Jr.
Samuel E. Jones
Matthew T. Lambert
Amy S. Sebring

Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jennifer B. Latour
Jeremy P. Martin
Brian W. Whitson
Sandra J. Wilms

Also in attendance were University Counsel Deborah A. Love, Associate University Counsel Sarah E. Melchior, Dean Kate Conley, Dean Davison Douglas, Dean John Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

Strategic Initiatives and New Ventures Chair Mr. Frantz noted that the purpose of this joint meeting was to discuss business innovation efforts on the academic side. Chair of the Committee on Academic Affairs Ms. Dillon commented that the goal was to capture progress to date of these initiatives and to look forward in constructive and innovative ways.

Provost Halleran noted that presentations would focus on three areas: a new Center of Excellence at the Reves Center, the new Masters Degree in Business Analytics and new programs and initiatives in the School of Education. Vice President for Strategic Initiatives Henry Broaddus encouraged Board members to participate in the discussion and engage these three initiatives more closely.

Vice Provost for International Affairs Steve Hanson reported on the development of the Whole of Government Center of Excellence in National Security, and introduced Project Director Kathryn Floyd and Senior Counselor to the President Jim Golden, who have been instrumental in the development of this initiative. Business School Associate Dean for

Faculty and Academic Affairs Todd Mooradian introduced Professor James Bradley, who reported on the background and implementation of the Masters of Science in Business Analytics. Dean of the School of Education Spencer Niles reported on several new initiatives and revenue-generating efforts under development at the School of Education. A general discussion ensued following each of the presentations.

At 9:30 a.m., the Rector paused the discussion to welcome Congressman Steve Chabot, a William and Mary alumnus (Class of 1975) who represents the 1st District of Ohio in the U.S. House of Representatives, and is on campus speaking to two Government classes. Congressman Chabot briefly addressed the Board and invited them to stop by his office in Washington, DC, then departed for his class.

Vice President for Strategic Initiatives and Public Affairs Henry Broaddus provided a brief update on the Strategic Planning Dashboard, detailed in Enclosure I, then provided a short update on business innovation efforts, savings and revenues.

Following a brief discussion and there being no further business, the joint session adjourned at 9:40 a.m.

Following a short break, the Committee on Financial Affairs met from 9:45 to 10:45 a.m. and heard an update of the continuation of the William and Mary Promise.

At 11:00 a.m. the Rector convened the meeting of the full Board. Those present were:

Warren W. Buck III
S. Douglas Bunch
Lynn M. Dillon
Thomas R. Frantz
Sue H. Gerdelman
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 Representatives: Eric D. Chason
Student Representative: Eboni S. Brown

Others present were:

W. Taylor Reveley III
Michael R. Halleran
Virginia M. Ambler
Henry R. Broaddus
Edward C. Driscoll, Jr.
Samuel E. Jones
Matthew T. Lambert
Amy S. Sebring

Kiersten L. Boyce
Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jennifer B. Latour
Jeremy P. Martin
Brian W. Whitson
Sandra J. Wilms

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

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to approve the minutes of the meeting of September 21-23, 2016. Motion was made by Mr. Watkins, seconded by Mr. Littel; and approved by voice vote.

In his opening remarks, the Rector thanked the Board members for their participation during the committee meetings and thanked the members of the administration for their efforts. The Rector commented on the visit to Richard Bland College yesterday, and thanked both President Sydow and Mr. Littel for their planning efforts in putting a good visit together. He thanked Ms. Roday for a good meeting with students, expressed his appreciation for the students who attended the Committee on Student Affairs meeting and commended President Reveley and the Student Affairs team for moving quickly to address student concerns to ensure the health and safety of all those on campus.

In his opening remarks, President Reveley thanked the Rector and members of the Board for their hard work on behalf of William and Mary. The President commented on the efforts to build a strong financial foundation, the need to find new ways to increase productivity to generate funds to survive politically and philanthropically, and the continued implementation of the William & Mary Promise.

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 tenure of specific instructional faculty; discussing specific personnel matters; discussing internal investigations involving identifiable students and/or employees; and discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.1., 2., 6., and 8. of the Code of Virginia. Motion was seconded by Ms. Gerdelman 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 11:24 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. Watkins and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector called for the reports of the standing committees.

Mr. Littel reported for the **Richard Bland College Committee**, briefly reviewed the agenda and called on President Sydow.

President Debbie Sydow had a brief report, noting the entire campus community appreciated the Board's visit yesterday. It had a real and symbolic value and affirmed for the Richard Bland campus community a linkage and partnership that is treasured.

Mr. Littel moved adoption of **Resolution 1**, Appointment to Fill Vacancies in the Professionals and Professional Faculty; and **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. Motion was seconded by Ms. Roday and approved by voice vote.

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds**, commented on the Design Review Board meeting and briefly reviewed the agenda, noting that the Committee had reviewed three resolutions. Two additional resolutions were being submitted at the request of the administration. Mr. Payne asked University Counsel Deb Love to provide background on the two handout resolutions concerning the Violence Prevention Committee and the Threat Assessment Team.

