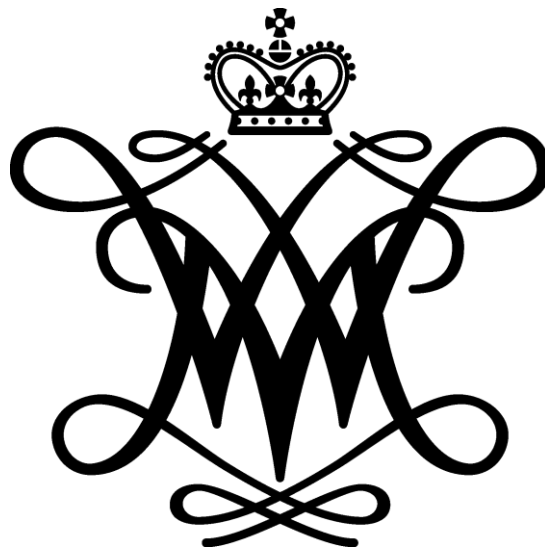


# BOARD OF VISITORS WILLIAM & MARY



## COMMITTEE MEETINGS

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

November 14 - 16, 2018

**Board of Visitors Committee Meetings**  
**William & Mary**  
**November 14-16, 2018**  
**Blow Memorial Hall - William & Mary**

## BOARD DINING ROOM

## BOARD ROOM – COMMITTEE ON ACADEMIC AFFAIRS

Mirza Baig  
Warren W. Buck III  
Anne Leigh Kerr  
Catherine A. Forestell, faculty representative  
Brendan J. Boylan, student representative

- A. Introductory Remarks
- B. Approval of Minutes – September 26, 2018
- C. Report from Provost
- D. Report from Faculty Liaison Committee Chair
- E. Closed Session (if necessary)
- F. Action Materials
  - 1. **Resolution 5**, page 10
  - 2. **Resolution 6**, page 11
  - 3. **Resolution 7**, page 12

Thomas R. Frantz  
James A. Hixon  
Lisa E. Roday  
Brian P. Woolfolk

- A. Introductory Remarks
- B. Approval of Minutes – September 26, 2018
- C. Discussion topics
- D. Closed Session (if necessary)

**7:00 p.m. Board Reception and Dinner**

Board of Visitors  
SCHEDULE  
NOVEMBER 14-16, 2018

**THURSDAY, NOVEMBER 15:**

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

7:20 a.m. Depart for Richard Bland College in two vans

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

8:30 a.m. Continental breakfast available

Welcome and Opening Remarks President Debbie L. Sydow  
Rector John E. Littel  
Barbara L. Johnson, RBC Committee Chair

9:00-9:30 a.m. Meet the Promise Scholars

9:45-10:15 a.m. Peering into the Horizon - RBC 2025

10:30 a.m.-Noon Richard Bland College Committee Barbara L. Johnson, Chair  
(President Sydow) J.E. Lincoln Saunders, Vice Chair

Victor K. Branch  
Warren W. Buck III  
Lisa E. Roday  
Karen Kennedy Schultz  
Brian P. Woolfolk  
Matthew J. Smith, faculty representative  
Kayla M. Hand, student representative

- A. Introductory Remarks
- B. Approval of Minutes - April 18, 2018
- C. General Reports
- D. Action Material
  - 1. **Resolution 1**, pages 16-19
  - 2. **Resolution 2**, pages 20-23
  - 3. **Resolution 3**, pages 24-27
  - 4. **Resolution 4**, page 28
  - 5. **Resolution 15**, page 86 (*joint with William & Mary*)
- E. Closed Session (if necessary)

Noon Working Lunch

12:30 p.m. Commerce Residence Hall – Ribbon Cutting Ceremony

1:00 p.m. Depart for Williamsburg

**Board of Visitors  
SCHEDULE  
NOVEMBER 14-16, 2018**

**THURSDAY, NOVEMBER 15:**

## BOARD ROOM – COMMITTEE ON INSTITUTIONAL ADVANCEMENT

2:30-2:35 p.m. Committee on Institutional Advancement Sue H. Gerdelman, Chair  
(Mr. Lambert) Anne Leigh Kerr, Vice Chair

Victor K. Branch  
Thomas R. Frantz  
Todd A. Stottlemeyer  
H. Thomas Watkins III

- A. Approval of Minutes
1. September 27, 2018 – Institutional Advancement
  2. October 20, 2018 – Campaign Steering Committee

## BOARD ROOM

2:35-4:00 p.m.	Full Board meeting	Rector John E. Little
----------------	--------------------	-----------------------

**BLOW HALL ROOM 201 – COMMITTEE ON THE STUDENT EXPERIENCE**

4:15-5:15 p.m.	<u>Committee on the Student Experience</u> (Ms. Ambler, Ms. Hüge)	H. Thomas Watkins III, Chair Lisa E. Roday, Vice Chair
----------------	--	---

S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman  
Karen Kennedy Schultz  
Todd A. Stottlemeyer  
Rowan Lockwood, faculty representative  
Samir Talaware, student representative

- A. Introductory Remarks
- B. Approval of Minutes – September 27, 2018
- C. Report from Vice President for Student Affairs
- D. Closed Session (if necessary)



**Board of Visitors  
SCHEDULE  
NOVEMBER 14-16, 2018**

**THURSDAY, NOVEMBER 15:**

## BOARD ROOM - COMMITTEE ON AUDIT, RISK AND COMPLIANCE

4:15-5:30 p.m. Committee on Audit, Risk and Compliance Brian P. Woolfolk, Chair  
(Mr. Erdahl, Ms. Mason, Mr. Jones) Barbara L. Johnson, Vice Chair

Mirza Baig  
Victor K. Branch  
William H. Payne II  
J.E. Lincoln Saunders

- A. Introductory Remarks
- B. Approval of Minutes – April 19, 2018
- C. Report from Interim Chief Compliance Officer
- D. Report from Director of Internal Audit
  - 1. **Resolution 8**, page 32
- E. Closed Session (if necessary)

5:30 p.m. Recess Committee meetings

## SIR CHRISTOPHER WREN BUILDING – GREAT HALL

6:15 p.m. Private Reception with Board members, members of the Virginia Senate, Senate Finance Committee staff, Senate Clerk's office staff

Board of Visitors  
SCHEDULE  
NOVEMBER 14-16, 2018

**FRIDAY, NOVEMBER 16:**

**BOARD DINING ROOM**

7:15 a.m.                      Breakfast available

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

7:30-8:00 a.m.            Committee on Administration, Buildings                      William H. Payne II, Chair  
   and Grounds                                      Warren W. Buck III, Vice Chair  
   (Mr. Jones)

James A. Hixon  
Barbara L. Johnson  
J.E. Lincoln Saunders  
Christopher J. Abelt, faculty representative  
Camryn Easley, student representative

- A. Introductory Remarks
- B. Approval of Minutes – September 27, 2018
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. **Resolution 9**, page 34
  - 2. **Resolution 10**, page 35
  - 3. **Resolution 11**, page 36
- E. Report from Senior Vice President for Finance and Administration
  - 1. **Resolution 12**, pages 37-82
  - 2. **Resolution 13**, page 83
- F. Closed Session (if necessary)

**BOARD ROOM - COMMITTEE ON FINANCIAL AFFAIRS**

8:00-8:45 a.m.            Committee on Financial Affairs                      James A. Hixon, Chair  
   (Mr. Jones, Ms. Sebring)                                      Mirza Baig, Vice Chair

S. Douglas Bunch  
Anne Leigh Kerr  
Todd A. Stottlemeyer  
H. Thomas Watkins III  
Thomas J. Ward, faculty representative  
Patrick Canteros, student representative

- A. Approval of Minutes - September 27, 2018
- B. Report from Senior Vice President for Finance and Administration and Vice President for Finance/Chief Financial Officer
  - 1. **Resolution 14**, pages 85
  - 2. **Resolution 15**, pages 86 (*joint with Richard Bland College*)

**FRIDAY, NOVEMBER 16:**

3. **Resolution 16**, page 87
4. **Resolution 17**, page 88
- C. Report from Virginia Institute of Marine Science Dean/Director
- D. Closed Session (if necessary)

**BOARD ROOM – BOARD OF VISITORS MEETING**

## BOARD DINING ROOM

6

AGENDA ITEMS  
Board of Visitors Meeting  
William & Mary

November 14-16, 2018  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, pages 16-19	Resolution to Approve Request for FY20 Budget Amendment
Resolution 2, pages 20-23	Resolution to Approve Weapons on Campus Regulation
Resolution 3, pages 24-27	Resolution to Approve Open Flames on Campus Regulation
Resolution 4, page 28	Resolution to Approve Naming of the Mary Morton Parsons Cafe
Resolution 15, page 86	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, 2018 <i>(joint with William and Mary)</i>

WILLIAM & MARY

Resolution 5, page 10	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 6, page 11	Designated Professorships
Resolution 7, page 12	Faculty Leave of Absence
Resolution 8, page 32	Approval of 2019 Internal Audit Work Plan
Resolution 9, page 34	Resolution to Approve Demolition of Multiple Structures at the Eastern Shore Laboratory
Resolution 10, page 35	Resolution to Approve Demolition of Multiple Structures within the Facilities Maintenance Complex

Board of Visitors  
AGENDA ITEMS  
November 14-16, 2018

Resolution 11, page 36	Resolution to Approve the Naming of the Acuff Center for Aquaculture
Resolution 12, pages 37-82	Resolution to Approve the Crisis and Emergency Management Plan
Resolution 13, page 83	Resolution to Approve the Naming of the Tribe Field Hockey Center
Resolution 14, page 85	Maintain Four-Year Tuition Guarantee for In-State Undergraduate Students
Resolution 15, page 86	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, 2018 <i>(joint with Richard Bland College)</i>
Resolution 16, page 87	Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2018
Resolution 17, page 88	Approval of Interim Use of Funds and Establishment of Russell and Jeanne Baker Quasi-Endowment

COMMITTEE ON ACADEMIC AFFAIRS

November 15, 2018

3:00 – 4:15 p.m.

Board Room - Blow Memorial Hall

Karen Kennedy Schultz, Chair  
S. Douglas Bunch, Vice Chair

- I.     Introductory Remarks – Ms. Schultz
- II.    Approval of Minutes – September 26, 2018
- III.   Report from Provost Michael R. Halleran
- IV.    Report from Faculty Liaison Committee Chair Thomas J. Ward
- V.     Closed Session (if necessary)
- VI.    Action Materials - Provost Michael R. Halleran
  - 1.   Appointment to Fill Vacancy in the Instructional Faculty     **Resolution 5**
  - 2.   Designated Professorships     **Resolution 6**
  - 3.   Faculty Leave of Absence     **Resolution 7**
- VII.   Discussion
- VIII.  Adjourn

**COMMITTEE ON ACADEMIC AFFAIRS  
MINUTES – SEPTEMBER 26, 2018**

---

**MINUTES**  
**Committee on Academic Affairs**  
**September 26, 2018**  
**Board Room– Blow Memorial Hall**

Attendees: Karen Kennedy Schultz, Chair; S. Douglas Bunch, Vice Chair; Warren W. Buck III, Anne Leigh Kerr, faculty representative Catherine A. Forestell and student representative Brendan J. Boylan. Board members present: Rector John E. Littel and Lisa E. Roday. Others present: Provost Michael R. Halleran, Henry Broaddus, Michael J. Fox, Deborah Love, Sallie Marchello, Tom Ward, Jack Martin, Jeremy Martin, Kate Conley, Virginia Torczon, Skip Niles, Timothy Wolfe, Janice Zeman and other College faculty and staff.

Chair Karen Kennedy Schultz called the Committee to order at 2:31 p.m.

Ms. Schultz acknowledged the recent announcement that Provost Halleran would be returning to the classroom as of July 1, 2019, and thanked him for his leadership as Provost. A round of applause was given.

Recognizing that a quorum was present, Ms. Schultz asked for a motion to approve the minutes of the meeting of April 19, 2018. Motion was made by Mr. Buck, seconded by Ms. Kerr and approved by voice vote of the Committee.

Following brief opening remarks, Provost Halleran gave updates on the following three particular areas of focus for this year:

- 1) Planning for the creation of a Learning Studio.
- 2) Review of space opportunities/options with the soon-to-open Arts Quarter and ISC 4
- 3) Allocation of state funds to increase high demand degrees.

The Provost also commented on the US News rankings and the impact of changes in the methodology and the challenge in recruiting Pell-eligible students.

Faculty Liaison Committee Chair Professor Tom Ward reported on the Faculty Assembly's plans for 2018-19, including revisions to the Faculty Handbook, and gave a high-level overview of the faculty's academic priorities from the survey conducted last spring.

Professor Jody Allen, Director of The Lemon Project, reported on Project and especially the competition for a campus memorial to African Americans enslaved by William & Mary.

Associate Provost for Enrollment and Dean of Admission Tim Wolfe presented a report on admissions, followed by a brief discussion

The Provost reviewed **Resolution 13**, Resolution to Approve a Bachelor of Arts Program in Japanese Studies and **Resolution 14**, Resolution to Approve a Master of Science Program in Psychological Sciences. Following brief discussion, Ms. Schultz asked for a motion to approved Resolution 13 and Resolution 14. Motion was made by Mr. Buck, seconded by Ms. Kerr and approved by voice vote of the Committee.



Committee on Academic Affairs  
MINUTES  
Page 2

Ms. Schultz moved that the Committee on Academic Affairs convene in Executive Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, promotions, leaves and tenure of instructional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia.. Motion was seconded by Ms. Kerr and approved by voice vote of the Committee. The Committee went into executive session at 3:50 p.m.

The Committee reconvened in open session at 4:35 p.m. Ms. Schultz reviewed the topics discussed during closed session, and then moved to adopt the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Kerr and approved by roll call vote of the Committee members conducted by the Committee Chair Ms. Schultz. (Certification **Resolution** is appended.)

Ms. Schultz asked for a motion to adopt as a block **Resolution 8**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 9**, Designated Professorships; **Resolution 10**, Faculty Leaves of Absence; **Resolution 11**, Faculty Promotions; and **Resolution 12**, Award of Academic Tenure. Motion was made by Ms. Kerr, seconded by Mr. Buck and approved by voice vote of the Committee.

There being no further business, the Committee adjourned at 4:36 p.m.

September 26, 2018

CERTIFICATION OF CLOSED SESSION

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

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

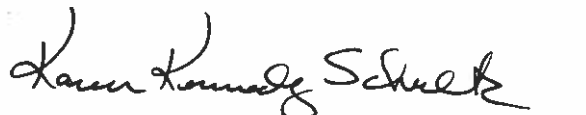
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to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

VOTE

AYES: 4

NAYS: 0

ABSENT DURING CLOSED SESSION:



Karen Kennedy Schultz  
Chair  
Committee on Academic Affairs

WILLIAM & MARY  
APPOINTMENT TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of William & Mary have resulted because of resignation, termination or the approval of additional positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the appointment of the following individuals to fill these positions effective with the dates listed below.

GRACE S. CHIU, Associate Professor of Marine Science, effective May 15, 2019

B.Sc. (1994) and M.Sc. (1996), University of British Columbia  
Ph.D., Simon Fraser University, Canada, 2002

Australian National University  
Senior Lecturer, 2015-Present

CSIRO  
Senior Research Scientist, 2009-2015

University of Waterloo, Canada  
Assistant Professor, 2005-2009

University of Washington  
Postdoctoral Fellow & Lecturer, 2004-2005

Simon Fraser University, Canada  
Postdoctoral Fellow, 2003

GREGORY J. HUNT, Assistant Professor of Mathematics, effective January 10, 2019

B.A., Drew University, 2013  
M.A. (2015) and Ph.D. (2018), University of Michigan

University of Michigan  
Teaching Assistant, 2015-2017

Board of Visitors

Resolution 6

November 14-16, 2018

Page 1 of 1

WILLIAM & MARY  
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves designated professorships for the following members of the Faculty, effective with the 2018-2019 academic year:

SIMON A. STOW, John Marshall Professor of Government and  
Citizenship

ALEXANDER WOODS, KPMG Peat Marwick Associate Professor of  
Business

Board of Visitors

Resolution 7

November 14-16, 2018

Page 1 of 1

WILLIAM & MARY  
FACULTY LEAVE OF ABSENCE

The following faculty member has requested a leave of absence without pay or with partial pay during the 2018-2019 academic year for the reason given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves this leave of absence:

JACQUELINE A. RODRIGUEZ, Assistant Professor of Education, to accept a position as the Assistant Vice President of Programs and Professional Learning with the American Association of Colleges for Teacher Education.

**EXECUTIVE COMMITTEE**

November 14, 2018

4:15 – 6:15 p.m.

Board Conference Room - Blow Memorial Hall

John E. Littel, Chair

William H. Payne II, Vice Chair

Sue H. Gerdelman, Secretary

- I.      Introductory Remarks – Mr. Littel
- II.     Approval of Minutes - September 26, 2018
- III.    Closed Session (if necessary)
- IV.    Discussion
- V.     Adjourn

**EXECUTIVE COMMITTEE  
MINUTES – SEPTEMBER 26, 2018**

---

**MINUTES**  
**Executive Committee**  
**September 26, 2018**  
**Board Conference Room – Blow Memorial Hall**

Attendees: John E. Littel, Chair; William H. Payne II, Vice Chair; Sue H. Gerdelman, James A. Hixon, Thomas R. Frantz, Lisa E. Roday and Brian P. Woolfolk. Others in attendance: President Katherine A. Rowe, Michael J. Fox, and Deborah A. Love.

Chair John E. Littel called the meeting to order at 4:30 p.m.

Recognizing that a quorum was present, Mr. Littel moved approval of the minutes of the meeting of April 18, 2018. Motion was seconded by Ms. Gerdelman and approved by voice vote of the Committee.

In his opening remarks, Mr. Littel welcomed the new members of the Committee and asked Secretary to the Board Michael Fox to briefly review the Board schedule for the next few days. A brief discussion ensued.

Mr. Littel moved that the Executive Committee of the Board of Visitors of the College of William and Mary convene in Executive Session for the purpose of discussing personnel matters regarding specific personnel, the performance and evaluations of specific executive employees; the evaluation of the performance of departments or schools; consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation; consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, and to discuss specific recommendations related to future fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A.1., 7., 8. and 9. of the Code of Virginia. Motion was seconded by Mr. Payne and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 4:10 p.m.

The Executive Committee reconvened in open session at 6:12 p.m. Mr. Littel reviewed the topics discussed during closed session, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Mr. Payne and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 6:13 p.m.



September 26, 2018

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

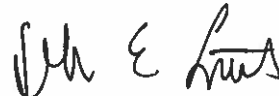
AYES:

7

NAYS:

6

ABSENT DURING CLOSED SESSION:



John E. Littel

Chair

Executive Committee

RICHARD BLAND COLLEGE COMMITTEE  
November 15, 2018  
8:30 a.m. – 1:00 p.m.  
Social Science, Humanities and English (SSHE) Building  
Room 107 - Richard Bland College

Barbara L. Johnson, Chair  
J.E. Lincoln Saunders, Vice Chair

- I. Welcome and Opening Remarks
  - A. President Debbie L. Sydow
  - B. Rector John E. Littel
  - C. Barbara L. Johnson, RBC Committee Chair
- II. Meet the Promise Scholars
- III. Peering into the Horizon – RBC 2025
- IV. Convene Richard Bland College Committee meeting – Ms. Johnson
- V. Approval of Minutes – September 27, 2018
- VI. General Reports
  - A. Report from President and Administration - Debbie L. Sydow
  - B. Report from Faculty Representative – Matthew J. Smith
  - C. Report from Student Representative – Kayla M. Hand
- VII. Action Material
  - A. Resolution to Approve Request for FY20 Budget Amendment **Resolution 1**
  - B. Resolution to Approve Weapons on Campus Regulation **Resolution 2**
  - C. Resolution to Approve Open Flames on Campus Regulation **Resolution 3**
  - D. Resolution to Approve Naming of the Mary Morton Parsons Cafe **Resolution 4**
  - E. 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, 2018 (*joint with William and Mary*) **Resolution 15**

RICHARD BLAND COLLEGE COMMITTEE  
November 15, 2018

VIII. Informational Material - *Pre-Reads*

- A. November RBC-19 Progress Report
- B. 2016-17 Operating Budget Update
- C. Report from Faculty Representative
- D. Report from Student Representative

IX. Working Lunch

X. Closed Session (if necessary)

XI. Adjourn

XII. Commerce Hall Student Residence Ribbon Cutting Ceremony

**RICHARD BLAND COLLEGE COMMITTEE  
MINUTES – SEPTEMBER 27, 2018**

---

**MINUTES**  
**Richard Bland College Committee**  
**September 27, 2018**  
**Board Room – Blow Memorial Hall**

Attendees: Barbara L. Johnson, Chair; J.E. Lincoln Saunders, Vice Chair, Victor K. Branch, Warren W. Buck III, Lisa E. Roday; Karen Kennedy Schultz; Brian P. Woolfolk, faculty representative Matthew J. Smith and student representative Kayla M. Hand. Board members present: Rector John E. Littel. Others present: J. Tyler Hart, Paul Edwards, Kenneth LaTessa, Eric Kondzielawa, Kent B. Erdahl, Deborah A. Love, Carrie Nee, Cynthia Norwood, Amy S. Sebring, Michael J. Fox, Sallie Marchello, Joanne Williams, Sandra J. Wilms and other College staff.

Chair Barbara Johnson called the Committee to order at 8:30 a.m. and offered brief opening remarks. Noting that President Sydow was in Australia, Ms. Johnson advised that Chief Development Officer Tyler Hart would be filling in. Paul Edwards, Chief Business Officer, was welcomed.

Recognizing that a quorum was present, Ms. Johnson asked for a motion to approve the minutes of the meeting of April 18, 2018. Motion was made by Ms. Schultz, seconded by Ms. Roday, and approved by voice vote of the Committee.

Mr. Hart reviewed the revised operating budget proposal. Following brief discussion, Ms. Johnson asked for a motion to approve **Resolution 1**, Approval of 2018-2019 Revised Operating Budget. Motion was made by Mr. Saunders, seconded by Mr. Branch and approved by voice vote of the Committee.

Director of Internal Audit Kent Erdahl led a brief discussion on the ARMICS review conducted by Internal Audit. Mr. Hart reviewed the dashboard for the Auditor of Public Accounts review.

Following brief discussion, the administrative reports began with Director of Human Resources Takeya McLaurin, who reported on the Workplace Enrichment Initiative. Associate Provost for Enrollment Management and Student Success Danielle Williams reported on the student profile, and commented on the recent event honoring Hays and Betty Watkins' major gift to establish the Watkins Promise Scholarship. Athletic Director and Women's Volleyball Coach Scott Newton reported on athletic events. Assistant Provost for Student Life Corey Scott reported on student conduct and the Living and Learning Communities. Acting Provost Ken LaTessa reported on academic and student development. Director of Operation and Capital Assets Eric Kondzielawa reported on recent capital improvements on campus.

Faculty Representative Professor Matt Smith, who serves as the SACSCOC Accreditation Liaison and Acting Compliance Manager, provided an update on the reaffirmation process. Associate Professor of Physics and Astronomy David Morgan reported on the QEP program, Improving Mental Power and Critical Thinking (IMPACT), and the work of the QEP Plan Task Force.

Student representative Kayla Hand briefly commented on student activities since the last meeting.

Ms. Johnson asked Mr. Hart to briefly review Resolutions 2 through 7. Mr. Hart briefly reported on the update to the Six-Year Plan, detailed in **Resolution 2**, Resolution to Approve Six-Year Plan

Richard Bland College Committee  
MINUTES  
Page 2

Update. Ms. Johnson asked for motion to approved Resolution 2. Motion was made by Mr. Saunders, seconded by Mr. Woolfolk and approved by voice vote of the Committee.

Brief background on **Resolution 3**, Resolution to Revise the Code of Ethics of Richard Bland College, was discussed, followed by the motion to approved Resolution 3, made by Mr. Woolfolk, seconded by Mr. Saunders and approved by voice vote of the Committee.

Mr. Hart commented on the reception held on September 19 for Mr. and Mrs. Watkins. Motion to adopt **Resolution 4**, Resolution of Appreciation – Hays T. Watkins, Jr. and Betty Wright Watkins was made by Mr. Buck, seconded by Ms. Schultz and approved by voice vote of the Committee.

Ms. McLaurin reviewed **Resolution 5**, Resolution to Approve the College Succession Plan, which is a requirement of the state. Motion to adopt Resolution 5 was made by Mr. Woolfolk, seconded by Mr. Saunders and approved by voice vote of the Committee.

Motion to approve **Resolution 6**, Appointments to Fill Vacancy in the Instructional Faculty and **Resolution 7**, Appointments to Fill Vacancy in the Professional Faculty, was made by Mr. Saunders, seconded by Ms. Roday and approved by voice vote of the Committee.

Ms. Johnson moved that the Richard Bland College Committee of the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing personnel matters regarding specific personnel, for consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation and for consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, as provided for in Section 2.2-3711.A. 1., 7. and 8. of the Code of Virginia. Motion was seconded by Mr. Buck. The observers were asked to leave the room and the Committee went into Closed Session at 10:03 a.m.

The Committee reconvened in open session at 10:20 a.m. Ms. Johnson reviewed the topics discussed during the closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Roday and approved by roll call vote of the Committee members conducted by Executive Liaison to the Board Sandra Wilms. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 10:25 a.m.

September 27, 2018

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Barbara L. Johnson  
Chair  
Richard Bland College Committee

**RICHARD BLAND COLLEGE  
RESOLUTION TO APPROVE FY20 OPERATING AND CAPITAL BUDGET  
AMENDMENTS**

In anticipation of the 2019 General Assembly session and consistent with guidance from the Governor's Office on the administration's priorities for amendments to the 2018-2020 Appropriation Act, Richard Bland College (RBC) will seek legislative sponsors for four operating budget amendments during the upcoming session. The four operating budget amendments are outlined below in priority order.

**PRIORITY 1: RECRUIT ADDITIONAL FACULTY TO SUPPORT THE GROWING DEMAND IN MAJORS IN BUSINESS AND COMPUTER SCIENCE**

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
	\$ 0 GF	\$300,000 GF
	0.0 FTE	3.0 FTE

Given the Commonwealth's focus on workforce development as expressed by the Governor and leaders of the General Assembly coupled with RBC's growing demand for business and computer science majors, the College requests \$300,000 in state general fund support to add 3 full-time faculty in high-demand fields.

In the past year, RBC has added adjunct instructors to teach Accounting I and Accounting II as well as Macro Economics online. The College now offers a completely on-line Associate Degree with a Business emphasis. In addition, RBC has expanded its Logistics certificate program and continues to promote its Project Management certificate program as well.

RBC's present business faculty consists of 1 full time and 6 adjunct instructors. Student enrollment in business courses in calendar year 2018 was up 19%. With South Central Virginia's growing reliance on the logistics industry and the need for partnering with local businesses and the military, the College believes an expansion of the business and logistics is needed to generate economic growth. This request would allow RBC to add one additional full-time faculty member in business.

In addition, RBC currently has no full-time Computer Science faculty, offering courses in Basic Computer Skills and two Computer Programming courses staffed using only adjunct faculty. The College's goal is to expand the faculty to at least 2 full-time Computer Science faculty in order to add courses for non-majors (e.g., "Introduction to Computing") and individual courses in "Information Literacy" for non-majors, science majors, and honors.



Offering Certificate Programs will provide traditional students at Richard Bland with needed expertise, it will also bring in non-traditional students who are looking for advancement with their current employer, which would include Amazon, Amsted Rail, Altria, Rolls Royce, and Fort Lee, among other employers in the South Central Virginia area.

**PRIORITY 2A: REQUIRED USE OF VIRGINIA INFORMATION TECHNOLOGY AGENCY'S (VITA) ENTERPRISE CLOUD OVERSIGHT SERVICE (ECOS).**

**Proposed Request:**

**FY19**  
\$0 GF

**FY20**  
\$250,000 GF

Through Executive Order 19 (EO-19, Governor Northam required all state agencies and all Tier 1 institutions of higher education to implement cloud-based services for any software or technology acquired after September 17, 2018 and retroactively to ensure that existing software or technologies be implemented "in a manner that continues to ensure the availability, security, and privacy of Commonwealth and citizen data."

RBC's current software application and storage of agency services is a hybrid of on premise and hosted services. The inclusion of hosted services has allowed RBC to leverage flexible delivery of business solutions while reducing operations and maintenance requirement for basic needs such as power and space.

VITA's relatively recent release of its ECOS has provided guidelines, direction and oversight that is mandatory for executive branch agencies and Tier 1 institutions. The mandate provides for a continuous service of assessment and monitoring of each Software as a Service (SaaS) solution those institutions and agencies select to contract with in support of EO-19.

For each SaaS that RBC has or selects to enter into an agreement with, VITA will charge and invoice a one-time cost of \$1,150 for the initial or annual assessment and an additional \$900 per month for monitoring during the term of the agreement for a combined total of \$11,950 payable to VITA annually for each SaaS solution.

RBC has a current SaaS portfolio of agreements that, upon renewal of the agreements, will result in VITA invoicing of approximately \$239,000 per year. This exposure may continue to increase as the College looks to leverage additional cloud services in support of its primary mission.

**PRIORITY 2B: LANGUAGE AMENDMENT TO EXEMPT RBC FROM OVERSIGHT OF THE VIRGINIA INFORMATION TECHNOLOGIES AGENCY (VITA).**

As an alternative to providing additional general fund support, the Commonwealth of Virginia could exempt RBC from the oversight of the Virginia Information Technologies Agency (VITA). In addition to Priority 2A, RBC will offer a language only amendment as follows:

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
		Language Only

Under Item 155, Chapter 2, 2018 Special Session I, Virginia Acts of Assembly, insert:

*E. Richard Bland College is exempt from the oversight of the Virginia Information Technologies Agency (VITA).*

**PRIORITY 3: INSTALL A GENERATOR TO THE RBC LIBRARY**

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
	\$ 0 GF	\$301,000 GF
	\$ 0 NGF	\$ 24,000 NGF

RBC requests funding to purchase a generator for the Library. The addition of the generator to the RBC Library will provide the much-needed utility support to allow the College to use this space as a short-term space for students to gather in the event of power loss in other parts of the campus. A short summary of the request is provided as follows

The building which houses the RBC Library is approximately 36,651 GSF. The building houses the RBC Library (33,957 GSF) with the remaining space (2,694 GSF) containing the College bookstore, commons area and kitchen. The cost of the new generator is \$325,000. Given the building is 92.65% E&G and 7.35% Auxiliary, the College intends to fund \$23,888 of the generator cost thus leaving the remaining balance of \$301,112 for this request to cover the E&G portion of the building.

**PRIORITY 4: OPERATION AND MAINTENANCE COSTS FOR ERNST HALL**

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
	\$ 0 GF	\$262,000 GF

Ernst Hall was closed in 2010 when the new McNeer Hall was brought online. Sciences were moved to McNeer Hall and other disciplines were combined in Commerce Hall. Monies for the re-purposing and extensive renovation of Ernst Hall were approved by the General Assembly in 2012. Ernst Hall (now SSHE) was renovated in and re-opened in 2015. In researching budget documents for this project, there was no request for O&M funding. A short summary of the request is provided as follows detailing an itemization of yearly costs for operating and maintaining SSHE:

<b>ERNST</b>	
Personnel Services	\$133,000.00
Contractual Services	\$52,000.00
Supplies and Materials	\$24,000.00
Indirect Cost	\$20,000.00
Utilities	\$33,000.00
<b>TOTAL</b>	<b>\$262,000.00</b>

**RBC requests approval by the Board of Visitors to pursue the above amendments as part of the College's 2019 legislative strategy.**

**WHEREAS** the Board of Visitors recognizes the Commonwealth's interest in supporting workforce development, particularly in the areas of business and computer science; and

**WHEREAS** the college has clearly established the need to build programs and course offerings in these areas with strong student demand for expanded programs; and

**WHEREAS** the Board of Visitors recognizes the importance of ensuring that its facilities are utilized efficiently, effectively, and in a manner that supports the development of leading edge technologies and the use of technology in education and workforce development;

**THEREFORE, BE IT RESOLVED**, That upon the recommendation of the President of Richard Bland College, the Board of Visitors of the College of William & Mary in Virginia approves the administration's proposed operating and capital budget amendments.

**RICHARD BLAND COLLEGE**

**RESOLUTION TO APPROVE  
FINAL REGULATION REGARDING WEAPONS ON CAMPUS**

WHEREAS, protecting the safety of the campus community is of utmost importance to the College Administration and the Board of Visitors of The College of William & Mary in Virginia; and

WHEREAS, §23.1-1301.A.1 of the Code of Virginia authorizes boards of visitors of institutions of higher education in Virginia to make regulations and policies concerning the institution; and

WHEREAS, § 2.2-4002.A.6 exempts educational institutions from the requirements of the Administrative Process Act; and

WHEREAS, pursuant to this authority, in 2011 the Board of Visitors promulgated the Weapons on Campus Regulation, governing the possession of weapons by visitors and third parties in certain facilities and at certain university events; and

WHEREAS, the proposed regulation is modeled similarly after the William & Mary regulation regarding weapons on campus, which was approved by the Board of Visitors in April 2018; and

WHEREAS, on April 18, 2018, the Board of Visitors proposed amendments to the Richard Bland College Regulation to address possession of weapons inside all buildings controlled by Richard Bland College, at outdoor locations where people congregate, and at events on property controlled by the college; and

WHEREAS, the proposed amendments were the subject of a comment period which ended on November 7, 2018; and

WHEREAS, the Board deems appropriate certain changes to the proposed Regulations;

THEREFORE, BE IT RESOLVED, That, upon recommendation of the President, the amended Weapons on Campus Regulation, a copy of which is attached hereto, is hereby adopted as a final regulation, to be effective in accordance with Va. Code §2.2-4015 upon publication in the Virginia Register of Regulations; and

**TITLE 8. EDUCATION**  
**RICHARD BLAND COLLEGE**  
**Chapter 30**  
*Proposed Amended Regulation*

REGISTRAR'S NOTICE: Richard Bland College is exempt from the Administrative Process Act in accordance with § 2.2-4002 A 6 of the Code of Virginia, which exempts educational institutions operated by the Commonwealth.

Title of Regulation: **8VAC115-30. Richard Bland College Weapons on Campus (amending 8VAC115-30-10, 8VAC115-30-20, 8VAC115-30-30).**

Statutory Authority: § 23.1-1301.A.1 of the Code of Virginia.

Effective Date:

Agency Contact: Carla Costello, Regulatory Coordinator, College of William & Mary, P.O. Box 8795, Williamsburg, VA 23187, telephone (757) 221-1254, or emailcacostello@wm.edu.

Summary:

*The regulation amends the existing weapons limitation policy for Richard Bland College.*

CHAPTER 30  
RICHARD BLAND COLLEGE WEAPONS ON CAMPUS

**8VAC115-30-10. Definitions.**

The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:

"Police officer" means law-enforcement officials appointed pursuant to Article 3 (§ 15.2-1609 et seq.) of Chapter 16 and Chapter 17 (§ 15.2-1700 et seq.) of Title 15.2, Article 3 (§ 23.1-809) of Chapter 8 (§ 23.1-800 et seq.) of Title 23.1, Chapter 2 (§ 29.1-200 et seq.) of Title 29.1, or Chapter 1 (§ 52-1 et seq.) of Title 52 of the Code of Virginia or sworn federal law-enforcement officers.

"College property" means any property, vehicle, or vessel owned, leased, or controlled by Richard Bland College.

"Weapon" means any instrument of combat, or any object not designed as an instrument of combat but carried for the apparent purpose of inflicting or threatening bodily injury. Examples include but are not limited to:

(1) firearms, including any pistol, revolver, rifle, shotgun, air-pistol, paintball gun, or other weapon designed or intended to propel a bullet, cartridge, or missile of any kind by action of an explosion of any combustible material;

(2) knives, including any dirk, bowie knife, switchblade knife, ballistic knife, butterfly knife, sword, machete, razor, spring stick, or other bladed weapon with a blade longer than four inches;

(3) razors or metal knuckles;

(4) blackjacks, foils, or hatchets;

(5) bows and arrows, crossbows, and slingshots;

(6) nun chahkas, including any flailing instrument consisting of two or more rigid parts connected in such a manner as to allow them to swing freely, which may also be known as a nun chuck, nunchaku, shuriken, or fighting chain;

(7) throwing stars, including any disc, of whatever configuration, having at least two points or pointed blades which is designed to be thrown or propelled and which may be known as an oriental dart;

(8) stun guns, including any device that emits a momentary or pulsed output that is electrical, audible, optical, or electromagnetic in nature and that is designed to temporarily incapacitate a person;

(9) any explosive or incendiary device, including fireworks or other devices relying on any combination of explosives and combustibles to be set off to generate lights, smoke, or noise;

(10) any other weapon listed in § 18.2-308 A of the Code of Virginia.