Following Ms. Love's remarks and a brief discussion, Mr. Payne moved adoption as a block of **Resolution 6**, Resolution to Approve the FY 2017 Transportation Alternatives Set-Aside Project; **Resolution 7**, Resolution to Approve Capital Project Construction Procurement Process; **Resolution 12**, Establishment of the Violence Prevention Committee, and **Resolution 13**, Establishment of the Threat Assessment Team. Motion was seconded by Mr. Thomas and approved by voice vote. (**Resolution 12** and **Resolution 13** are appended.)

Mr. Payne then moved adoption of **Resolution 8**, Resolution to Approve the Naming of The Martha Wren Briggs Center for the Visual Arts. Motion was seconded by Mr. Littel 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 Student Affairs and Career Center staff.

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

Ms. Short reported for the **Committee on Athletics**, and briefly reviewed the agenda. There were no action items.

Mr. Frantz reported for the **Committee on Strategic Affairs and New Ventures**, briefly reviewed the agenda, noting that combining the meeting with Academic Affairs emphasized that a lot of strategic focus is in academics.

Mr. Thomas reported for the **Committee on Audit and Compliance**, and briefly reviewed the agenda.

Mr. Thomas moved adoption of **Resolution 2**, Approval of 2017 Internal Audit Work Plan. Motion was seconded by Mr. Littel and approved by voice vote.

Mr. Watkins reported for the **Committee on Financial Affairs**, and briefly reviewed the agenda. He advised that the Investments Subcommittee had been expanded and would now be meeting with Wells Fargo investment advisors separately at each Board meeting to allow for more in-depth discussions. Mr. Hixon will chair the subcommittee, Ms. Dillon will serve as vice chair, and Mr. Bunch and Mr. Little have also agreed to serve on the subcommittee.

Mr. Watkins moved adoption of **Resolution 9**, Continuation: William & Mary Promise. Motion was seconded by Ms. Roday and approved by voice vote.

Mr. Watkins moved adoption of **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; and **Resolution 11**, Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2016. Motion was seconded by Mr. Frantz and approved by voice vote.

Ms. Dillon reported for the **Committee on Academic Affairs**, and briefly reviewed the agenda.

Ms. Dillon moved adoption as a block of **Resolution 3**, Award of Academic Tenure; **Resolution 4**, Designated Professorship; and **Resolution 5**, Retirement of Ilya Spitkovsky, Department of Mathematics. Motion was seconded by Mr. Frantz and approved by voice vote.

Mr. Little reported as the Board Liaison to the Monroe Legacy Working Group, commented briefly on plans to promote Monroe's legacy as the 200th anniversary of his first inauguration approaches, and briefly commented on other ways in which recognition of Monroe is proceeding. He advised that the Monroe Commission will meet on December 7 at Highland to review architectural cost projections on concepts for the Master Plan. Mr. Little also thanked Matthew Lambert and Advancement staff for assistance with the upcoming annual fund drive.

Ms. Roday reported as the Board Liaison to the Race Relations Implementation Team, noting good progress continues to be made and recommendations from the campus focus groups should be available at the next meeting. The naming of Hardy and Lemon Halls at Homecoming was very well received and she thanked Chief Diversity Officer Chon Glover for recognizing the Board of Visitors, the President and Provost in her remarks at the

ceremony. Ms. Roday advised that the Student Affairs meeting in February will allow time for a more in-depth discussion on diversity efforts on campus.

There was no Old Business.

There was no New Business.

Student Assembly President and student representative to the Board Eboni Brown reminded members of the Board of the lunch with student leaders in Blow Hall Room 201 at the conclusion of the meeting.

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 employees; and consultation with legal counsel and briefings by staff members regarding specific legal matters, as provided for in Section 2.2-3711.A.1., and 7., of the Code of Virginia. Motion was seconded by Mr. Littel, and approved by voice vote. The observers were asked to leave the room and the Board went into Executive Session at 11:55 a.m.

The Board reconvened in open session at 12:20 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 Ms. Gerdelman and approved by roll call vote of the Board members conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 12:21 p.m.

Board of Visitors

November 16, 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. Stottlmyer
Rector of the College

Board of Visitors

November 18, 2016

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemyer
Rector of the College

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.

Board of Visitors

November 18, 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

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

February 8-10, 2017
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, <i>tab #1</i>	Appointment to Fill Vacancy in the Professionals and Professional Faculty
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COLLEGE OF WILLIAM AND MARY

Resolution 2, <i>tab #2</i>	Amendment of Compliance Program Charter
Resolution 3, <i>tab #3</i>	Adoption of Red Flags Policy on Identity Theft
Resolution 4, <i>tab #4</i>	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 5, <i>tab #5</i>	Faculty Promotions
Resolution 6, <i>tab #6</i>	Award of Academic Tenure
Resolution 7, <i>tab #7</i>	Designated Professorships
Resolution 8, <i>tab #8</i>	Retirement of David P. Aday Department of Sociology
Resolution 9, <i>tab #9</i>	Retirement of Robert B. Archibald Department of Economics
Resolution 10, <i>tab #10</i>	Retirement of Susan S. Grover Marshall-Wythe School of Law
Resolution 11, <i>tab #11</i>	Retirement of John B. Nezelek Department of Psychology
Resolution 12, <i>tab #12</i>	Retirement of James E. Perry School of Marine Science

RICHARD BLAND COLLEGE
RESOLUTIONS

**RICHARD BLAND COLLEGE
APPOINTMENT TO FILL VACANCY 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 individual to fill these positions:

TAKEYA MCLAURIN, Director of Human Resources, effective January 10, 2017:

MBA, Human Resource Management, New York Institute of Technology, 2007
BS-BA, Information Systems and Marketing, Old Dominion University, 2004

Certifications:

PHR (Professional in Human Resources), HR Certification Institute, 2013
SHRM-Certified Professional, Society for Human Resource Management, 2015

Virginia Commonwealth University:

Director of Human Resources, VCU Athletics, 2012-2016
 promotion in title to Associate Athletics Director for HR and Student Services, July 2016
 promotion in title to Assistant Athletics Director for HR and Student Services, July 2015
Human Resource Generalist, VCU Human Resources, 2010-2012
Human Resource Manager, VCU Department of Psychiatry, 2009-2010
Human Resource Operations Technician, VCU Human Resources, 2008-2010

Virginia Department of Conservation and Recreation

Human Resource Assistant/Leave Coordinator (part-time), 2006-2008

COLLEGE OF WILLIAM AND MARY
RESOLUTIONS

**COLLEGE OF WILLIAM AND MARY
AMENDMENT OF COMPLIANCE PROGRAM CHARTER**

WHEREAS, The Committee on Audit and Compliance oversees the Compliance and Ethics Program of the College of William and Mary; and

WHEREAS, the Compliance Program Charter was originally approved by the Board of Visitors at the February 8, 2013 meeting, and

WHEREAS, amendments to update the Compliance Program Charter (attached) have been reviewed by the Chair of the Audit and Compliance Committee, the President, the Chief Compliance Officer, and other College officials;

NOW, THEREFORE, BE IT RESOLVED, That the Compliance Program Charter is hereby amended by the Board of Visitors, effective immediately.

THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA

COMPLIANCE PROGRAM CHARTER

The College of William & Mary, including the Virginia Institute of Marine Science (the university), is committed to lawful and ethical behavior in all of the university's activities. The compliance and ethics program of William & Mary is dedicated to this goal. This charter defines and specifies key aspects of the compliance and ethics program.

The Audit and Compliance Committee of the Board of Visitors provides oversight of the compliance and ethics program. The Committee:

- Approves the Compliance Program Charter.
- Promotes and supports a university-wide culture of ethical and lawful conduct.
- Ensures adequate resources and appropriate authority are provided to the compliance program.
- Provides oversight of significant compliance and ethics issues and risks.
- Receives reports from the Chief Compliance Officer regarding reports and investigations as well as the overall effectiveness of the compliance and ethics program.

The Chief Compliance Officer has overall responsibility for the compliance and ethics program and the Office of Compliance and Equity (Compliance Office).¹ The Chief Compliance Officer reports to the President and has direct access to the Audit and Compliance Committee.

The Compliance Office is charged with developing and coordinating implementation of a compliance and ethics program meeting federal guidelines. The Office:

- Ensures that the university has policies and procedures reasonably designed to satisfy legal obligations and prevent misconduct, and systems for detecting misconduct.
- Manages the policy program and promotes awareness of the university's Code of Ethics and other institutional values, regulations, and policies.
- Identifies and addresses, with management, significant compliance risks and violations. Participates in strategic planning and risk management programs.

¹ Federal regulations require that a specific, "high-level" individual be given "overall responsibility" for the compliance and ethics program.

- Investigates reported or suspected compliance or ethical violations² and, with University Counsel, coordinates the university's response to regulatory investigations and inquiries. The Compliance Office, with accountability for confidentiality and safeguarding records and information, is authorized full access to university records, physical properties, and personnel pertinent to carrying out investigations.
- Reports significant ethics and compliance activities and issues to the university's executive management and reports on the effectiveness of the compliance and ethics program to the Audit and Compliance Committee.

University leadership is responsible for promoting a strong culture of compliance and ethics throughout the organization, with shared values and a commitment to the Code of Ethics. Executive employees and other managers:

- Align operational activities and strategic plans with the university's core values (Code of Ethics).
- Create a "speak up" culture, where employees are encouraged to come forward with concerns and retaliation is not tolerated.
- Demonstrate a commitment to integrity.
- Ensure that misconduct is addressed through appropriate disciplinary action and remedial measures.

All members of the university community share responsibility for maintaining an environment of accountability and integrity.

- Supervisors must ensure that employees have the knowledge and skills to fulfill their obligations. Supervisors must appropriately address or elevate reported violations or similar issues, including by preventing retaliation.
- All employees must obey the laws, regulations, and policies applicable to their university activities, and report illegal or unethical action that comes to their attention.³ All employees are expected to cooperate with investigations.
- The university will not tolerate any form of retaliation against a member of the university community for reporting illegal or unethical conduct, as provided in the Whistleblower Policy.

² Reported or suspected violations may be investigated by other individuals, committees, or offices, under university policies or procedures. For example, reports of research misconduct by a faculty member are investigated in accordance with the Faculty Handbook.

³ Code of Ethics of the College of William & Mary.