“Weapon” does not include the following: (1) knives or razors commonly used for domestic or academic purposes; or pen or folding knives with blades less than three inches in length; or (2) mace, pepper spray, and other such items possessed, stored, or carried for use in accordance with the purpose intended by the original manufacturer.

**8VAC115-30-20. Possession of weapons prohibited; exceptions.**

- A. Possession, storing, or carrying of any weapon by any person is prohibited on college property, whether in any college building, or while attending an athletic, academic, social, recreational or educational event; or on vehicles or vessels that are college property. This prohibition also applies to all events or activities on college property where people congregate in any public or outdoor areas.

B: This prohibition does not apply to:

- a. Police officers on college property in an official capacity pursuant to a college request, mutual aid agreement, or on active duty and within their jurisdiction;
- b. A college employee possessing, storing, or carrying a weapon as expressly authorized or required by the terms of the college employment.

Entry upon such college property in violation of this prohibition is expressly forbidden. Persons violating this prohibition will be asked to remove the weapon immediately from college property. Failure to comply with this request may result in arrest for trespass. Members of the college community are also subject to disciplinary action.

**8VAC115-30-30. Person lawfully in charge.**

In addition to individuals authorized by college policy or job duties, Richard Bland College police officers are lawfully in charge for the purposes of forbidding entry upon or remaining upon college property while possessing or carrying weapons in violation of this prohibition.

**RICHARD BLAND COLLEGE**

**RESOLUTION TO APPROVE  
FINAL REGULATION REGARDING OPEN FLAMES ON CAMPUS**

WHEREAS, protecting the safety of the campus community is of utmost importance to College Administration and the Board of Visitors of The College of William & Mary in Virginia; and

WHEREAS, §23.1-1301.A.1 of the Code of Virginia authorizes boards of visitors of institutions of higher education in Virginia to make regulations and policies concerning the institution; and

WHEREAS, § 2.2-4002.A.6 exempts educational institutions from the requirements of the Administrative Process Act; and

WHEREAS, existing College policy requires a permit before igniting any open flame on College property; and

WHEREAS, third parties and visitors to campus may be unaware of College policy, but are responsible for awareness of regulations that have the force of law; and

WHEREAS, the Board of Visitors deems it important to supplement existing College policy by adopting a regulation requiring a permit before igniting or maintaining an open flame on property controlled by the College, including in its buildings; and

WHEREAS, on April 18, 2018, the Board of Visitors proposed a Regulation Regarding Open Flames on Campus; and

WHEREAS, the proposed regulation is modeled similarly after the William & Mary regulation regarding open flames, which was approved by the Board of Visitors in April 2018; and

WHEREAS, the proposed Regulation was the subject of a comment period that ended on November 7, 2018; and

WHEREAS, the Board deems appropriate certain changes to the proposed Regulations;

THEREFORE, BE IT RESOLVED, That, upon recommendation of the President, the Open Flames on Campus Regulation, a copy of which is attached hereto, is hereby adopted as a final regulation, to be effective in accordance with Va. Code §2.2-4015 upon publication in the Virginia Register of Regulations; and



**TITLE 8. EDUCATION**  
**RICHARD BLAND COLLEGE**  
**Chapter 50**  
*Proposed Regulation*

REGISTRAR'S NOTICE: Richard Bland College is exempt from the Administrative Process Act in accordance with § 2.2-4002 A 6 of the Code of Virginia, which exempts educational institutions operated by the Commonwealth.

Title of Regulation: **8VAC115-50. Richard Bland College Open Flames on Campus (adding 8VAC115-50-10, 8VAC115-50-20, 8VAC115-50-30, 8VAC115-50-40, 8VAC115-50-50).**

Statutory Authority: § 23.1-1301.A.1 of the Code of Virginia.

Effective Date:

Agency Contact: Carla Costello, Regulatory Coordinator, College of William & Mary, P.O. Box 8795, Williamsburg, VA 23187, telephone (757) 221-1254, or email cacostello@wm.edu..

Summary:

*The regulation establishes the limitations on the presence of open flames in college buildings or on college property, and imposes the requirement for a permit for certain activities involving open burning or open flames. This is the first regulation on this subject.*

CHAPTER 50  
RICHARD BLAND COLLEGE OPEN FLAMES ON CAMPUS

**8VAC115-50-10. Definitions.**

*The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:*

*"Open flame" means any activity or device producing a flame, including, but not limited to candles, tiki torches, oil lanterns, butane or other gas burners, incense, campfires, bonfires, fire pits, and grills.*

*"College property" means any property, vehicle, or vessel owned, leased, or controlled by Richard Bland College.*

**8VAC115-50-20. Permit required for open burning and open flames; exceptions.**

- A. *Open flames are prohibited on all college property, including within college buildings and facilities, except pursuant to a permit issued by the college's Department of Campus Safety and Police.*
- B. *Exceptions to the requirement for a permit are:*
1. *Activities taking place within the scope of academic coursework when under the supervision of the relevant faculty member;*
  2. *Flames created for the transient purpose of lighting a cigarette, cigar, pipe, or similar smoking device, provided such activity is in an authorized location, is otherwise lawful, and the burning or smoking elements are safely and responsibly disposed;*
  3. *Small celebration candles used briefly and in an appropriate quantity in connection with a celebration, provided such activity is not left unattended, is in an authorized location, is otherwise lawful, and the smoking or burning elements are safely and responsibly disposed; and*
  4. *Activities undertaken by college contractors whose contract has been approved by the President or her designee and which contract authorizes open flames.*

**8VAC115-50-30. Permits.**

*Persons seeking to ignite an open flame must apply to the Department of Campus Safety and Police for a permit to perform the activity. Permits may be issued for a one-time event or activity, or on a recurring or on-going basis.*

*Applicants must apply at least five working days in advance of the activity to ensure consideration. An applicant's history of compliance with previous permits will be considered in a decision to grant a permit.*

*Persons granted permits are required to comply with all conditions of the permit.*

**8VAC115-50-40. Person lawfully in charge.**

*In addition to individuals authorized by college policy, Richard Bland College police officers and representatives of the Department of Campus Safety and Police are lawfully in charge for the purposes of forbidding entry upon or remaining upon college property of those who are in violation of this prohibition.*

**8VAC115-50-50. Compliance with Policy.**

*Persons who fail to obtain a permit or to comply with its conditions will be asked to extinguish the open flame or bring the activity into compliance with the terms of the permit. Failure to comply may result in a request to leave campus. Failure to leave campus may result in arrest for trespass. Members of the campus community are also subject to disciplinary action, including termination or expulsion*

**RICHARD BLAND COLLEGE  
RESOLUTION TO NAME THE  
MARY MORTON PARSONS CAFÉ**

**WHEREAS,** The Mary Morton Parsons Foundation has been an important benefactor in support of Richard Bland College of William & Mary, embracing and supporting the College's mission to make high quality educational programs and college credentials accessible to every member of our diverse Virginia citizenry; and

**WHEREAS,** The Mary Morton Parsons Foundation is widely lauded for their demonstrated commitment to higher education, the Richmond community, Richard Bland College, and, indeed, to the Commonwealth and its residents, consistently seeking to strengthen and improve the overall quality of learning and life for every Virginian; and

**WHEREAS,** The Mary Morton Parsons Foundation directly contributed to the success of Richard Bland College through their gift to *The Future of Richard Bland College* capital campaign in the amount of \$100,000, the College's first capital campaign that yielded the Residence Halls and Athletic Complex on campus, and, more recently, a \$150,000 challenge grant to renovate the Library Building; and

**WHEREAS,** in accordance with the Library Building Fund Donor Naming Plan prepared by the Richard Bland College Foundation, Richard Bland College and the RBC Foundation seek to recognize, appreciate and honor The Mary Morton Parsons Foundation by naming the renovated café, The Mary Morton Parsons Café;

**THEREFORE, BE IT RESOLVED,** That upon the recommendation of the President of Richard Bland College, the William & Mary Board of Visitors hereby names the Richard Bland College café, The Mary Morton Parsons Café.

**BE IT FURTHER RESOLVED,** That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to The Mary Morton Parsons Foundation.

**COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

**November 15, 2018**

**2:30 – 4:00 p.m.**

**Board Room - Blow Memorial Hall**

**Sue H. Gerdelman, Chair  
Anne Leigh Kerr, Vice Chair**

- I. Opening Remarks – Ms. Gerdelman
- II. Approval of Minutes – Ms. Gerdelman
  - 1. September 27, 2018
  - 2. October 20, 2018 – Campaign Steering Committee
- III. Update from Campaign Consultant – Bill McGoldrick
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

**COMMITTEE ON INSTITUTIONAL ADVANCEMENT  
MINUTES – SEPTEMBER 27, 2018**

**CAMPAIGN STEERING COMMITTEE  
MINUTES – OCTOBER 20, 2018**

---

**MINUTES**  
**Committee on Institutional Advancement**  
**September 27, 2018**  
**Room 201 - Blow Memorial Hall**

Attendees: Sue H. Gerdelman, Chair, Anne Leigh Kerr, Vice Chair; Victor K. Branch, Thomas R. Frantz, Todd A. Stottlemeyer, H. Thomas Watkins III, faculty committee representative David Armstrong and student committee representative Rachel Becker. Board members present: Rector John E. Littel and Lisa E. Roday.

Others attending: Provost Michael R. Halleran, Henry R. Broaddus, Michael J. Fox, Heather E. Golden, Samantha K. Huges, Matthew T. Lambert, Jeremy P. Martin, Sue P. Manix, Jennifer J. Morgan, Colin A. Smolinsky and Brian W. Whitson.

Chair Sue H. Gerdelman called the meeting to order at 10:30 a.m. In her opening remarks, she noted that she was excited to form and shape the newly constituted committee. Ms. Gerdelman introduced student committee representative Rachel Becker, Alumni Association President Sue Manix and faculty committee representative David Armstrong to the committee.

Recognizing that a quorum was present, Ms. Gerdelman asked for a motion to the minutes of the April 19, 2018, meeting of the Committee on University Advancement. Motion was made by Ms. Kerr, seconded by Mr. Frantz and approved by voice vote.

Ms. Gerdelman welcomed everyone, then read the charge of the Committee and announced that an amendment to Bylaws would be made by the Board of Visitors to add a student representative to the Bylaws. The committee was asked to think about priorities and how the Committee can assist the administration. Committee members commented that they appreciated the pre-read materials so they are better prepared for discussions during the Board meetings.

A brief discussion ensued with Vice Presidents Henry Broaddus and Matthew Lambert about the responsibilities of the offices of University Advancement and Strategic Initiatives and Public Affairs.

Mr. Frantz asked if a university wide assessment had ever been done. Mr. Lambert stated that in 2004 a market research assessment was done prior to the Campaign, but nothing campus wide. Mr. Frantz added that he feels William & Mary is not thought of as a mover and shaker in the corporate world. He also believes that the institution should have a strong brand and thinks athletics is the key. Mr. Frantz announced that on October 16 over 60 key business leaders would be coming to Williamsburg and this would be a prime opportunity for the President to address this group.

Rachel Becker remarked that the advertising in the Richmond and Newport News/Williamsburg airports are important to students. Mr. Broaddus and Mr. Lambert commented that the Advancement office and Strategic Initiatives and Public Affairs office meet regularly and work collaboratively.

Mr. Broaddus and Mr. Lambert advised that they have discussed the need for the President to meet with local CEOs to improve strategies incorporating business opportunities with the university. Professor Armstrong added that the faculty embraced the idea when the President Reveley insisted

Committee on Institutional Advancement  
MINUTES  
Page 2

on referring to William & Mary as a university.

Mr. Broaddus introduced Colin Smolinsky, Director of Government Relations, and talked about his work in Washington and Richmond, as well as partnering with this Committee. He announced that in October the President would have opportunities for the state legislators to meet with her.

Mr. Lambert reported on the progress that has been made relative to the planned Memorial to the Enslaved. Former Rector Jeff Trammell has taken the lead in reaching out to former Rectors support the Memorial. A brief discussion ensued.

Ms. Gerdelman thanked the Committee for a great discussion and welcomed continued open discussions. She is looking forward to meeting again in November.

There being no further business, the Committee adjourned at 11:20 a.m.



**MINUTES**  
**Campaign Steering Committee**  
**October 20, 2018**  
**Sadler Center, Tidewater A/B**

Board of Visitors Attendees:

Sue H. Gerdelman and John E. Littel

Others attending: President Katherine Rowe, Provost Michael R. Halleran, Matthew T. Lambert, Mark L. Begly, Janet R. Atwater, Peter W. Atwater, A. Bruce Chamberlin, Lynn M. Dillon, Teri D. Dungan, Tom F. Dungan, Rob W. Estes, Jean B. Estes, John W. Gerdelman, Ashley V. Glacel, Cindy S. Jarboe, Jane T. Kaplan, Jim R. Kaplan, Anna M. Mahalak, Audra L. Mallow, Nancy W. Mathews, Bee McLeod, Charlie J. Natale, Luke M. Schwenke, J. Goody Tyler III, Jim E. Ukrop, Brooke T. Weinmann, Monique D. Dandridge, Lee J. Foster, Nicole Fratianne, Heather E. Golden, Earl T. Granger III, Rebecca A. Murray, and Jennifer Shimp-Bowerman.

Chair Sue Gerdelman called the meeting to order at 9:08 a.m. and expressed her thanks to those attending.

Ms. Gerdelman moved that the Campaign Steering Committee convene in Closed Session to discuss specific recommendations related to the campaign progress and strategy for the remainder of the Campaign as provided for in Section 2.2-3711.A.8, of the Code of Virginia. Motion was seconded by Mr. John Littel and approved by voice vote. Any observers were asked to leave the room and the Campaign Steering Committee went into closed session at 9:10 a.m.

The Campaign Steering Committee reconvened in open session at 10:24 a.m. and Ms. Gerdelman moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Littel and approved by roll call vote conducted by Ms. Gerdelman. (Certification **Resolution** is appended.)

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

Campaign Steering Committee

Resolution DWG-1

October 20, 2018

**CERTIFICATION OF CLOSED SESSION**

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

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

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

VOTE

AYES: 2

NAYS: 0



Sue H. Gerdelman  
Chair, Campaign Steering Committee

## COMMITTEE ON THE STUDENT EXPERIENCE

November 15, 2018

4:15 – 5:15 p.m.

Room 201 – Blow Memorial Hall

H. Thomas Watkins III, Chair

Lisa E. Roday, Vice Chair

- I. Introductory Remarks – Mr. Watkins and Ms. Roday
- II. Approval of Minutes – September 27, 2018
- III. Report from Vice President for Student Affairs Virginia Ambler
  - A. The Future of Work: Using data from W&M's Career Success Report 2017-2018 as context for thinking forward – Ms. Ambler and Associate Vice President for Career Development Kathleen Powell
  - B. Integrative Wellness: Trends and observations during this first semester of the McLeod-Tyler Wellness Center – Ms. Ambler and Associate Vice President for Health and Wellness/Director of the Center for Mindfulness and Authentic Excellence (CMAX) R. Kelly Crace
- IV. Closed Session (if necessary)
- V. Other Business
- VI. Adjourn

**COMMITTEE ON THE STUDENT EXPERIENCE  
MINUTES – SEPTEMBER 27, 2018**

**MINUTES**  
**Committee on Athletics and Student Affairs**  
**September 27, 2018**  
**Room 201 – Blow Memorial Hall**

Attendees: H. Thomas Watkins III, Chair, Lisa E. Roday, Vice Chair; S. Douglas Bunch, Thomas R. Frantz, Sue H. Gerdelman, Karen Kennedy Schultz, Todd A. Stottlemeyer; faculty committee representative Rowan Lockwood and student committee representative Samir Talaware. Others present: Ginger Ambler, Michael J. Fox, W. Fanchon Glover, Samantha Huge, Samuel E. Jones, Matthew T. Lambert, Amy Sebring, Brian Whitson and other College staff members.

Chair Tom Watkins called the meeting to order at 2:00 p.m., and commented on the objectives of the new committee, which will combine both athletics and student affairs. Mr. Watkins introduced the student committee representative Samir Talaware and the faculty committee representative Rowan Lockwood.

Recognizing that a quorum was present, Mr. Watkins asked for a motion to adopt the minutes of the meeting of the Committee on Athletics from April 19, 2018. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by voice vote of the Committee.

Vice Chair Lisa Roday commented on the visit to the McLeod Tyler Wellness Center and thanked Vice President Ambler and the Wellness Center staff and students for such a terrific panel discussion and tour.

Director of Athletics Samantha Huge briefly reviewed academic success highlights and athletic success highlights for the Athletics department.

Following a brief discussion, Mr. Watkins moved that the Committee on Athletics and Student Affairs 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. 9., of the Code of Virginia.. Motion was seconded by Ms. Roday and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 2:30 p.m.

The Committee reconvened in open session at 3:25 p.m. Mr. Watkins reviewed the topic discussed in closed session and moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 3:27 p.m.

September 27, 2018

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:



---

H. Thomas Watkins III

Chair

Committee on Athletics and Student Affairs

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

November 15, 2018

4:15 – 5:30 p.m.