COLLEGE OF WILLIAM AND MARY**ADOPTION OF RED FLAGS POLICY ON IDENTITY THEFT**

WHEREAS, under the Federal Trade Commission's (FTC) Red Flag Rule (16 CFR 681.2), which implements sections of the Fair and Accurate Credit Transactions Act specifically related to protecting consumer identity, the College of William & Mary, including the Virginia Institute of Marine Science, (hereafter referred to as "the University") is considered a creditor and must maintain a rigorous program to protect its students, employees, and other customers against identity theft; and

WHEREAS, FTC Guidelines require applicable financial institutions to: 1) identify relevant Red Flags, potential sources, and associated risk factors, and 2) develop and maintain training programs that inform employees what Red Flags are, how to identify them, when to report suspicious activity, and how to mitigate any compromises of personal information; and

WHEREAS, Red Flags can be categorized into several key areas including the presentation of suspicious documents or reporting of suspicious information (*e.g.*, fictitious address, phone number or other contact information). In addition, unusual use of a University covered account, notification from a third party monitoring entity about suspicious use of University information, or notice from University customers of possible identity theft also qualify as Red Flags; and

WHEREAS, as identified below, the University has established policies and procedures related to the appropriate use of personal data, information security, and consumer protection which collectively contribute to a Red Flags Program and meet the intent of the federal regulations, including a number of key operating standards, procedures, and policies that support our ongoing efforts to identify and mitigate identify theft for students, faculty, staff, and others with participating accounts at the University:

- Information Security (IS) Policy
- Faculty and Staff Acceptable Use Policy
- Student Acceptable Use Policy
- Data Classification and Protection Policy
- Information Asset Inventory and Management Policy
- Access Control Policy
- IS Incident Management Policy
- IS Training Program
- Data Encryption Guidelines
- Network Access Control Standards

- Application, Operating System, and Wireless Network Control Standards
- Threat Management Standards
- Basic Image Service Configurations Standards
- Minimum Security Standards for College Desktops, Laptops, PDAs, Smart Phones
- IS Monitoring Procedures
- IS Incident Reporting and Response Standard
- IT Disaster Recovery Plan

WHEREAS, federal regulations recognize that although these standards, procedures and policies are all a part of an Identify Theft Prevention Program, a formal policy establishing appropriate oversight and administrative structure to the program must be approved by the governing board.

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the attached Red Flags Policy and assigns the Senior Vice President for Finance and Administration as the oversight executive for the University's Identify Theft Protection Program. The Senior Vice President for Finance and Administration shall be authorized to implement the Program and may delegate its administration to the Chief Information Officer, Chief Financial Officer, or other senior University officials as appropriate

RED FLAGS POLICY ON IDENTITY THEFT

Effective Date: February 10, 2017

Revision Date: First Version

Responsible Offices: Information Technology and Finance

I. Scope and Purpose

This policy applies to the College of William & Mary, including the Virginia Institute of Marine Science, hereafter referred to as the University. The policy establishes the University's Identity Theft Prevention Program, which helps protect students, employees and others who have certain accounts with the university. The program is designed to detect, prevent, and mitigate identity theft in accordance with the Federal Trade Commission's (FTC) Red Flag Rule (16 CFR 681.2), which implements sections of the Fair and Accurate Credit Transactions Act (Pub L. 108-159).

II. Definitions

Covered Account. A consumer account designed to permit multiple payments or transactions, and any other account for which there is a reasonably foreseeable risk of identity theft, including:

- student accounts established for the payment of tuition, fees, room, board and other charges related to University activities; and
- personal accounts through which employees receive wages or reimbursements, and;
- accounts tied to University identification cards that allow students and employees to load personal funds for use at University retail locations and approved community vendors.

Customer. A person who has a covered account with the University. A customer may be a student, employee, or other individual.

Identify Theft. A fraud committed or attempted using the identifying information of another person without his or her authority.

Red Flag. A pattern, practice or specific activity that could indicate identity theft.

III. Policy: Identity Theft Prevention Program

The University is committed to protecting its students, faculty, staff, and others who entrust their personal information with the University. Common Red Flags include:

1. Receipt of Notice of Dispute from a credit agency;

2. Identification document or card that appears to be forged, altered or inauthentic;
3. Identification document or card on which a person's photograph or physical description is not consistent with the person presenting the document;
4. Inconsistencies in information among different documents presented by the customer (example: inconsistent birth dates);
5. Identifying information presented by the customer that is inconsistent with other sources of information (for instance, an address not matching an address on a Perkins loan application);
6. Social Security number presented that is the same as one given by another student or employee; and
7. Notice to the University from an external source, student, or employee that an account has unauthorized activity.

The Identity Theft Prevention Program consists of this policy, which identifies common Red Flags, and other policies and procedures to detect and respond to any Red Flags that occur. The Senior Vice President for Finance and Administration will be responsible for the Policy and will establish an Identify Theft Prevention Committee (the "Committee") to be charged with overseeing the Program. The Committee will be co-chaired by the University's Chief Financial Officer and the Chief Information Officer. Members of the Committee may include representatives from Admissions, Advancement, Auxiliary Enterprises, the Bursar's Office, Financial Aid, Human Resources, Information Technology, Payroll, the Registrar's Office, and Student Affairs. Other members may be appointed by the Senior Vice President for Finance and Administration as needed.