Board Room - Blow Memorial Hall

Brian P. Woolfolk, Chair

Barbara L. Johnson, Vice Chair

- I. Introductory Remarks – Mr. Woolfolk
- II. Approval of Minutes – September 27, 2018
- III. Report from Interim Chief Compliance Officer – Pamela H. Mason
- IV. Report from Director of Internal Audit – Kent B. Erdahl
  - A. Approval of 2019 Internal Audit Work Plan- **Resolution 8**.
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

**COMMITTEE ON AUDIT, RISK AND COMPLIANCE  
MINUTES – SEPTEMBER 27, 2018**



**MINUTES**  
**Committee on Audit, Risk and Compliance**  
**September 27, 2018**  
**Board Room—Blow Memorial Hall**

Attendees: Brian P. Woolfolk, Chair; Barbara L. Johnson, Vice Chair; Mirza Baig, Victor K. Branch, William H. Payne II, J.E. Lincoln Saunders. Board members present: Rector John E. Littel, faculty representative to the Board of Visitors Catherine A. Forestell, and W&M staff liaison Jennifer C. Fox. Others present: President Katherine A. Rowe, Provost Michael R. Halleran, Virginia M. Ambler, Kent B. Erdahl, Deborah Cheesebro, Kate Conley, Paul Edwards, Michael J. Fox, Samuel E. Jones, J. Tyler Hart, Kenneth LaTessa, Deborah A. Love, Pamela H. Mason, Amy Sebring, Brian Whitson, Sandra J. Wilms, Senior Assistant Attorney General Carrie S. Nee, and others.

Mr. Woolfolk called the meeting to order at 2:00 p.m.

Recognizing that a quorum was present, Mr. Woolfolk asked for a motion to approve the minutes of the meeting of April 20, 2018. Motion was made by Ms. Johnson, seconded by Mr. Payne and approved by a voice vote.

Mr. Woolfolk asked Director of Internal Audit, Kent Erdahl for his report. Mr. Erdahl introduced Paul Edwards, Chief Business Officer for Richard Bland College. Mr. Erdahl provided a report on recently completed audits.

A Department of Accounts Quality Assurance review identified ARMICS as a Richard Bland College improvement opportunity. Internal Audit was asked to establish an ARMICS framework at Richard Bland College. Mr. Erdahl explained the ARMICS testing process and described that the ARMICS framework was developed to aid in a smooth transition to Richard land College personnel. In September the ARMICS work was transitioned to Richard Bland College for their ownership going forward. Internal control gaps were identified, which provide a corrective action roadmap.

Mr. Erdahl provided a status update on the 2018 audit work plan. Due to an early Internal Audit staff retirement, and due to the addition of the Richard Bland College ARMICS testing and a Muscarelle Foundation project, the approved audit plan will not be fully completed this year. Audits not completed in 2018 will be considered for inclusion in the 2019 plan. Mr. Woolfolk inquired if the staffing void and added projects have caused high risk audit activities to go unaddressed. Mr. Erdahl indicated that Internal Audit is regularly considering risk and allocating audit resources to address. Higher risk or time sensitive audit work has been, or is currently, being addressed. Mr. Erdahl described the follow-up process and presented a follow-up tracking scorecard. A brief discussion ensued.

Mr. Woolfolk asked the Interim Chief Compliance Officer, Pamela Mason for her report. Ms. Mason presented FY 2018 data on all reports received by the Compliance & Equity Office, including analysis by type of complaint, and a four year comparison of Title IX/VAWA data. A

Committee on Audit, Risk and Compliance  
MINUTES  
Page 2

recent trend of an increase in specific areas of Title IX were noted. Issues of how to encourage reports by making it easier to file and more education for community members on all types of misconduct were addressed. Ms. Mason gave a brief update on the status of staffing in the Compliance & Equity Office.

Mr. Woolfolk moved that the Committee on Audit, Risk and Compliance of the Board of Visitors of the College of William & Mary convene in executive session for the purpose of discussing specific personnel matters, and to discuss internal investigations, which discussion will include discussion of personnel matters including performance or discipline of specific employees and which will involve the disclosure of information contained in a scholastic record of one or more students, and for consultation with legal counsel regarding specific legal matters, as provided for in Section 2.2.-3711.A.1.,2. and 7, of the Code of Virginia. Motion was seconded by Ms. Johnson and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into executive session at 2:40 p.m.

The Committee reconvened in open session at 3:32 p.m. Mr. Woolfolk 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. Payne and approved by roll call vote conducted by Executive Liaison to the Board Sandra Wilms. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 3:33 p.m.

September 27, 2018

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Audit, Risk 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;

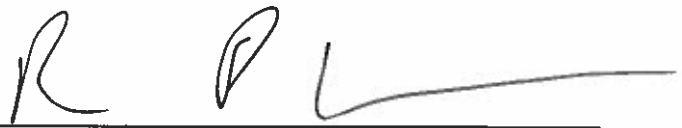
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Audit, Risk and Compliance, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed 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, Risk and Compliance.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
Brian P. Woolfolk  
Chair  
Committee on Audit, Risk and Compliance

COLLEGE OF WILLIAM AND MARY and RICHARD BLAND COLLEGE  
APPROVAL OF 2019 INTERNAL AUDIT WORK PLAN

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

The proposed 2019 Work Plan for the Office of Internal Audit includes the following audits:

- Foundation compliance evaluation
- Financial Aid audit
- Sponsored Programs audit
- Office of the Provost audit
- International travel audit
- Minors on campus audit
- Volunteers on campus process review/evaluation
- Richard Bland College accounting supporting documentation review
- Richard Bland College corrective action plan monitoring/consultation
- America To Go procurement process review

Recurring Audit Activities:

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

The 2019 Work Plan has been reviewed by the Committee on Audit, Risk and Compliance and management of the College of William and Mary and Richard Bland College, and is hereby recommended to the Board of Visitors.

**THEREFORE, BE IT RESOLVED,** That the 2019 Work Plan for the Office of Internal Audit is approved by the Board of Visitors.

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

November 16, 2018

7:30 – 8:00 a.m.

Board Room - Blow Memorial Hall

William H. Payne II, Chair

Warren W. Buck III, Vice Chair

- I. Introductory Remarks – William H. Payne II
- II. Approval of Minutes – September 27, 2018
- III. Report from College Building Official – David W. Rudloff. *Pre-Read*
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
  - A. Capital Outlay Projects Progress Report. *Pre-Read*
  - B. Resolution to Approve Demolition of Multiple Structures at the Eastern Shore Laboratory. **Resolution 9**.
  - C. Resolution to Approve Demolition of Multiple Structures within the Facilities Maintenance Complex. **Resolution 10**.
  - D. Resolution to Approve the Naming of the Acuff Center for Aquaculture. **Resolution 11**.
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
  - A. Capital Outlay Projects Progress Report. *Pre-Read*
  - B. Resolution to Approve the Crisis and Emergency Management Plan. **Resolution 12**.
  - C. Resolution to Approve the Naming of the Tribe Field Hockey Center. **Resolution 13**.
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

**COMMITTEE ON ADMINISTRATION,  
BUILDINGS AND GROUNDS**

**MINUTES – SEPTEMBER 27, 2018**

**MINUTES**  
**Committee on Administration, Buildings and Grounds**  
**September 27, 2018**  
**Board Room - Blow Memorial Hall**

Attendees: William H. Payne II, Chair; Warren W. Buck III; Vice Chair; James A. Hixon; Barbara L. Johnson, J.E. Lincoln Saunders, faculty committee representative Christopher J. Abelt, and student committee representative Camryn Easley.

Board members present: S. Douglas Bunch, Sue H. Gerdelman, Lisa Roday, H. Thomas Watkins III; Brian P. Woolfolk, and staff liaison, Jennifer C. Fox.

Others present: President Katherine A. Rowe Virginia M. Ambler; Henry R. Broaddus; Michael J. Fox, W. Fanchon Glover; Samantha K. Huge; Samuel E. Jones, Deborah H. Love, Amy S. Sebring, Dean John T. Wells, Brian T. Whitson, Sandra J. Wilms, John M. Poma, and other College staff.

Chair William H. Payne II called the meeting to order at 10:30 a.m. Recognizing that a quorum was present, Mr. Payne requested a motion to approve the minutes of the meeting of April 19, 2018. Motion was made by Mr. Hixon, seconded by Mr. Buck, and approved by voice vote of the Committee. Mr. Payne welcomed back the Committee members, recognized the faculty and student committee representatives and congratulated Dr. Buck on his new role as Vice Chair.

Building Code Official Dave Rudloff provided a written report of work in progress as a pre-read. The Committee had no questions.

Dean John T. Wells provided highlights from VIMS' written report on capital outlay projects as detailed in the pre-read materials. His report featured an update on the new research vessel under construction, the R/V Virginia, the new Facilities Management Building and the Eastern Shore Lab Complex.

Senior Vice President for Finance and Administration Samuel E. Jones provided capital project highlights for William & Mary from the written report detailed in the pre-read materials. He broke down the projects by those under construction, in design or in preplanning. The new McLeod Tyler Wellness Center opened in August and the renovated Landrum Residence Hall will open in November. The William & Mary Real Estate Foundation's Shenkman Jewish Center will be dedicated on November 14.

Mr. Jones discussed a series of resolutions required to support the sale of bonds by the Commonwealth, as detailed in **Resolutions 22 through 25**. These are proforma in securing bond funds to support the Landrum Hall Renovation and Sadler Center West Addition. He noted that the Committee on Financial Affairs has under consideration a capital budget amendment for a renovation of the basement floor of Swem Library to support the Center for Teaching Excellence and Learning Innovation. This project was previously approved by this Committee and the Board as part of the university's Six-Year Capital Plan and is being submitted in response to budget guidance recently received from the Governor.

Mr. Jones introduced John Poma, Chief Human Resources Officer, to brief the Committee on **Resolution 26**, Resolution to Approve the University Succession Plan, which is required by the Governor via the Department of Human Resource Management.

Mr. Payne discussed a recommendation that came out of the Women's Weekend from the 100<sup>th</sup> Commemoration and distributed **Handout Resolution 27**, Naming of Munford Plaza. This resolution proposes naming the area between Swem Library, Andrews Hall, the Integrated Science Center and Small Hall as "Mary-Cooke Branch Munford Plaza". Mary Munford was the first female member of the Board of Visitors. A brief discussion ensued.

Mr. Payne requested a motion to approve as a block **Resolutions 22** through **25**:

- **Resolution 22**, Resolution of the Board of Visitors of the College of William and Mary 2018 9(C) Revenue Bond Program Participation: Renovate Dormitories (Landrum Hall)
- **Resolution 23**, Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/Landrum Hall
- **Resolution 24**, Resolution to Approve the 9(D) Debt Resolution of the Board of Visitors of the College of William and Mary Virginia College Building Authority Financing Authorization: Construct the Sadler Center West Addition
- **Resolution 25**, Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Sadler Center West Addition

Motion was made by Mr. Hixon, seconded by Ms. Kerr and approved by voice vote of the Committee.

Mr. Payne requested a motion to approve **Resolution 26** and **Resolution 27**. Motion was made by Mr. Hixon, seconded by Ms. Kerr and approved by voice vote of the Committee. (**Resolution 27** will be appended in the final minutes.)

The reports being completed, and there being no further business, the Committee adjourned at 11:20 a.m.



**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE DEMOLITION OF  
MULTIPLE STRUCTURES AT THE EASTERN SHORE LABORATORY**

**WHEREAS**, the Virginia Institute of Marine Science hereby requests The College of William & Mary Board of Visitors' approval to demolish thirteen buildings, Owens House (268-00B89), Bath House (268-00B141), Castagna Shellfish Research Hatchery (268-00B87), Administration Building (268-00B75), Freshwater Pump House (268-00B86), Shop Storage Shed (268-00B140), Shop (268-00B76), Gas House (268-00B79), Storage Shed (268-00B99), Aquaculture Shop (268-00B78), Hill House (268-00B80), Hill House Garage (268-00B81), and King House Storage (268-00B95), to allow for future development on the Eastern Shore Lab Campus. These buildings are planned for demolition as a part of the Capital Project 268-18320 Construct the Eastern Shore Laboratory Education, Administration and Research Complex; and

**WHEREAS**, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the *Code of Virginia* as amended and renewed in 2009 and 2013; and

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Commonwealth's Art and Architectural Review Board and the Department of Historic Resources; and

**WHEREAS**, under the Management Agreement, the Virginia Institute of Marine Science will follow established policies and procedures for the demolition of buildings and structures;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William & Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to demolish Owens House, Bath House, Castagna Shellfish Research Hatchery, Administration Building, Freshwater Pump House, Shop Storage Shed, Shop, Gas House, Storage Shed, Aquaculture Shop, Hill House, Hill House Garage, and King House Storage in accordance with established policies and procedures; and

**BE IT FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, the College Building Official and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE DEMOLITION OF  
MULTIPLE STRUCTURES WITHIN THE  
FACILITIES MAINTENANCE COMPLEX**

**WHEREAS**, the Virginia Institute of Marine Science hereby requests The College of William & Mary Board of Visitors' approval to demolish ten buildings, Service Center and Laboratory (268-00B14), Maintenance Shop (268-00B18), Service Center Annex (268-00B03), Sediment Laboratory (268-00B27), Facilities Storage I (268-0B101), Facilities Storage II (268-0B104), Grounds Greenhouse (268-00B19), Hazardous Waste Storage (268-00B74), Radiation Waste Storage (268-0B108), and Greenhouse III (268-0B113) to allow for future development on the Gloucester Point Campus. These buildings are planned for demolition as a part of the Capital Project 268-18344 Replace Oyster Hatchery; and

**WHEREAS**, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the *Code of Virginia* as amended and renewed in 2009 and 2013; and

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Commonwealth's Art and Architectural Review Board and the Department of Historic Resources; and

**WHEREAS**, under the Management Agreement, the Virginia Institute of Marine Science will follow established policies and procedures for the demolition of buildings and structures;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William & Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to demolish, Service Center and Laboratory, Maintenance Shop, Service Center Annex, Sediment Laboratory, Facilities Storage I, Facilities Storage II, Grounds Greenhouse, Hazardous Waste Storage, Radiation Waste Storage, and Greenhouse III in accordance with established policies and procedures; and

**BE IT FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, the College Building Official and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE THE NAMING OF  
THE ACUFF CENTER FOR AQUACULTURE**

A. Marshall Acuff Jr. '62, L.H.D. '07, P '93 learned the value of hard work early in life, tonging and culling oysters next to his father in the waters of Virginia's Eastern Shore. That work ethic took him from the farm to the campus of William & Mary, and from there to a very successful career as a financial advisor. Today, Mr. Acuff is managing director at Silvercrest Asset Management Group in Richmond.

A generous and devoted alumnus, and member of the Board of Visitors from 1991 to 1999, Mr. Acuff is a former Rector of the College, former president of the Alumni Association, and has held numerous other volunteer leadership roles at William & Mary. He is a founding and emeritus member of the Virginia Institute of Marine Science (VIMS) Foundation and an emeritus member of the VIMS Council. Mr. Acuff currently funds the A. Marshall Acuff, Jr. Professorship in Marine Science at VIMS, as well as the A. Marshall Acuff, Sr. Memorial Oyster Research Fund. He serves as chair of VIMS' *For the Bold* campaign efforts.

Thanks to Mr. Acuff's leadership, VIMS has been a national leader in the research and development of sustainable shellfish aquaculture for more than 50 years. From the groundbreaking work that led to development of hard clam aquaculture on the Eastern Shore to today's resurgence in oyster production to tomorrow's efforts to make bay scallops Virginia's next shellfish aquaculture success story, VIMS scientists are supplying research and training to spur industry innovation. As a result of this work, Virginia leads the nation in aquacultured clam production and is enjoying dramatic growth in its oyster industry and a resurgence in the worldwide popularity of the Virginia oyster.

Building on VIMS' oyster legacy, Mr. Acuff has made an extraordinarily generous gift as part of the university's *For the Bold* campaign to advance sustainable shellfish aquaculture research and position Virginia as a world leader in sustainable shellfish aquaculture. A new Center for Aquaculture will provide a state-of-the-art hatchery and research space to enable growth of this important industry and economic driver, benefit those who work on the water, and provide sustainable product for a seafood-hungry public.

**THEREFORE, BE IT RESOLVED**, That upon the recommendation of the President and in recognition of Mr. Acuff's generous support of his alma mater, the Board of Visitors of William & Mary hereby names the Center the A. Marshall Acuff, Jr. Center for Aquaculture; and

**BE IT FURTHER RESOLVED**, That a copy of this resolution be presented to Mr. Acuff, with the best wishes and grateful thanks of the Board of Visitors, the Virginia Institute of Marine Science, and the entire William & Mary community.

**WILLIAM & MARY  
RESOLUTION TO APPROVE THE UNIVERSITY CRISIS  
AND EMERGENCY MANAGEMENT PLAN (CEMP)**

**WHEREAS**, the Board of Visitors and the President of The College of William & Mary in Virginia are concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the §23.1-804 of the *Code of Virginia* requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by the William & Mary Emergency Management Team in coordination with the Virginia Department of Emergency Management with input from various William & Mary departments and local municipal Emergency Management Agencies.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors, does hereby officially adopt the College of William & Mary Crisis and Emergency Management Plan, to include plans and procedures for both natural and human-caused disasters.