The Committee is responsible for ensuring that reasonable policies and procedures exist to identify, detect, and respond to Red Flags relating to covered accounts. The Committee is charged with reviewing existing University policies and procedures related to identify theft and incident reporting, and developing new policies and procedures as needed to ensure that the University maintains a high level of due diligence with respect to preventing, detecting, and mitigating identify theft. The Committee will also be responsible for establishing and maintaining routine training for staff in relevant positions, including training in how to identify a Red Flag, how to report a Red Flag, and how to mitigate against identity theft in Covered Accounts.

V. Authority and Amendment; Implementation

This policy is approved by the Board of Visitors, in accordance with 16 CFR 681.2. The Board of Visitors delegates to the Senior Vice President for Finance and Administration the authority to implement this policy.

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

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

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

ADELA AMARAL, Assistant Professor of Anthropology

B.A., University of California, Los Angeles 2005
M.A. (2009) and Ph.D (2015), University of Chicago

University of California, Berkeley
President's Postdoctoral Fellow, 2015-2017

University of Chicago
Teaching Assistant, 2010-2013

KEVIN S. HAEBERLE, Associate Professor of Law without tenure

B.A., Georgetown University, 1999
J.D., Columbia Law School, 2005

University of South Carolina Law School
Assistant Professor, 2014-2017

Columbia Law School and Columbia Business School
Postdoctoral Research Scholar, 2012-2014

United States District Court for the Southern District of New York
Law Clerk, 2009-2010

Friedman, Kaplan, Seiler, Adelman LLP
Associate, 2007-2009

Simpson, Thacher & Bartlett LLP
Associate, 2006-2007

Supreme Court of Israel
Foreign Law Clerk, 2005-2006

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

MICHAEL GIBBS HILL, Associate Professor of Modern Languages &
Literatures

B.A., Fairhaven College at Western Washington University, 1996
M.A., Rutgers, The State University of New Jersey, 2003
Ph.D., Columbia University, 2008

University of South Carolina
Associate Professor and Director, Center for Asian Studies, Walker
Institute for International Studies, 2013-2017
Assistant Professor, 2008-2013
Clinical Assistant Professor, 2007-2008

Henan University
Visiting Professor, 2014-2017

PHIALA E. SHANAHAN, Assistant Professor of Physics

B.Sc. (2012) and Ph.D. (2015), The University of Adelaide, Australia

Massachusetts Institute of Technology
Postdoctoral Research Associate, 2015-2017

PHILIP SWENSON, Assistant Professor of Philosophy

A.A., Moberly Area Community College, 2003
B.S., University of Central Missouri, 2007
M.A., University of Missouri, 2007
Ph.D., University of California, Riverside, 2014

Rutgers, The State University of New Jersey
Postdoctoral Associate, 2015-2016

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for promotion in academic rank by the appropriate departmental committees and chairs, the appropriate deans, 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 academic promotion of the following members of the Faculty of the College, effective with the beginning of the 2017-18 academic year:

Assistant Professor to Associate Professor

ANNE L. BLAZER, Department of Religious Studies

MICHAEL S. JABBUR, Department of Art & Art History

DAVID M. KAPLAN, School of Marine Science

MICHAEL D. LAMAR, Department of Biology

DAVID M. LONG, Mason School of Business

JOHN M. PARMAN, Department of Economics

PHILIP G. ROESSLER, Department of Government

MONICA J. SEGER, Department of Modern Languages and Literatures

JORGE L. TERUKINA, Department of Modern Languages and Literatures

XIN WU, Department of Art & Art History

DOUGLAS D. YOUNG, Department of Chemistry

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

The following members of the Instructional Faculty at the College of William and Mary have been recommended for the award of academic tenure by the appropriate departmental committees and chairs, the appropriate deans, 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 members of the Faculty be awarded academic tenure, effective with the beginning of the 2017-18 academic year:

ANNE L. BLAZER, Department of Religious Studies

MICHAEL G. HILL, Department of Modern Languages and Literatures

MICHAEL S. JABBUR, Department of Art & Art History

DAVID M. KAPLAN, School of Marine Science

MICHAEL D. LAMAR, Department of Biology

DAVID M. LONG, Mason School of Business

JOHN M. PARMAN, Department of Economics

PHILIP G. ROESSLER, Department of Government

TOMOYUKI SASAKI, Department of Modern Languages and Literatures

MONICA J. SEGER, Department of Modern Languages and Literatures

JORGE L. TERUKINA, Department of Modern Languages and Literatures

XIN WU, Department of Art & Art History

DOUGLAS D. YOUNG, Department of Chemistry

COLLEGE OF WILLIAM AND MARY
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2017-18 academic year:

JONATHAN D. ALLEN, Broderick Goldman Sachs Term Distinguished Associate Professor of Biology

JAMEL K. DONNOR, William and Martha Claiborne Stephens Term Distinguished Associate Professor of Education

CHRISTOPHER FREIMAN, Class of 1963 Term Distinguished Associate Professor of Philosophy

REX K. KINCAID, Chancellor Professor of Mathematics

MICHAEL G. LUCHS, Henry and Phyllis Shook Term Distinguished Associate Professor of Business

MONICA J. SEGER, Sallie Gertrude Smoot Spears Term Distinguished Associate Professor of Modern Languages and Literatures

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF DAVID P. ADAY
DEPARTMENT OF SOCIOLOGY

David P. Aday, Jr. received his B.A. from Fort Hays Kansas State University in 1968 with a major in Sociology. He earned his Ph.D. in Sociology from the University of Kansas in 1977. He was hired by the College of William & Mary in 1978, promoted to Associate Professor with tenure in 1981 and achieved the rank of Professor in 1994.