# Crisis and Emergency Management Plan



# WILLIAM & MARY

CHARTERED 1693

November 2018

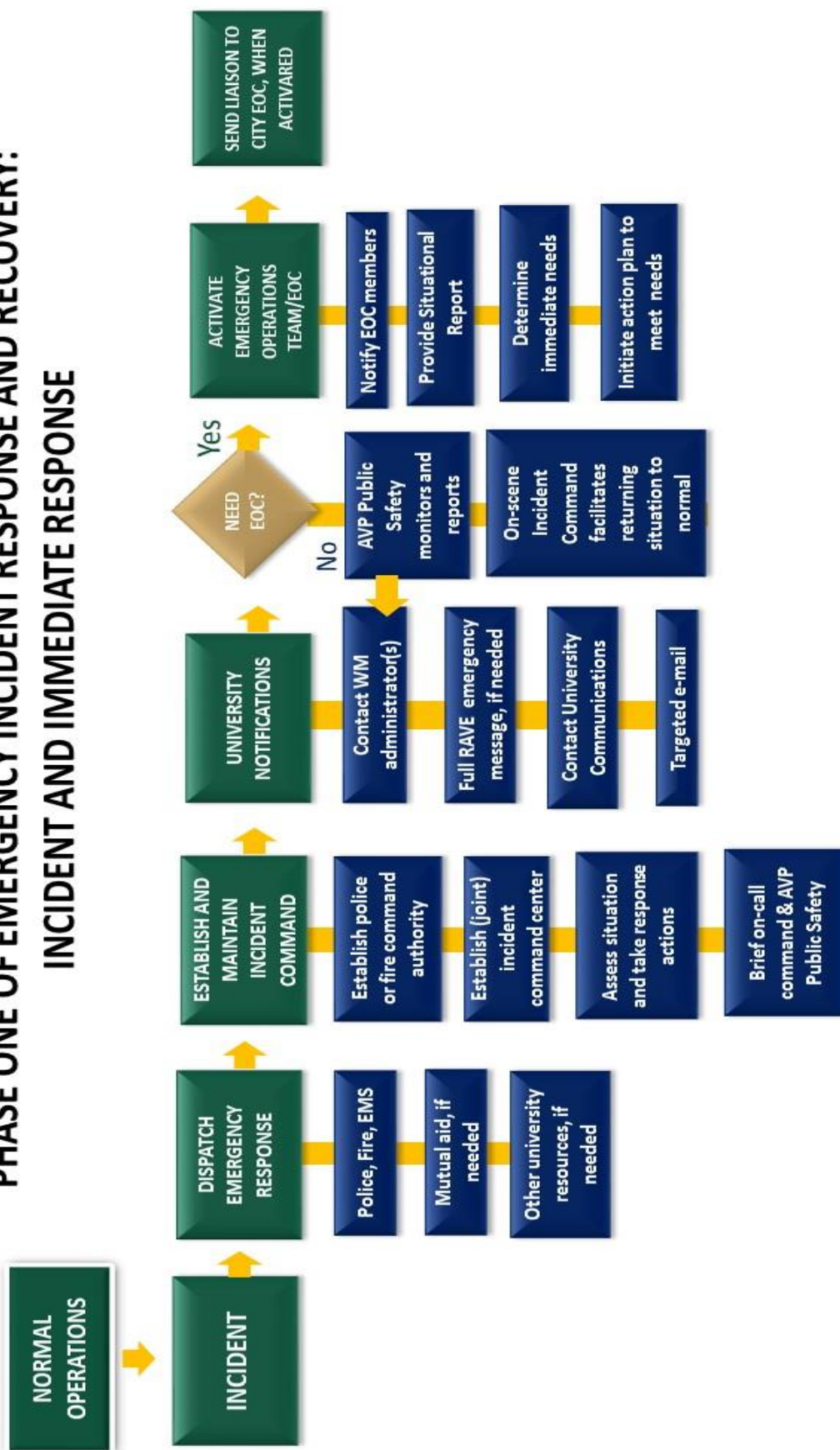
This Crisis & Emergency Management Plan (CEMP) plan is developed, implemented and presented pursuant to the provisions of the *Code of Virginia §23.1-804* and the state mandated template for completion. The plan describes the authorities, structures and capabilities that support major incident response at William & Mary.

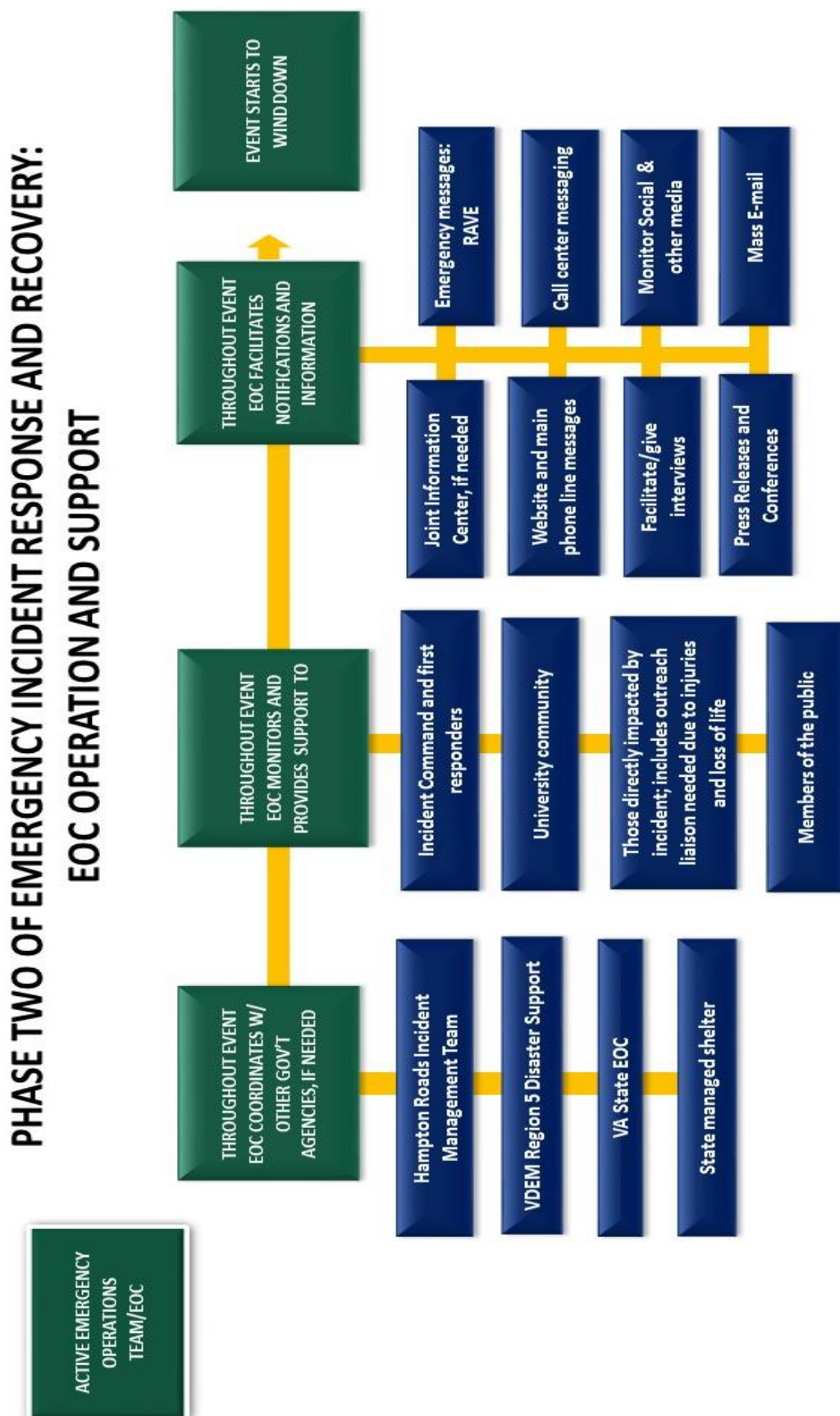
## Crisis & Emergency Management Plan Graphic Layout

The support processes associated with emergency incident response and recovery are illustrated through four diagrams: one diagram representing the three general phases and one detailed diagram for each phase. Collectively, all diagrams illustrate the full scope and extensive range of response capabilities in the event of a major incident at William & Mary. Although the response process may appear sequential many of the tasks in the more detailed diagrams are performed simultaneously, as needed.

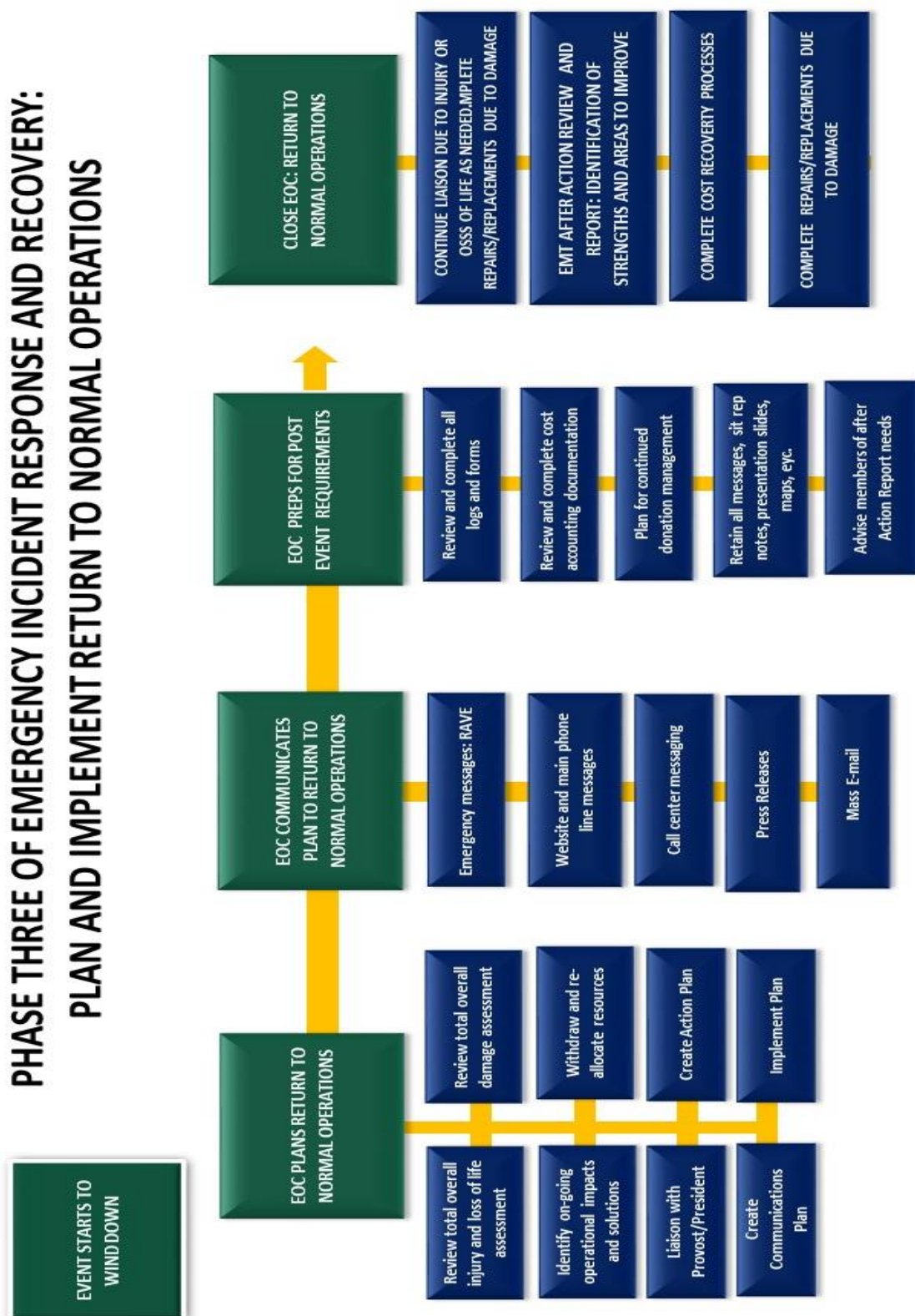


# **PHASE ONE OF EMERGENCY INCIDENT RESPONSE AND RECOVERY: INCIDENT AND IMMEDIATE RESPONSE**









**Table of Contents**

<b>Plan Documentation .....</b>	<b>8</b>
<i>Legal .....</i>	<i>8</i>
<i>Promulgation Statement .....</i>	<i>9</i>
<i>Approval &amp; Implementation .....</i>	<i>10</i>
<i>Record of Distribution.....</i>	<i>11</i>
<i>Record of Changes .....</i>	<i>11</i>
<b>Authorities &amp; Standards .....</b>	<b>12</b>
<i>Policies &amp; Regulations .....</i>	<i>12</i>
<i>References.....</i>	<i>14</i>
<b>Introduction.....</b>	<b>15</b>
<i>Purpose of the CEMP .....</i>	<i>16</i>
<i>Scope.....</i>	<i>18</i>
<i>Situation Overview .....</i>	<i>18</i>
<i>Planning Assumptions .....</i>	<i>20</i>
<b>Concept of Operations.....</b>	<b>21</b>
<i>National Incident Management System .....</i>	<i>21</i>
<i>Direction, Control, &amp; Coordination .....</i>	<i>21</i>
<i>Organization.....</i>	<i>23</i>
<i>Emergency Notification System.....</i>	<i>25</i>
<i>Campus Community: Roles &amp; Responsibilities.....</i>	<i>26</i>
<i>Media Relations.....</i>	<i>29</i>
<i>Demobilization.....</i>	<i>29</i>
<i>Campus Recovery .....</i>	<i>29</i>
<b>Organization &amp; Assignment of Responsibilities .....</b>	<b>29</b>
<i>Succession of Authority .....</i>	<i>29</i>
<i>Emergency Support Function Matrix .....</i>	<i>30</i>
<b>Plan Development &amp; Maintenance.....</b>	<b>35</b>
<i>Program Roles, Responsibilities, &amp; Administration .....</i>	<i>35</i>
<i>Training &amp; Exercises .....</i>	<i>35</i>
<i>Exercise Program.....</i>	<i>36</i>
<i>After Action Review.....</i>	<i>36</i>

**Glossary & Acronyms .....37**  
    *Glossary* .....37  
    *Acronyms* .....43

## Plan Documentation

### Legal

#### Disclaimer

The information contained in the William & Mary Crisis and Emergency Management Plan (CEMP) has been prepared for internal use by William & Mary. The information provides guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the William & Mary of the sufficiency of the information contained herein and William & Mary assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.

#### Confidentiality

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, William & Mary is withholding elements of the CEMP from public disclosure. Refer any request for a copy of this document to the William & Mary Freedom of Information Act Officer.

## Promulgation Statement

The William & Mary Crisis and Emergency Management Plan (CEMP) is a multidiscipline, all-hazards plan that establishes a comprehensive framework for the management of incidents, emergencies, and events at any William & Mary campus in the Middle Peninsula region of Virginia. The plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, protect property and infrastructure, preserve mission continuity, and return to a state of normalcy. The plan assigns major roles and responsibilities to departments and agencies and requires planning, training, and exercising prior to a real world event to respond effectively. This plan represents a commitment by William & Mary leadership to work together to prevent, mitigate against, prepare for, respond to, and recover from emergencies in our community.

Pursuant to the provisions of the *Code of Virginia* §23.1-804 the following Crisis and Emergency Management Plan for William & Mary is hereby promulgated.

---

Katherine A. Rowe  
President of William & Mary

---

Date

---

Samuel E. Jones  
SVP and Chair of the Emergency Management Team

---

Date

## **Approval & Implementation**

### **WILLIAM & MARY RESOLUTION TO APPROVE THE UNIVERSITY CRISIS AND EMERGENCY MANAGEMENT PLAN (CEMP)**

**WHEREAS**, the Board of Visitors and the President of The College of William & Mary in Virginia are concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the §23.1-804 of the *Code of Virginia* requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by the William & Mary Emergency Management Team in coordination with the Virginia Department of Emergency Management with input from various William & Mary departments and local municipal Emergency Management Agencies.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors, does hereby officially adopt the College of William & Mary Crisis and Emergency Management Plan, to include plans and procedures for both natural and human-caused disasters.

I, Michael J. Fox, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of William & Mary at a meeting held on the 16th day of November, 2018.

---

Michael J. Fox  
Assistant to the President and Secretary to the Board of Visitors

## Record of Distribution

It is the intent, based on the sensitivity of information contained within this document that distribution is limited to those personnel, offices, departments, and agencies that have an operational "need to know." The following list is not all inclusive; additional copies may be distributed at the direction of the Chair of the Emergency Management Team or Emergency Management Coordinator. All recipients listed below will receive an electronic copy of the CEMP. Distribution beyond the recipients listed below may not be made without authorization from the Chair of the Emergency Management Team or Emergency Management Coordinator. Requests for additional distribution of electronic or hard copies will be submitted to the Emergency Management Coordinator.

Agency/Department	Recipient Title	Distribution Method
Board of Visitors		Original hard copy

## Record of Changes

Submit recommended changes to this document to the Emergency Management Coordinator.

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By

## AUTHORITIES & STANDARDS

### Policies & Regulations

The William & Mary CEMP is authorized and guided by provisions in the following documents:

#### **Federal**

Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003

Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003

Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135

Robert T. Stafford Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707

National Incident Management System, October 2017

National Response Framework (NRF), June 2016

National Disaster Recovery Framework (NDRF), June 2016

Americans with Disabilities Act

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act)

Emergency Planning and Community Right-to-Know Act of 1986 (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments and Reauthorizations Act (SARA)

#### **State**

Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended

The Code of Virginia, Title 23.1-800 et. seq.

The Code of Virginia, Title 44

The Code of Virginia §19.2-11.01

The Code of Virginia §23.1-804

Commonwealth of Virginia Governor's Executive Order 102 (2005)

Commonwealth of Virginia Governor's Executive Order 41 (2011)

Commonwealth of Virginia Governor's Executive Order 50 (2012)

The Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015, as amended

#### **University**

Emergency Closing Policy

Timely Warning Policy

Campus Violence and Threat Management Policy

Procurement Policies and Procedures

Telecommuting Policy (Continuity Operations)

Contracting and Signature Authority Policy

Hampton Roads Hazard Mitigation Plan

W&M Continuity of Operations Plan



## **References**

FEMA Comprehensive Preparedness Guide 101, version 2.0, November 2010

FEMA Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education, June 2013

Emergency Management Accreditation Program (EMAP) 2016 Emergency Management Standard

National Fire Protection Association 1600 Standard

Commission on Accreditation for Law Enforcement (CALEA)

## Introduction

### University Mission

Established in 1693 by British royal charter, William & Mary is proud of its role as the Alma Mater of generations of American patriots, leaders and public servants. The mission of William & Mary is demonstrated through the institutions extraordinary teaching, research, and public service. Its moderate size, dedicated faculty, and distinctive history give William & Mary a unique character among public institutions, and create a learning environment that fosters close interaction among students and teachers.

The university's predominantly residential undergraduate program provides a broad liberal arts education in a stimulating academic environment enhanced by a talented and diverse student body. Masters and doctoral programs in the humanities, the sciences, the social sciences, business, education, and law provide a wide variety of intellectual opportunities for students at both graduate and undergraduate levels.

Quality research supports the educational program by introducing students to the challenge and excitement of original discovery, and is a source of the knowledge and understanding needed for a better society. The university recognizes its special responsibility to the citizens of Virginia through public and community service to the Commonwealth as well as to national and international communities.

### Emergency Management Mission

William & Mary is committed to providing a safe and secure environment for its students, faculty, employees and visitors to learn, teach, work and enjoy our campus and all it offers. In pursuit of that goal the university takes a comprehensive approach to protecting the university community and preparing for any emergency.