Professor Aday's early career scholarship was focused at the intersection of criminology and complex organizations. His research made important contributions to understanding the structure and functioning of juvenile courts in the U.S. He subsequently wrote Social Control at the Margins, an insightful book that used elements of classical sociological theory to develop an integrated theory of social deviance. His recent research has focused on community building, participatory development and engaged scholarship.

Professor Aday has been an exemplary leader at the College. He chaired the Sociology Department from 1991 to 1997, creating a departmental culture that seamlessly integrates high-quality teaching and impactful research. Under his leadership, the department became one of the first to advance interdisciplinary and international education, collaborating with the Women's Studies program to hire a jointly appointed faculty member. He later served as Director of the American Studies program and more recently helped create the Public Health minor, a program that he currently co-directs.

As Chair of the Assessment Steering Committee (1991-2010) he led the College's efforts to meaningfully engage in curricular assessment. He also spearheaded the university's reaccreditation efforts from 2003 to 2006. Professor Aday served for three years as Special Assistant to the Provost and he held the positions of NCAA Certification Compliance Officer and Faculty Athletics Representative to the NCAA.

Professor Aday's service contributions extend far beyond William & Mary's borders. His direction of the Student Organization for Medical Outreach and Sustainability (SOMOS) and Medical Aid Nicaragua: Outreach Scholarship (MANOS) projects sets a gold standard in regards to immersing students in a combination of classroom learning, empirical research, and community engagement.

Professor Aday's incredible commitment and success with integrated learning is perhaps best evinced by the many research collaborations he still maintains with current and former students, particularly those who participated in SOMOS or MANOS projects. That so many of his former students are now working in health care and other community service professions is a testament to both the tremendous impact he made on their lives and to his extraordinary contributions to the greater good.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of David P. Aday; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 39 years of service, a change in status from Professor of Sociology to Professor of Sociology, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ROBERT B. ARCHIBALD
DEPARTMENT OF ECONOMICS

Robert Archibald received his B.A. from the University of Arizona with a major in Economics in 1968. After a two-year involuntary stint in the Army, he earned a M.S. and a Ph.D. from Purdue University. He completed his dissertation as a Baker-Weeks Fellow at the Brookings Institution in 1974. After two years at the Offices of Prices and Living Conditions of the Bureau of Labor Statistics in Washington, D.C., he joined the William & Mary faculty as an Assistant Professor of Economics. He was promoted to Associate Professor in 1980, Professor in 1990, and named Chancellor Professor in 2006.

Professor Archibald has always been a dedicated and demanding teacher. He taught generations of students principles of economics, microeconomics, macroeconomics, statistics, and various seminars in both the economics department and the public policy program. Many of his students have gone on to very successful careers in economics. He is especially proud of his many honors students.

Professor Archibald has served the college community in many ways, including as chair of the Economics Department, director of the Public Policy program, interim dean of the Faculty of Arts and Sciences, and President of the Faculty Assembly. He was also the first faculty member appointed as faculty representative to the Board of Visitors. He has served on a large number of college committees and enjoyed many of them. He is particularly proud of the role he played as one of the founders of the Public Policy program.

Professor Archibald has always been an active scholar. He has published over 50 articles in economics and policy journals, and is the author of three books, one with Johns Hopkins University Press, and two with Oxford University Press. The two Oxford University Press books are joint with his colleague, David Feldman. One of them, *Why Does College Cost So Much?*, published in 2011, was listed by Bill Gates as one of the seven best books he read in 2013. The other, *The Road Ahead for America's Colleges and Universities*, is coming out in July 2017.

At the end of a long career Professor Archibald is particularly proud of being given the Thomas Jefferson Award at the 2010 Charter Day. He is also honored that, thanks to generous gifts of donors, every year several economics undergraduates are awarded Archibald-Finifter scholarships, and one graduate student in Public Policy is named the Archibald Fellow.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert B. Archibald; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 41 years of service, a change in status from Chancellor Professor of Economics to Chancellor Professor of Economics, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF SUSAN S. GROVER
MARSHALL-WYTHE SCHOOL OF LAW

Susan S. Grover joined the Law School faculty in 1988 from the law firm of Dunnells, Duvall, Bennett & Porter in Washington, D.C. She earned her A.B. in English, with honors, from Hollins College in 1973 and her J.D. from the Georgetown University Law Center in 1983. Following law school, she clerked for the Hon. Oliver Gasch of the U.S. District Court for the District of Columbia and for the Hon. Spottswood W. Robinson III of the U.S. Court of Appeals for the District of Columbia Circuit.