The university employs an Emergency Management Coordinator, Associate Vice President for Public Safety, and a Senior Vice President for Finance and Administration that also serves as the Chair of the Emergency Management Team (EMT). Emergency Management priorities for the assigned staff and EMT, include but are not limited to:

- Manage overall "All Hazards" planning and execution of emergency preparedness, response and recovery such as, but not limited to: Continuity of Operations Plan (COOP), Crisis and Emergency Management Plan, Technology Disaster Recovery Plan, Overall Emergency Operations.
- Establish specific policies, procedures, programs in support of Emergency Management efforts. This includes any needed disaster specific response planning guides for situations such as, but not limited to: infectious disease and severe weather.
- Develop and maintain an Emergency Operations Center physical and organizational structure for response to emergencies that cause or have the potential to cause significant disruptions to all or portions of the university.

- Establish and maintain an emergency communications notifications system.
- Inform the community of an emergency, disaster or potential disaster immediately upon determining the nature of the emergency.
- Facilitate proper continued communications with the community about response and recovery efforts related to an emergency, disaster or potential disaster.
- Develop and conduct training and exercises to prepare designated responders to fulfill necessary support functions in incident and emergency response and recovery situations.

## PURPOSE OF THE CEMP

William & Mary is committed to creating, maintaining, and continuously improving a culture that reflects a responsibility to protect people, property and the environment. This commitment creates a duty for all members of our campus community to take proactive steps in preventing, responding to, and recovering from emergency situations. This is reflected in W&M's core values, Code of Ethics, and contributes directly to W&M's foundation for excellence in research, education and public service.

Guiding this effort in part, William & Mary's Crisis and Emergency Management Plan (CEMP) establishes the organizational framework for the W&M community and external partners to work together to take care of our university in the worst of circumstances. The CEMP addresses the immediate requirements for an incident, emergency, or event in which normal operations are interrupted and special measures must be taken to:

- Advance the university by controlling risks thus preventing losses of human, physical and financial resources;
- Promote a safe and healthful environment that supports a thriving scholarly community, and brings continuity to our mission of teaching, learning, research and public service;
- Ensure the security of the William & Mary community so it may honor its traditions, shape the future and build positively toward a rich history;
- Reduce conditions that can create barriers to our success;
- Maintain public trust by exercising good stewardship in preventing losses and reducing the costs associated with accidents and asset losses to the greatest extent practicable;
- Promote a culture of continuous compliance with applicable standards, policies and regulations;
- Develop depth of staff oriented to support university emergency response;
- Ensure appropriate protections are in place to contribute toward the efficacious recovery of losses through the Commonwealth of Virginia's Risk Management Plan, and Recovery Annexes of the Commonwealth of Virginia Emergency Operations Plan (COVEOP).
- Provide and analyze information to support decision-making and action planning;
- Protect and restore critical infrastructure and key resources;

- Ensure university leadership and administration continues to function before, during, and after the disruption;
- Manage communication regarding emergency response and recovery operations;
- Communicate critical information to the William & Mary community;
- Protect property and mitigate damages and impacts to individuals, William & Mary at-large, and the environment;
- Track response resources immediately and throughout response and recovery; and
- Facilitate the recovery process for members of the William & Mary community and the environment.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place within W&M. It supplements those procedures with a temporary crisis management structure. This structure provides an **immediate**, pre-planned means to manage needed responses and to re-establish normal operations in a timely manner.

The information contained in the W&M CEMP has been prepared for internal use by the university. The information provides general guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by W&M of the sufficiency of the information contained herein and the university assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.<sup>1</sup>

---

<sup>1</sup> The authors recognize this information is repetitive in the plan. The template requires such repetition.

## Scope

The CEMP outlines preparation for, and response to emergency situations on the William & Mary campus and may be applicable to extension campuses under certain circumstances. It is consistent with established practices relating to emergency response actions and incorporates the National Incident Management System (NIMS) to facilitate interagency coordination among responding agencies. The university will cooperate with federal, state and local emergency management agencies and other responders in the development, implementation and execution of emergency operations plans. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

## Situation Overview

### Location & Geography

The heart of William & Mary is located in Williamsburg, Virginia at latitude 37°16'15"N and 76°42'50"W longitude. Williamsburg is approximately 150 miles south of Washington, D.C. and located about midway between Richmond and Norfolk along Interstate 64. The main campus is composed of 1,200 acres; this land includes property along the scenic Lake Matoaka, the College Woods, and downtown Williamsburg. The university also owns or operates facilities located in James City County and in the City of Newport News, Virginia and Washington, D.C.

### Population

The university has just under 9,000 students enrolled, many requiring accommodation for functional or access needs. William & Mary is a destination university, persons from every state and more than 68 countries, speaking more than 40 languages, are an integral part of the university community. In addition, the majority of W&M students will participate in international education programs encouraging student studies abroad. Combined with staff, the total daytime population exceeds 10,000 persons on the Williamsburg campus. This population is significantly reduced in the summer months and varies depending on summer program participation and other events. The majority of enrollees are undergraduates. Over 5,000 undergraduate and graduate students live on campus in more than 80 residential facilities. W&M operates a 16,000-seat stadium and 10,000-seat arena.

November 14-16, 2018

Page 19 of 46**Threat, Hazard, & Risk Assessment Summary**

William & Mary is vulnerable to a wide spectrum of threats and hazards, whether natural, technological, or human-caused, all of which have the potential to disrupt the university's operations, cause damage, and create casualties.

In creation of the W&M's Hazard Mitigation Plan (HMP) a quantitative and qualitative hazard identification and risk assessment (HIRA) was completed outlining the threats and hazards identified below. Assessment parameters included historical occurrence/probability, impacts to human capital/facilities/the institution as a whole, and the existing preparedness posture. Threats and hazards listed are not all-inclusive.

<u>Natural</u>	<u>Technological</u>	<u>Human-Caused</u>
Hurricane/wind	Hazmat (major)	Structure Fire
Flooding (pluvial)	Radiological Release	Major Criminal Incident
Winter storm		
Tornado		
Infectious Disease		
Earthquake		
Drought		
Wild fire		

Structure fires represent a persistent threat to the campus and may cause activation of the CEMP to coordinate relocation of persons or activities. The Wren Building burned in 1705 and 1859. Another fire deliberately set in 1862 was an act of warfare. Since 1865, documents have been noted to contain mention of structure fires involving residence halls and the president's house. Better documented are fires in 1925 (dining hall), 1930 (Tyler Hall) and 1983 (Jefferson Hall). The campus last had a major structure fire in August 2005. Seventy Preston Hall residents were temporarily relocated to commercial lodging as a result. In November 2017 a transformer coolant leak resulted in a fire which destroyed the equipment and closed Gooch and Fauquier Halls displacing 396 residents for 2-days while power was restored. W&M is a densely populated residential campus providing opportunity for the transmission of infectious diseases such as MRSA and more commonly strains of influenza which are seldom fatal. W&M has the distinction of being the only public university campus in Virginia within a power plant 10-Mile Emergency Planning Zone (EPZ), and eastern sections of the campus are within the 800-meter evacuation corridor of the CSX railroad line (which has been recently used to transport Bakken crude oil). The university is responsible for a "high hazard" earthen dam which created Lake Matoaka and on which Jamestown Road was constructed. Finally, while the university provides comprehensive measures to prevent criminal acts on campus, no institution can discount the possibility of a major criminal incident. Universities and colleges across the country have experienced acts of violence resulting in significant loss of life and damage to property. In some instances while property could be repaired it was deemed inappropriate to continue the prior facility use and the space had to be taken off-line.

### **Capability Assessment**

William & Mary has a strong foundation of planning with physical and technical capabilities to support implementation of this plan. W&M's highly knowledgeable and experienced staff has responded to and recovered from several local and declared disasters in the course of their careers at this and other academic institutions or related facilities. Among the staff are credentialed engineers, architects, planners, and trades personnel. The university maintains relationships with pre-approved and vetted contractors with excellent histories of service. The university has a strong financial standing and continues to show a serious commitment to investing in emergency preparedness and business continuity.

### **Mitigation Overview**

William & Mary is positioned to effectively prevent, mitigate against, prepare for, respond to, and recover from disruptive incidents. A key factor in meeting this objective is the university's contribution in developing, updating, and maintaining the regional hazard mitigation plan. *The Hampton Roads Hazard Mitigation Plan*, last released in January 2017 addresses the institution's HIRA. The university's participation further establishes a broad regional community vision and guiding principles for addressing hazard risk, including the development of specific mitigation actions designed to eliminate or reduce identified vulnerabilities.

### **Planning Assumptions**

The William & Mary CEMP is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- William & Mary maintains a current CEMP, trains personnel to evaluate and respond to incidents, emergencies, and events, and maintains a roster of emergency response personnel to make such response in an immediate and effective manner.
- Personnel assigned responsibilities in the CEMP are familiar with requirements in the CEMP and are prepared to identify and assist in response to an incident/emergency/event by developing plans within their respective campus or department that supports the CEMP.
- The university will issue emergency notifications or warnings to the campus community any time a life safety situation exists, or such occurrence is probable, or when determined advisable in the exercise of caution.
- The City of Williamsburg and the university will continue to coordinate and develop plans compatible with National Incident Management System (NIMS) guidance.
- Public safety entities of the university will implement required NIMS activities and effectively use the Incident Command System when responding.

- The university will activate an Emergency Operations Center, when necessary and in coordination with community partners, to assist Incident Commander(s) and the Emergency Coordination Officer in mobilization of resources and personnel required in response to the situation.
- The university will maintain its CEMP and coordination with local officials and consistent with §23.1-804 of *the Code of Virginia* and Virginia Department of Emergency Management (VDEM) guidance.

## Concept of Operations

### National Incident Management System

William and Mary has adopted the National Incident Management System (NIMS) as the standard for incident, emergency, and event management. As both a national best practice and a state compliance requirement, NIMS sets common goals across all fundamental incident management components, including a flexible, scalable, and modular organization; management of incidents at the lowest operational level possible; unified command wherever possible; Multi-Agency Coordination Systems; common terminology; standardized incident action planning; comprehensive resource management; integrated communications systems; and pre-designated facilities.

W&M's emergency response organization will implement a unified incident management strategy that aligns university department functions within the Incident Command System to manage, coordinate, and direct resources committed to an incident, emergency, or event. This structure supports effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed, and ensuring personnel safety and accountability.

### Direction, Control, & Coordination

#### Incident Command System

William & Mary utilizes the Incident Command System (ICS, a NIMS component) for incident, emergency, and event management. ICS is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is widely applicable to organize both short-term and long-term field operations for the full spectrum of emergencies.



**Unified Command**

Unified Command (UC) will be used when there is more than one W&M department or organization with incident jurisdiction, or when incidents cross political jurisdictions. Departments will work together through the designated members of the UC to establish common objectives and strategies under a single Incident Action Plan (IAP) while retaining and preserving respective authorities.

In large-scale incidents/emergencies/events, key Emergency Operations Team (EOT) members, department heads, contractors, and other stakeholders may establish a Unified Command Post (UCP) at or near the incident site. They will notify other departments/agencies that need to be present at the UCP. They will jointly appoint command and general staff as necessary to carry out incident objectives.

**Area Command**

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command (AC) organization. An AC is an organization established to oversee the management of multiple incidents that are being handled by an ICS organization or to oversee the management of large or multiple incidents.

AC has the responsibility to set the overall strategy and priority, allocate critical resources according to the priorities, and to ensure that all incidents are properly managed and established objectives are achieved.

**Multi-Agency Coordination System (MACS)**

The primary function of multi-agency coordination is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field.

The Multi-Agency Coordination System (MACS) consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support among multiple jurisdictions, MACS can be implemented from a fixed facility or by other arrangements outlined within the system.

**Emergency Operations Center (EOC)**

One of the most commonly used elements of the MACS is the EOC. In emergency situations that require additional resource and coordination support, the W&M EOC will be used. In some cases the EOC may also manage direction and control of the incident.

Upon activation, communications and coordination will be established between Incident Command and the EOC. Additionally, the EOC will establish communication and coordination with neighboring jurisdiction EOCs and when necessary the Commonwealth of

Virginia EOC to coordinate response and recovery activities. The university's EOC organization will be discussed in detail later in this Plan.

### **Department Operations Center (DOC)**

A department operations center (DOC) is a coordination point that focuses on a single department's internal incident management and response. An example would be a DOC set up by Facilities Management to manage snow removal operations.

University departments may choose to establish a DOC to coordinate their emergency management activities. The DOC will be linked to the EOC and actions will be coordinated through the departmental representatives in the EOC.

## **Organization**

### **On-Scene Incident Commander(s)**

Most emergency situations are handled routinely by the front-line staff in departments such as Police, Athletics, Facilities Management, Environmental Health and Safety, Fire Prevention, Housing and Residence Life, Recreation and Wellness, Student Engagement and Enrollment Services, and others, with response activities conducted at the field level. ICS is routinely implemented to organize response to the emergency or disaster, incorporating the functions, principles and components of ICS (unified command, action planning, span of control, hierarchy of command). Once an emergency or disaster has occurred or is imminent, the responding department establishes on-scene incident command, including the designation of an Incident Commander (IC) and establishment of an Incident Command Post (ICP). The IC provides command and control, which includes planning, accountability, and carrying out a plan to mitigate the situation. The IC allocates resources assigned to the incident, including those activated through local mutual aid agreements. In the event that multiple departments/areas within university are affected, an on-scene IC may be present at each of several separate incidents. Depending on the scope of the incident/emergency/event, resources needed, and coordination necessary within and outside the university, the Emergency Operations Center (EOC) may be activated to provide support for IC field operations.

### **Emergency Management Team**

William and Mary's Emergency Management Team (EMT) is responsible for overall coordination of the university's emergency preparedness efforts. The Emergency Management Team operates under the authority of the President and is chaired by the Senior Vice President for Finance and Administration. The Team is responsible for the planning and execution of emergency preparedness, response and recovery. EMT members staff EOC positions during incidents providing high-level support for the Incident Commander, and the EOT's functional units in execution of the plan. Accordingly, the responsibilities of this body include:

1. Communicate critical emergency information to the campus community.
2. Review plans for effectiveness, community inclusiveness, and recommend well developed plans to the President for approval.
3. With authority from the President, approve all related policy and procedures.
4. Identify critical functions and systems that must be restored and maintained.
5. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.

**Emergency Management Team Members:**

- Senior Vice President for Finance and Administration – Chair
- Vice President for Student Affairs
- Vice Provost for Research
- General Counsel (Legal Advisor)
- Chief Information Officer
- Associate Vice President for Public Safety and Chief of Police
- Associate Vice President for Facilities Management
- Associate Vice President for University Relations
- Associate Vice President for Student Affairs
- Associate Provost and Assistant to the President
- Director of Auxiliary Services
- Director of Operations & Support Services (VIMS)
- Emergency Management Coordinator
- Academic Department Chair
- International Travel & Security Manager

**Emergency Operations Center & Emergency Operations Team**

W&M's Emergency Operations Center (WMEOC) is activated to support the resource and information needs of Incident Commanders responding to an incident(s) and special operations coordination. Conditions that can cause the EOC and EOT to be activated include:

- A request from Incident Command when their resources are insufficient to effectively continue response activities without assistance.
- A determination by the Emergency Coordination Officer or Incident Commander that incident communications require a higher level of coordination or special operations support.
- Coordination of activities in advance of an event (such as emergency preventative measures taken before hurricane landfall).

Once activated, the EOC/EOT performs many functions to include:

- Provides overall incident management and coordination.
- Determines the scope and impact of the incident.
- Serves as the primary information collection and dissemination clearinghouse.
- Issues communications through University Relations and Joint Information Center.
- Requests additional resources from outside agencies. Coordinates with local, state, and federal government agencies.
- Maintains situational awareness and a common operating picture throughout the incident.
- Prepares Incident Action Plans for multi-operational period incidents.
- Implements university business continuity of operations plans (COOPs).
- Staff incident management positions.
- Coordinate special operations (Call Center, Media Monitoring; etc.).

### **External Support**

Incidents may also impact the surrounding community. If this occurs, the university will make every effort to coordinate and work with local, State, and federal officials in their delivery of emergency services. For coordination purposes with State agencies, the AVP for Public Safety and Chief of Police serves as the university's Emergency Coordination Officer (ECO). The Emergency Management Coordinator serves as the secondary ECO assuming those responsibilities in the absence of the primary coordinator.

The City of Williamsburg Emergency Coordinator will serve as the point of contact to William & Mary when making resource requests to the Virginia Emergency Operations Center (VEOC). This operational policy to channel resource requests through the local government is consistent with the Code of Virginia §44-146.18, and §23-9.2:9, which mandates a state institution of higher education to maintain a Crisis and Emergency Management Plan, update it regularly, and integrate it with the local emergency operations plan.

William & Mary, as a state agency, has a role and responsibility to support the Virginia Emergency Support Team (VEST) agencies during a declared emergency or when otherwise needed. Upon receipt of a mission request from the VEOC, the university will make a determination if there are personnel and resources available to meet the mission requirements. W&M will promptly notify the VEOC regarding the status of their request. If university resources are available to fill the request, they will be deployed following receipt of a mission assignment from the VEOC.

### **Emergency Notification System**

William & Mary has a number of ways to communicate to the campus community during an emergency situation. In a serious life safety situation, the university will activate three 120-decibel emergency sirens stationed across the campus. Another part of the notification system is an alerting service which sends out notifications through landline phone, cell

phone, text messages, email and, some popular social media applications. The service is utilized to inform you about campus-wide emergencies, natural disasters and closings for inclement weather.

## **Campus Community: Roles & Responsibilities**

### **Board of Visitors**

Adopt the CEMP for the purposes of protecting the lives of the campus community as well as the property and assets of the university. Support the threat assessment committee, pursuant to § 23.1-804 of The Code of Virginia. Designate the administrator ultimately responsible for emergency management.

### **President**

This plan is activated under the authority of the President who also approves policies having effect on this plan. Approves the CEMP.

### **Provost**

The authority to close the university, to cancel classes or to maintain academic activity is delegated to the Provost who makes all such decisions in consultation with the President and the Emergency Management Team. The Provost assumes the authorities of the President in his/her absence.

### **Senior Vice President for Finance and Administration**

Approves the CEMP and appoints or serves as Chair of the Emergency Management Team.

### **Chair, Emergency Management Team**

The Chair of the Emergency Management Team oversees development of policy, plans and protocols necessary for emergency operations. Upon consultation with President, the chair shall be responsible for coordinating a declaration of emergency with the City Manager. In an emergency/disaster the Chair or his/her designee determines activation levels, activates the EOC and necessary functions, and assumes the role of EOC Manager.

### **Emergency Management Team**

William and Mary's Emergency Management Team (EMT) is responsible for overall coordination of the university's emergency preparedness efforts. The Emergency Management Team operates under the authority of the President and is chaired by the Senior Vice President for Finance and Administration or designee. The Team is responsible for the planning and execution of emergency preparedness, response and recovery. EMT members staff EOC positions during incidents providing high-level support for the Incident Commander, and the Emergency Operation Team's functional units in execution of the plan. Accordingly, the responsibilities of this body include:

1. Communicate critical emergency information to the campus community.
2. Review plans for effectiveness, community inclusiveness, and recommend well developed plans to the President for approval.
3. With authority from the President, approve all related policy and procedures.
4. Identify critical functions and systems that must be restored and maintained.
5. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.

### **Emergency Operations Team**

The Emergency Operations Team (EOT) is responsible for the execution of the CEMP and its annexes during an incident. The EOT is comprised of members of the EMT, senior management and other personnel representing functional areas and special capabilities identified in position function plans. Members are responsible for ensuring that their plans identify the resources necessary for successful execution. The EOT includes both primary and alternate members. Alternate members direct and execute plan responsibilities in the absence/unavailability of the primary member or during their shift if around-the-clock operations are required. All primary and alternate members must be knowledgeable of overall CEMP. Members must also be available during a crisis situation. The composition of the EOT may vary depending on the type of emergency.

Accordingly, the responsibilities of this body include:

1. Recommend the allocation of resources required to reduce identified vulnerabilities.
2. Recommend the allocation of resources required to accomplish the purposes of the
3. Emergency Operations and Continuity of Operations Plans
4. Ensure coordination with external agencies and resource providers.
5. Delegate necessary authorities for incident stabilization and protection of life and property.

### **Incident Commander**

The Incident Commander is the individual responsible for the command and control of all operational aspects of the emergency response at the scene. The determination of Incident Commander is based upon the type of incident occurring. In an incident requiring a tactical response by police, fire, or EMS the appropriate supervisor will assume the role of Incident Commander.

**Building Emergency Coordinators**

William & Mary has identified Building Emergency Coordinators (BECs) who will be responsible for disseminating information and instructions to building occupants. These coordinators are critical resources in emergency preparedness and will be provided training and materials to accomplish their tasks. These individuals are responsible for familiarizing themselves with emergency plans and for ensuring that building occupants have an understanding of procedures related to emergencies both campus-wide and within their specific area. BECs are responsible for developing and maintaining an emergency plan for their respective building or area.

**Faculty and Staff**

Faculty and staff shall familiarize themselves with applicable emergency plans and procedures and evacuation routes. Faculty and staff should understand that students will look to them for leadership during an emergency. They should know who the building coordinator is for their building and take instruction from that coordinator in the event of an incident. Faculty and staff must be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action.

During a recovery period, faculty and staff will be provided with instructions about returning to their workplace.

**Liaison to City of Williamsburg EOC**

The City of Williamsburg maintains an Emergency Operations Center which is activated under its protocols for the declaration of an emergency. The university provides a liaison who operates in the EOC when activated. That representative also participates in planning meetings, tests and exercises performed under the auspices of the City's EOC.

**Emergency Management Coordinator**

Maintain the EOC in a constant state of readiness. Develop and maintain the EOP and other relevant plans. Assume duties as directed by the Chair of the EMT or EOC Manager. Maintain the training and exercise program to better prepare designated staff for emergency response and recovery tasks. Coordinate directly with the Williamsburg Emergency Manager and other public safety officials in related planning, preparation, response and recovery efforts. Emergency Coordination Officer (ECO)

Identification of an ECO, and alternate ECO, is required by the state to function as the primary point of contact for agency emergency management programs. Designation of individuals to these roles implies to the Office of the Secretary that these persons are directly responsible for the direction of emergency management programs on the campus.

**Emergency Management Coordinator (City of Williamsburg)**

Maintain the local emergency management program and the EOC from which emergency operations will be directed. The Coordinator will contact the VEOC with requests for resources on behalf of the university when local capabilities are exceeded.

**Media Relations**

University Communications staff, upon notification, should report to the WMEOC and/or designated Joint Information Center (JIC). The City of Williamsburg Public Information Officer (PIO) is typically responsible for the activation, operation, and demobilization of the JIC, unless the incident is isolated to the campus. The JIC may be a physical location or operated virtually depending on the scope of operations. The PIO function is to coordinate press releases with the Incident Commander/Unified Command.

**Demobilization**

The Incident Commander/Unified Command will determine when response operations can be demobilized. Demobilization requires the deactivation of the EOC (if applicable) and the compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible.

**Campus Recovery**

Aligning with the university's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. Working with the Provost, the EMT Chair will provide strategic guidance to the EOC and/or Office of Emergency Management and other university departments.



## Organization & Assignment of Responsibilities

### Succession of Authority

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the university President when he/she is capable of resuming essential duties or an interim or permanent replacement has been installed by the Board of Visitors. The university's orders of succession and method of notification to personnel are:

Position	Successor #1	Successor #2	Successor #3
President	Provost	SVP for Finance and Administration	Vice President for Student Affairs
Provost	Vice Provost, Research and Graduate Studies	Vice Provost for Academic and Faculty Affairs	Vice Provost for International Affairs and Director of the Reves Center
Chair, Emergency Management Team	Vice President for Student Affairs	AVP for Public Safety and Chief of Police	AVP for Student Affairs and Director of Residence Life
AVP for Public Safety and Chief of Police	Major	Patrol Police Lieutenant	Administrative Police Lieutenant
AVP for Facilities Management	Director of Operations and Maintenance	Director of Planning, Design and Construction	Sr. Review Electrical Engineer

## Emergency Support Function Matrix

The WMEOC is based on a functional support model and members are grouped into sections to enhance collaboration and effectiveness. A designated EOC Manager provides overall leadership and control of support operations. Positions include:

POSITION NO.	SECTION	RELATED FUNCTION
	<b>Policy Section</b>	
1	Senior Vice President for Finance and Administration	Chair of Team and EOC Manager Liaison with President and Provost Financial Management
2	Vice President for Student Affairs	Student community
3	AVP for University Relations	Internal and external communications
4	General Counsel	Legal issues
5	Vice Provost for Research	Academic programs and research labs
	<b>Operations Section</b>	
6	AVP for Public Safety and Chief of Police	First responders, public safety and security , EOC operations
7	AVP for Facilities Management	Facilities planning, management & recovery
8	AVP for Student Affairs (Campus Living) and Director for Residence Life	Student housing

POSITION NO.	SECTION	RELATED FUNCTION
	<b>Planning and Logistics Section</b>	
9	Director of Auxiliary Services	Support operations: food service, transportation
10	Assistant To The Vice Provost for Research & Graduate/Professional Studies	Supplies, donations, procurement, financial processing
11	Chief Information Officer	Information technology systems
12	Academic Dept. Chair and Arts and Sciences Emergency and Planning Coordinator	Academic programs and research labs
13	International Travel & Security Manager	International Students
	<b>Communications Section</b>	
14	Director of News & Media	Communications: Press releases and all other messages
	Communications staff members as determined by Director of News Media.	Communications: assist w/messaging & monitoring social media
	<b>EOC</b>	
15	Emergency Management Coordinator	EOC Facilitator for Process (notifications, tech support call center)
16	Director of Risk Management	EOC Facilitator for Support Staff (logs, forms, phone lines)
17	Associate Provost and Assistant to the President	Williamsburg EOC Liaison (located in the City EOC)

WMEOC staff are members of the EOT assigned to emergency support positions when the center is activated. University employees familiar with the responsibilities and authorized to make resource decisions are designated to fill a particular position. Usually one of these employees is also a member of the EMT and functions as the primary contact for the position. The primary contact, or the next in succession if the primary is unavailable, is responsible for developing the operation cycle "plan of action" and coordinating the relief schedule. Other EOT members are designated to perform special operations required as consequence of an incident; i.e., call center, media monitoring, donation management, etc.

1. EOC Manager / Financial Management

The EOC Manager is responsible for communications with senior administrators for the university (President and Provost). The EOC Manager exercises leadership over the operations of the WMEOC. The manager is responsible for activating and staffing the EOC, authorizing resource request, approving internal and external communications, proper expenditure of university funds, and compliance with applicable laws. Manager supports state and federal reimbursement of expenses when such programs are available. This position authorizes use of the disaster expenditure index.

2. Student Community Support

Student Community Support is responsible for call center operations, counseling services, family re-unification, and donation management. Student Community Support is also responsible for health concerns including medication distribution, infectious disease control, and liaison with hospitals and the Virginia Department of Health. Student Community Support will coordinate with the AVP for Human Resources to establish accountability of staff, students, faculty and guests on the campus.

3. University Communications

University Communications is responsible for all internal and external communications. They are responsible for media and social media monitoring, rumor control and directly supports the call center. University Communications is responsible for scheduling news conferences and press releases. As necessary this communicator will represent the university in the public media,

4. General Counsel

General Counsel is responsible for advising EOC leadership on legal concerns associated with emergency operations.

## 5. Academic Programs and Research

Academic Programs and Research is responsible for the continuation/resumption of academic programs and special considerations and risks associated with university research. This may include alternative classrooms and may provide planning expertise in research and analysis.

## 6. Public Safety and Security

Public Safety and Security is responsible for providing information from the Incident Command Post, if one exists, to the EOC and post incident safety/security planning. This liaison will communicate closely with first responders at the scene and will provide situational updates to the EOC. The AVP for Public Safety also assist with the EOC Operations.

## 7. Facility Planning, Management & Recovery

Facility Planning, Management & Recovery is responsible for preventative/protective measures, damage assessment, building inspection, utility provider liaison, and historic preservation. Following a disaster FPM&R is responsible for coordinating restoration of the built environment.

## 8. Student Housing

Student Housing is responsible for residence hall evacuations, temporary sheltering and emergency communications with residences.

## 9. Auxiliary Services

Auxiliary Services is responsible for food, water, transportation and refuge of last resort operations.

## 10. Logistics / Supply Unit

The Logistics / Supply Unit will locate, procure, and issue resources such as personnel, supplies, facilities, contracting services & equipment for the incident. This Supply Unit will determine if requests can be met internally or through other agencies, will obtain permission for expenditures, organize and forward all requests to either Procurement or the EOC Manager.

## 11. Information Technology Operations

Information Technology Operations is responsible for the university phone, cable, and computer systems maintenance, testing, backup, and recovery.

**12. Academic Programs and Research**

Academic Programs and Research monitors and coordinates directly with academic staff for the continuation/resumption of academic programs and research.

**13. International Student Affairs**

This position is responsible for coordinating Reeves staff in meeting the special needs of the campus's substantial international student population. Also, this position assists the logistics unit.

**14. Internal and Public Information**

This communicator is responsible for creation and distribution of university news and information including the scripts for the call center.

**15. EOC Facilitator**

Facilitator is responsible for assuring the EOC is in a state of operational readiness and for situation awareness displays in the EOC. The EOC Facilitator has responsibility for coordinating technical support, system operators and other resources.

**16. EOC Facilitator**

Facilitator is responsible for supporting staff assigned to maintain logs, completing ICS forms and other administrative tasks.

**17. Williamsburg EOC Liaison**

The Williamsburg EOC Liaison reports to the City EOC when activated and represents the university's interests and partnership during emergency operations. Liaison relays critical incident information concerning the university to the WMEOC or the presumptive EOC Manager if the WMEOC is not yet activated. That representative also participates in planning meetings, tests and exercises performed by the City's EOC.

## Plan Development & Maintenance

### Program Roles, Responsibilities, & Administration

#### Board of Visitors

In accordance with *Code of Virginia* §23.1-804, the board of visitors shall develop, adopt, and keep current a written Crisis and Emergency Management Plan (CEMP). The plan shall include a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in the *Code of Virginia* § 19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.

#### President

In accordance with *Code of Virginia* §23.1-804, the Chief Executive Officer shall annually review the institution's CEMP, certify in writing that they have reviewed the plan, and make recommendations to the institution for appropriate changes to the plan.

#### Associate Vice President for Public Safety and Chief of Police

The Associate Vice President for Public Safety and Chief of Policy is responsible for coordinating the preparation and updating of the CEMP as required. The AVP will collaborate as needed with internal and external partners.

The AVP will coordinate the annual review of the CEMP by the Chief Executive Officer and document the process per *Code of Virginia* §23.1-804. In addition, every four years the AVP will oversee a comprehensive review of the CEMP and secure its formal adoption by the governing board.

#### Emergency Support Functions

Emergency Support Functions bring together personnel that have authority, expertise, or a combination thereof, to determine a functional solution in response to an incident. ESFs can be used singularly, or in combination to resolve an incident and lay the foundation for recovery efforts.

## Training & Exercises

Trained and knowledgeable personnel are essential for the prompt and proper execution of William & Mary's Crisis and Emergency Management Plan (CEMP), Emergency Action Plans (EAP), and Continuity of Operation Plan's (COOP). Personnel with emergency management responsibilities will be provided with training opportunities to better understand their roles and responsibilities during an incident. Awareness information and training will be provided to the campus community.

## Exercise Program

Drills, tabletop and functional exercises are conducted as part of the Training & Evaluation (T&E) program established to build and maintain the university's emergency capabilities. Major components of this program include training staff in their responsibilities, conducting periodic refresher training and validation of the university's plans and procedures, systems, and equipment through exercise. A multi-year improvement planning process has been established for this purpose and is referenced in the following tables. In accordance with §23.1-804 of the *Code of Virginia*, the university conducts an annual functional exercise of the emergency operations plan. These exercises make general use of Homeland Security Exercise and Evaluation Program (HSEEP) standards. These standards have been useful in providing a clear, programmatic and repeatable method for everything from exercise concept development to improvement planning.

2019 T&E Plan			
1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
	MCI TTX	Continuity Plan Exercise	MCI FEX
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	Continuity Plan Seminar

2020 T&E Plan			
1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
	TBD TTX	TBD Seminar	Continuity Plan exercise
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	

## After Action Review

After Action Reports (AAR) and Improvement Plans (IP) developed from actual incidents or exercises are used to refine and adjust plans. The annual functional exercise, conducted with our jurisdictional partners, is typically based on a hazard or threat that will impact all of our agencies. These events encourage us to develop coordinated plans prior to the exercise and expose weaknesses in our plans through exercise. Similarly, actual events involving



November 14-16, 2018

Page 38 of 46

activation of our plans also expose the strengths and weaknesses of our plans. Each of these situations will receive in follow up a highly detailed AAR and IP which describe the actions taken and identify areas for improvement.

## Glossary & Acronyms

### Glossary

**Campus Community:** Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, university property.

**Command Post / Incident Command Post (ICP):** That location at which primary command functions are executed; usually co-located with the Incident Base, also referred to as the Incident Command Post.

**Communications Plan:** This plan coordinates the use of available communications means and establishes assignments for certain functions to inform members of the campus community and monitor communications concerning the university.

**Continuity of Operations Plan:** A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.

**Crisis and Emergency Management Plan:** An all hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the university's mission.

**Decontamination:** The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

**Emergency:** Any occurrence, or threat, whether natural or human-caused, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the Commonwealth or clearly defined portion or portions thereof.

**Emergency Alert System:** A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

**Emergency/Disaster/Incident:** An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the

scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

**Emergency Coordination Officer:** The person serving as the primary conduit between the state department of emergency management and the university with regard to emergency preparedness. The ECO coordinates planning, training, exercising, and all other activities related to the phases of emergency management.

**Emergency Management:** The process of coordinating available resources to effectively manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves four phases: mitigation, preparedness, response, and recovery.

**Emergency Action Plan:** A department/area/unit specific set of guidelines and procedures for use during an imminent life safety event (e.g. building fire, severe weather, hostile intruder, etc.).

**Emergency Operations Center:** A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

**Evacuation:** Assisting people to move from the path or threat of a disaster to an area of relative safety.

**Exercise:** An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. Exercises include seminars, workshops, tabletops, drills, games, and functional and full scale exercises.

**Federal Disaster Assistance:** Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

**Geographic Information System:** A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.

**Hazard:** Any source of danger or element of risk to people or property.

**Hazardous Materials:** Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

November 14-16, 2018

Page 41 of 46

**Hazardous Materials Emergency Response Plan:** The City of Williamsburg developed this in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorization Act of 1986. It is intended to be a tool for our community's use in recognizing the risks of a hazardous materials release, in evaluating our preparedness for such an event, and in planning our response and recovery actions. This plan is separate from the city's Emergency Operations Plan. It can be found in the WebEOC library board.

**Hazard Mitigation Plan:** A risk management tool used to identify natural and human caused hazards facing the university.

**Incident:** An occurrence or event, natural or human caused, which requires a response to protect life or property.

**Incident Action Plan:** The statement of objectives and priorities for supporting activities during a designated period.

**Incident Command System:** A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

**Incident Commander:** The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response.

**Incident Management Team:** Select group of personnel closely aligning with representative departments that will manage the early stages of an incident with the Office of Emergency Management.

**Incident Response Team:** Key university departments/units that staff or otherwise support the Emergency Operations Center during an incident.

**Initial Damage Assessment Report:** A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

**Joint Field Office:** The central coordination point among federal, state and local agencies and voluntary organizations for delivering recovery assistance programs.

**Joint Information Center:** A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.

November 14-16, 2018

Page 42 of 46

**Liaison Officer:** The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event.

**Local Emergency:** The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

**Local Emergency Planning Committee:** Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring compliance with the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III).

**Mitigation:** Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

**Mutual Aid Agreement:** A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and/or equipment in an emergency situation.

**National Incident Management System:** The group of principles that are legislated for all entities to assist in coordination national emergency response functions.

**National Response Framework:** A guide to how the nation conducts all-hazard response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the nation.

**National Weather Service:** The federal agency which provides localized weather information to the population and, during a weather-related emergency, to state and local emergency management officials.

**Preparedness:** The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including weapons of mass destruction incidents.