Professor Grover has taught thousands of students over the course of her career in some of the Law School's most foundational courses, including Civil Procedure and Employment Discrimination. She has been a much beloved teacher and mentor to many students over the years, particularly to first-generation college graduates and other underrepresented groups. She has also advised several student organizations, including Equality Alliance, Law Students for Reproductive Justice, the Multicultural Law Students Association, and the Women's Law Society. In addition, Professor Grover was instrumental in developing academic success programs at the Law School and providing substantive guidance and critical support to students preparing to take the bar exam.

As a scholar, Professor Grover wrote important articles about workplace harassment, law student well-being, and disparate impact discrimination cases. Her casebook, *Employment Discrimination: A Context and Practice Casebook* (with Sandra F. Sperino and Jarod S. Gonzalez), is now in its second edition.

Professor Grover has long had the good of the Law School and the College at heart and has always responded to the call to serve. From 2002 to 2007, she served as Director of Equal Opportunity, and from 2013 to 2014, she served as Vice President of the Faculty Assembly. Her career at the College culminated with a three-year term as Vice Provost for Academic and Faculty Affairs, during which, among other things, she successfully led the College's SACSCOC reaccreditation efforts, coordinating enormous amounts of data, assessment information, and narratives from every area of the College.

She is perhaps best known for her dedication to law students and members of the legal community who struggle with mental health, substance abuse, and other impairment issues. She has served as a member of the Board of Directors for Lawyers Helping Lawyers, an organization that provides confidential assistance to members of the legal profession facing substance abuse challenges, and as a Commissioner of the American Bar Association's Commission on Lawyer Assistance Programs. In the former role, she led a substantial survey effort to investigate mental health and substance abuse issues in the Commonwealth of Virginia. She also organized at the Law School the first student

chapter of Lawyers Helping Lawyers, an innovation that has reached every law school in the Commonwealth. Her exemplary efforts in the area were recognized by Lawyers Helping Lawyers when it bestowed on her the James R. Treese Award in 2014.

Professor Grover's accomplishments have been widely recognized at the College and in the community. She was the University Professor for Teaching Excellence from 2011 to 2014 and received the Walter L. Williams, Jr., Memorial Teaching Award, given by the graduating class at the Law School, in 2011. She was the recipient of the John Marshall Award, for outstanding service to the Law School, in 2013. She has also received the NAACP Faculty Award, the Black Law Students Association's Jane Matilda Bolin Award and Distinguished Faculty Award, and the Virginia Women Attorneys Association Foundation Distinguished Faculty Award. In 2014, she was recognized by *Virginia Lawyers Weekly* as one of its "Influential Women of Virginia."

Colleagues will remember her for her commitment to fairness, equality, and inclusion, her professionalism, and her selflessness. Her steadfast devotion to student success and well-being, her wise counsel and discretion, and her ability to inspire students facing personal challenges were unmatched.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Susan S. Grover; expresses its appreciation to her for the many contributions she has made to the Law School and the College of William & Mary; and approves, with deep gratitude for her 29 years of devoted service, a change in status from Associate Professor of Law to Professor of Law, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JOHN B. NEZLEK
DEPARTMENT OF PSYCHOLOGY

Professor Nezlek received his A.B. in Sociology and Psychology from Duke University, graduating cum laude and with honors. He earned his M.A. and Ph.D. in Psychology from the University of Rochester. In 1977 he was hired as an Assistant Professor at the College of William & Mary, he received tenure in 1985 and was promoted to the rank of Professor in 1994.

Professor Nezlek has had a prolific career, publishing in many areas of psychology. He is well known as a personality and social psychologist, and is highly regarded for the use and analyses associated with a "daily diary method," that has been one of those significant leaps for the field in measurement, because it relies on daily/regular reports, rather than memory of an event that occurred earlier in life. As might be expected, a new method required a novel analytic approach, and Professor Nezlek is well-published and highly regarded in relevant statistically analytical approaches as well.

Professor Nezlek has been a prolific author throughout his career, having published over 120 peer-reviewed manuscripts and book chapters and two books. He remains extremely productive, having ten manuscripts published in 2016, and he currently serves on the Editorial Board of five journals. He has served as a co-Principal Investigator on three grants with collaborators from Poland since 2011. Indeed, retirement may offer an opportunity for Professor Nezlek to "get caught up" regarding his many research collaborations. For example, Professor Nezlek received numerous opportunities to be a visiting scholar, including at the Centre National de la Recherche Scientifique, Marseille, at Katholieke Universiteit Leuven, and a Fulbright Fellowship at the University of Social Sciences and Humanities in Warsaw. Currently, he retains the appointment of Dr. habil. at the University of Social Sciences and Humanities in Poznan, Poland. Professor Nezlek's accomplishments have been recognized with numerous awards, including a William & Mary Society of the Alumni Teaching Award, a Plumeri Award for Faculty Excellence, and a Rector's Award for Excellence in Scholarship from the University of Social Sciences and Humanities.

Professor Nezlek's teaching at all levels of the curriculum has been valuable for the Department of Psychology. Early in his career, he re-organized the introductory psychology course, and he was instrumental in making it the popular course it is today. From introductory courses to advanced research courses, he has consistently offered courses central to the Department's curriculum, and has mentored numerous graduate and undergraduate students, many of whom owe, in part, their success to Professor Nezlek's guidance. Professor Nezlek has also provided critical departmental service during his career. He created the research participation pool which has helped faculty

and students conduct their research. He served on over ten search committees, and was a long-standing member of the departmental Personnel, Research, and Curriculum Committees. He played a central role in the creation of the present faculty evaluation process. Although Professor Nezlek did not focus on service during his career, many aspects of day-to-day life in the department were influenced by his work.

The Psychology Department will not be the same after Professor Nezlek's retirement. He has been a force in guiding the department and faculty for 40 years and has consistently taken an interest in the development of junior faculty and strengthening the research focus of the department while maintaining high standards for our graduate and undergraduate curriculum. At faculty meetings, Professor Nezlek was never shy to offer his clear, reasoned opinion but was also a good listener and reflected on the input of his colleagues to help reach decisions that strengthened the department. His wisdom and sense of humor will be sorely missed. He is a scholar who has raised the profile of our department and the College for the past 40 years, a remarkable contribution and career.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of John B. Nezlek; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 40 years of service, a change in status from Professor of Psychology to Professor of Psychology, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JAMES E. PERRY
SCHOOL OF MARINE SCIENCE

Dr. James E. Perry joined the faculty of the College of William & Mary in 1990 as a Professional Faculty Member with expertise in wetland ecology and field botany. He received his B.S. from Murray State University in 1979 and Ph.D. from William & Mary in 1991. Dr. Perry joined the Instructional faculty as an Assistant Research Professor in 1993, was promoted to Associate Research Professor in 1999, and to Research Professor in 2003. In 2006, he was awarded tenure as Professor of Marine Science.

Professor Perry has been a dedicated instructor and mentor to both graduate students in the School of Marine Science and undergraduates from William & Mary. His teaching experience included undergraduate and graduate level courses in coastal botany, coastal ecosystems processes, and Asian environmental processes. He has excelled in developing team-taught courses serving, notably, as a highly-respected team teacher for more than ten years in the William & Mary Ecology of Coastal Habitat summer field course, which fulfills a requirement of the Marine Science Minor. His teaching evaluations have always been high and accompanied by comments such as "enthusiastic," "well informed" and "works to reach students."

As a Freshman Advisor, Professor Perry worked with over 75 undergraduate students, and as a graduate advisor mentored more than 30 graduate students to successful completion of their degrees. He served as Faculty Advisor to the VIMS Sail and Paddle Club and sat on many student committees, both graduate and undergraduate. He also built, and donated to the VIMS Graduate Student Association, a kayak that, when raffled by the students, brought in over \$7,000. The money was then used to establish a competition to partially fund several graduate student's research projects.

Professor Perry has also been a generous contributor to governance of his school and the university, having served, for example, as chair of the Academic Status and Degrees Committee, chair of the Admissions Committee, Exam Moderator, and a member of the Faculty Hearing Committee and the Board of Directors of the Environmental Science and Policy Program. He also furnished dedicated service to the VIMS Advisory mission on numerous wetland projects that involved coordinating roles of the Virginia Marine Resource Commission, U.S. Army Corps of Engineers, and local Wetlands Boards. His reach in these activities extended from the City of Norfolk, Chesapeake, and Virginia Beach to many counties in the northern and middle peninsulas of Virginia. He has appeared in court as an expert witness in wetland cases for James City County and the Federal government.

Professor Perry has taught and conducted research with distinction throughout the world, and has been invited to give many seminars and lectures abroad. His research was focused on monitoring stress and documenting long-term ecological changes in vascular plant communities of coastal and inland wetlands, and the relationship of those changes to changes in environmental parameters within watersheds. He has excelled at understanding vegetation dynamics, and the life history, distribution, abundance, and threats to rare and/or endangered vascular plants. He has published over 50 peer reviewed journal articles, book chapters, and editorials about his, and his students, work.

In 2014, Dr. Perry was invited to Taiwan to help write the National Wetland Laws for Taiwan, and in that same year he received a prestigious Visiting Scholar award to work with the National Cheng Kung University of Taiwan to develop a wetland evaluation program to facilitate the new wetland law. The Taiwan Wetlands Act became law in 2015 with all Dr. Perry's recommendations included and he was awarded the distinction of "Honorary Advisor" to the Taiwan government.

Dr. Perry is a lifetime member and a past president of the Society of Wetland Scientists, for which he has chaired numerous committees including two ad hoc committees created to enhance international involvement in wetland science. He is currently the co-chair for the group's 2017 annual conference t in Puerto Rico in June. He is also a member of the Coastal and Estuarine Research Federation, Ecological Society of America, and Society of Ecological Restoration.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor James E. Perry; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his 26 years of devoted service to the university, a change in status from Professor of Marine Science to Professor of Marine Science, 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 Perry with best wishes for continuing and creative work in the years ahead.

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

2017

February 8-10 (Charter Day 2/10)

April 19-21 (W&M and RBC Commencement 5/13)

September 13-15

November 15-17

FEBRUARY 2017