November 14-16, 2018

Page 43 of 46

**Presidential Declaration:** A presidential declaration frees up various sources of assistance from the federal government based on the nature of the request from the governor.

**Public Information Officer:** The Emergency Operations Center position responsible for information management during an event.

**Safety Officer:** The Emergency Operations Center position responsible for safety oversight during an event.

**Situation Report:** A form which, when completed at the end of each day of local Emergency Operations Center operations, will provide the jurisdiction with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the VEOC via fax or submitted through the Virginia Department of Emergency Management website.

**Span of Control:** As defined in the Incident Command System, span of control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

**Special Needs Populations:** Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who are older adults, who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation dependent

**State of Emergency:** The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the state is of sufficient severity and magnitude to warrant disaster assistance by the state to supplement local efforts to prevent or alleviate loss of life and property damage.

**Unified Command:** Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

**Victim:** A person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony, assault and battery, stalking in violation, sexual battery, attempted sexual battery, maiming or driving while intoxicated (Source CoV §19.2-11.01B).

**Weapons of Mass Destruction:** Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921).

November 14-16, 2018

Page 45 of 46**Acronyms**

<b>AAR</b>	After Action Review
<b>AVP</b>	Associate Vice President
<b>BEC</b>	Building Emergency Coordinator
<b>BOV</b>	Board of Visitors
<b>CERT</b>	Community Emergency Response Team
<b>CEMP</b>	Crisis and Emergency Management Plan
<b>COOP</b>	Continuity of Operations Plan
<b>COV</b>	Code of Virginia
<b>DOE</b>	Department of Education
<b>DRU</b>	Disaster Resistant University
<b>DSA</b>	Division of Student Affairs
<b>EAP</b>	Emergency Action Plan
<b>ECO</b>	Emergency Coordination Officer
<b>EH&amp;S</b>	Environmental Health & Safety
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Management Team
<b>EOC</b>	Emergency Operations Center
<b>ESF</b>	Emergency Support Function
<b>FEMA</b>	Federal Emergency Management Agency
<b>FEX</b>	Functional Exercise
<b>FM</b>	Facilities Management
<b>FOIA</b>	Freedom of Information Act
<b>FSE</b>	Full Scale Exercise
<b>HIRA</b>	Hazard Identification and Risk Analysis
<b>HMP</b>	Hazard Mitigation Plan
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IHE</b>	Institutions of Higher Education
<b>IMT</b>	Incident Management Team
<b>JIC</b>	Joint Information Center
<b>MAC</b>	Multi-Agency Command
<b>MNS</b>	Mass Notification System
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>NWS</b>	National Weather Service
<b>OEM</b>	Office of Emergency Management
<b>PDA</b>	Preliminary Damage Assessment
<b>PIO</b>	Public Information Officer
<b>SMS</b>	State Managed Shelter Plan
<b>SOP</b>	Standard Operating Procedures



November 14-16, 2018

Page 46 of 46

<b>SSPC</b>	Safety and Security Policy Committee
<b>SVP</b>	Senior Vice President
<b>TTX</b>	Table Top Exercise
<b>UC</b>	Unified Command
<b>VDEM</b>	Virginia Department of Emergency Management
<b>VIMS</b>	Virginia Institute of Marine Science
<b>VEOC</b>	Virginia Emergency Operations Center
<b>VP</b>	Vice President
<b>VSP</b>	Virginia State Police
<b>VOAD</b>	Voluntary Organizations Active in Disaster
<b>W&amp;M</b>	William & Mary
<b>WEOC</b>	Williamsburg Emergency Operations Center
<b>WFD</b>	Williamsburg Fire Department
<b>WMEOC</b>	William & Mary Emergency Operations Center
<b>WMPD</b>	William & Mary Police Department
<b>WPD</b>	Williamsburg Police Department

**WILLIAM & MARY  
RESOLUTION TO APPROVE THE NAMING OF  
THE TRIBE FIELD HOCKEY CENTER**

In living lives defined by leadership and service, Cathy Bessant, P'18 and John Clay, P'18 have made positive contributions to a wide variety of causes. During the past four years the Bessant/Clay family has become part of the William & Mary community as they have actively supported their daughter's, Meredith Clay '18, career as a member of the field hockey program.

Cathy Bessant is widely recognized as one of the most powerful women in the corporate banking world. She currently serves as the chief operations and technology officer at Bank of America and is a member of the company's executive management team. She has earned distinction working with underserved communities within her company and has been honored on multiple occasions for her service to the Charlotte, North Carolina, region.

John Clay served his country with distinction for more than 20 years as a Navy fighter pilot. After graduating from the United States Naval Academy, he was deployed all over the globe and flew in missions involving multiple combat theatres, including Operation Desert Shield/Desert Storm. Along with Cathy, John has served on the university's Parent & Family Council, an advisory board that provides essential leadership and philanthropy.

The 2018-19 academic year marks the 100th anniversary of coeducation at William & Mary. Throughout the year, the university is celebrating the transformative and lasting impact of the first female student cohort admitted in the fall of 1918. As part of William & Mary's commemoration of 100 years of coeducation and women's athletics, the Bessant/Clay family served as the lead donors on a \$2.4 million project that will establish a new home for the women's field hockey team at Busch Field. The initiative, called the Century Project, has set into motion efforts designed to enhance the experience for women athletics and the caliber of the university's facilities.

**THEREFORE, BE IT RESOLVED,** That upon the recommendation of the President and in recognition of the Bessant/Clay family's generous support of W&M Athletics in general and the field hockey program specifically, the William & Mary Board of Visitors hereby names the Busch Field Team Facility as the Tribe Field Hockey Center; and

**BE IT FURTHER RESOLVED,** That a copy of this resolution be presented to Ms. Bessant and Mr. Clay, with the best wishes and gratitude of the Board of Visitors and the entire William & Mary community.

COMMITTEE ON FINANCIAL AFFAIRS

November 16, 2018

8:00 – 8:45 a.m.

Board Room - Blow Memorial Hall

James A. Hixon, Chair

Mirza Baig, Vice Chair

- I. Introductory Remarks - Mr. Hixon
- II. Approval of Minutes - September 27, 2018
- III. Reports from Senior Vice President for Finance and Administration Samuel E. Jones and Vice President for Finance/Chief Financial Officer Amy S. Sebring
  - A. Maintain Four-Year Tuition Guarantee for In-State Undergraduate Students. **Resolution 14**.
  - B. Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2018 (*joint with Richard Bland College*). **Resolution 15**.
  - C. Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2018. **Resolution 16**.
  - D. Approval of Interim Use of Funds and Establishment of Russell and Jeanne Baker Quasi-Endowment. **Resolution. 17**.
  - E. 2018 Debt Management Report. *Pre-Read*
  - F. 2018-2019 Operating Budget Summary. *Pre-Read*
  - G. Investment Update for Periods Ending September 30, 2018. *Pre-Read*
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
  - A. 2018-2019 Operating Budget Summary. *Pre-Read*
- V. Discussion
- VI. Adjourn

**WILLIAM & MARY  
MAINTAIN FOUR-YEAR TUITION GUARANTEE FOR IN-STATE  
UNDERGRADUATE STUDENTS**

For fiscal year 2020 (FY 2020), the administration recommends that the university maintain the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with anticipated increases in state general fund support for the upcoming fiscal year, provides the university with the resources necessary to implement the revised Six-Year Plan approved by the Board of Visitors at its September 2018 meeting. Importantly, this tuition structure also provides a four-year tuition guarantee for incoming Virginia undergraduates, which, when combined with the university's commitment to provide need-based financial aid to low- and middle-income Virginia families, makes William & Mary one of the most affordable public institutions in Virginia.

In April 2013, the Board of Visitors approved **Resolution 25, Approval and Implementation: William and Mary Promise**, setting tuition rates for incoming full-time in-state undergraduate students for fiscal years 2014 through 2016. A review of the program shows that the university has been able to increase in-state applicants and maintain the overall quality of the undergraduate student body while generating the resources necessary to improve faculty and staff salaries and implement other institutional initiatives. Setting FY 2020 tuition for incoming full-time in-state undergraduates now provides prospective Virginia students and their families with tuition information prior to accepting an offer of admission.

Tuition and fees for out-of-state undergraduate as well as in-state and out-of-state graduate and professional students will be set by the Board at its April, 2019 meeting, reflecting anticipated actions by the 2019 General Assembly, market conditions for each student group, and comments received through public comment sessions

Revenue generated from this tuition increase, in combination with other revenues and reallocated funds, will likely be used to address personnel costs, including the university's share of state-mandated salary and fringe benefit increases, need-based financial aid, and institutional initiatives. The exact uses will be determined as part of the university's annual budget setting process which prioritizes available resources to meet the university's highest strategic priorities.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, approves continuation of the William & Mary Promise as the operating model for the university, and as a result, for FY 2020 continuing in-state undergraduates will see no increase in tuition.

**BE IT FURTHER RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, approves the FY 2020 tuition for incoming in-state undergraduates at \$18,375, with this rate to be guaranteed for four-years reflecting the equivalent of an annualized increase of 1.31% over the guarantee period.

**RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF  
THE COLLEGE OF WILLIAM & MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE, AND RICHARD BLAND COLLEGE  
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The Consolidated Financial Report of The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2018, and presented by William & Mary's Senior Vice President for Finance and Administration and Vice President for Finance/Chief Financial Officer to the Presidents of William & Mary and Richard Bland College, and the Rector and Board of Visitors.

The statements included in this consolidated Financial Report provide an analysis of the University (defined as the consolidated figures for William & Mary, the Virginia Institute of Marine Science, and Richard Bland College) and its affiliated foundations for fiscal year 2017-2018. William & Mary's financial management has prepared the consolidated financial statements and is responsible for the information for William & Mary, the Virginia Institute of Marine Science, and their affiliated foundations. Richard Bland College's management is responsible for all financial information for Richard Bland College and its affiliated foundation. The report is subject to a detailed audit to be conducted by the Auditor of Public Accounts.

RESOLVED, That the Unaudited Consolidated Financial Report for the Year Ended June 30, 2018 (*see separate booklet*) for The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.

**WILLIAM & MARY  
RECEIPT OF THE FINANCIAL REPORT OF  
THE INTERCOLLEGIATE ATHLETIC DEPARTMENT  
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The summarized Financial Report of William & Mary's Intercollegiate Athletic Department for the fiscal year ended June 30, 2018, is presented by the Senior Vice President for Finance and Administration to the President, Rector, and the Board of Visitors of the university.

RESOLVED, That the Unaudited Financial Report of William & Mary's Intercollegiate Athletics Department for the Year Ended June 30, 2018 (*see separate booklet*), is hereby received by the Board of Visitors.

**WILLIAM & MARY  
APPROVAL OF INTERIM USE OF FUNDS AND  
ESTABLISHMENT OF RUSSELL AND JEANNE BAKER QUASI-ENDOWMENT**

WHEREAS, after a long and full life, Jeanne Baker passed away in February 2018 at the age of 102, leaving William & Mary as a 1/3 beneficiary of a trust established by her husband, Russell; and

WHEREAS, the trust, valued at \$3,155,432 as the university share, has no restriction as to use; and

WHEREAS, the administration recommends that \$155,432 be set aside as an expendable fund in support of campus beautification efforts, recognizing the Baker's interest in the campus grounds; and

WHEREAS, the administration recommends that, as an interim use, \$3.0 million be used to support detailed planning for the Integrated Science Center 4 project, with the funds to be reimbursed by the Commonwealth of Virginia once working drawings are complete and the project moves to construction; and

WHEREAS, the administration recommends that, once reimbursement from the Commonwealth occurs, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university's Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary's impact on the environment and to improve efficiency in ways that create measurable returns on investment,

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William & Mary in Virginia, expresses its deep gratitude to the Baker Family for this most generous gift and approves the creation of an expendable fund in support of campus beautification and an interim use of funds to support the planning of Integrated Science 4 as previously described; and

BE IT FURTHER RESOLVED, That once the ISC 4 planning funds are reimbursed by the Commonwealth, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university's Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary's impact on the environment and to improve efficiency in ways that create measurable returns on investment.

AD HOC COMMITTEE ON  
ORGANIZATIONAL SUSTAINABILITY & INNOVATION

November 16, 2018

8:45 – 10:15 a.m.

Board Room – Blow Memorial Hall

Todd A. Stottlemeyer, Co-Chair

Thomas R. Frantz, Co-Chair

- I. Opening Remarks – Mr. Stottlemeyer and Mr. Frantz
  - II. Strategic Planning Dashboard *Pre-Read*
  - III. Closed Session (if necessary)
  - V. Discussion
  - VI. Adjourn
-



COMMITTEE ON FINANCIAL AFFAIRS

November 16, 2018

8:00 – 8:45 a.m.

Board Room - Blow Memorial Hall

James A. Hixon, Chair

Mirza Baig, Vice Chair

- I. Introductory Remarks - Mr. Hixon
- II. Approval of Minutes - September 27, 2018
- III. Reports from Senior Vice President for Finance and Administration Samuel E. Jones and Vice President for Finance/Chief Financial Officer Amy S. Sebring
  - A. Maintain Four-Year Tuition Guarantee for In-State Undergraduate Students. **Resolution 14**.
  - B. Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2018 (*joint with Richard Bland College*). **Resolution 15**.
  - C. Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2018. **Resolution 16**.
  - D. Approval of Interim Use of Funds and Establishment of Russell and Jeanne Baker Quasi-Endowment. **Resolution. 17**.
  - E. 2018 Debt Management Report. *Pre-Read*
  - F. 2018-2019 Operating Budget Summary. *Pre-Read*
  - G. Investment Update for Periods Ending September 30, 2018. *Pre-Read*
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
  - A. 2018-2019 Operating Budget Summary. *Pre-Read*
- V. Discussion
- VI. Adjourn

**COMMITTEE ON FINANCIAL AFFAIRS  
MINUTES – SEPTEMBER 27, 2018**

**MINUTES**  
**Committee on Financial Affairs**  
**September 27, 2018**  
**Blow Memorial Hall – Room 201**

Attendees: James A. Hixon, Chair; Mirza Baig, Vice Chair; S. Douglas Bunch; Anne Leigh Kerr; Todd A. Stottlemeyer; H. Thomas Watkins III; faculty committee representative Thomas J. Ward, faculty representative; and student committee representative Patrick Canteros. Others in attendance: President Katherine A. Rowe; Senior Vice President for Finance and Administration Samuel E. Jones; Vice President for Finance/Chief Financial Officer Amy S. Sebring; and Virginia Institute of Marine Science Dean and Director John T. Wells.

Chair James Hixon convened the Committee on Financial Affairs in Room 201 of Blow Memorial Hall at 9:15 a.m., and welcomed the new members in attendance. Recognizing a quorum was present, Mr. Hixon requested that two misspellings be corrected, then asked for a motion to approve the minutes of the April 20, 2018 meeting as corrected. Motion was made by Mr. Watkins, seconded by Mr. Stottlemeyer and approved by voice vote.

The main focus of the meeting was the review of, and action on, updates to the Six-Year Plans of both W&M and VIMS. The Chair noted that both institutions are required to submit six-year plans to the Commonwealth every odd year with Board-approved updates required in the even years. While the six-year plan narratives were included in the Board agenda book, Ms. Sebring highlighted changes in the university's plan, as detailed in **Resolution 17**.

General updates to the plan include:

- Revised revenue projections for both FY 2019 and 2020;
- The addition of incremental State funding coming out of the FY 2018 General Assembly session; and
- Recognition of increased financial aid expenditures consistent with the FY 2019 budget approved by the Board in April.

More specific adjustments include:

- A reduction in the increase in the four-year guaranteed in-state undergraduate tuition for new students from 6.4% (1.58% annualized) to 5.4% (1.31% annualized). Continuing in-state undergraduates experience with no increase in tuition under the W&M Promise.
- Salary adjustments reflect State and Board action for FY 2019 (no increase provided) and State authorization for FY 2020 (+2% authorized).
- Leveraging state funding for STEM-H allows for the reduction in in-state undergraduate tuition for incoming students while supporting campus investment in Data Science.

In response to a request from the Governor for possible operating and capital amendments to be considered prior to the 2019 General Assembly, Ms. Sebring also reviewed **Resolution 18**, W&M FY 20 Operating and Capital Budget Amendments, which requests \$950,000 in operating

Committee on Financial Affairs  
MINUTES  
Page 2

funds in support of Data Science and \$10.7 million in capital funds to support the ground floor renovation of Swem Library to house a Center for Teaching Innovation.

After Committee discussion, it was recommended that **Resolution 17** be reworded to reflect the tuition guarantee and include the equivalent annualized increase in in-state undergraduate tuition as well as the fact that continuing in-state undergraduate students will experience no tuition increase.

Mr. Jones noted that approval of the Six-Year Plan only sets an upper boundary on any potential tuition increase. The Board will take formal action on any tuition increase for incoming in-state undergraduates at its November 2018 meeting.

VIMS Dean/Director John Wells then presented the VIMS Six-Year Plan and associated operating and capital budget amendments, as detailed in **Resolution 20** and **Resolution 21**. The primary adjustment to the VIMS plan was to include incremental funding from the State. VIMS operating amendments are for graduate financial aid and the monitoring of Bay Grasses. Capital amendments support the construction of a new Oyster Hatchery and new Fisheries Science Building.

Mr. Hixon moved adoption of the following resolutions as a block for recommendation to the full Board:

**Resolution 17-Revised, W&M 2018-24 Six-Year Plan Update**  
**Resolution 18, W&M FY 20 Operating and Capital Budget Amendments**  
**Resolution 20, VIMS Six-Year Plan Update**  
**Resolution 21, VIMS FY 20 Operating and Capital Budget Amendments**

Motion was seconded by Mr. Stottlemeyer and approved by voice vote of the Committee.  
(**Resolution 17 Revised** is appended in the final minutes.)

Mr. Jones briefly commented on **Resolution 19**, Corporate Resolution to Transact Business and Confirm Authorized Business Agents for the College of William & Mary, which reflects the hiring of the new president. Mr. Hixon moved adoption of **Resolution 19**, motion was seconded by Mr. Bunch and approved by voice vote of the Committee.

The Chair then called on Mr. Baig to give a report from the Investments Subcommittee.

Following brief discussion and there being no other business to come before the Committee, the Committee adjourned at 10:30 a.m.

**WILLIAM & MARY  
MAINTAIN FOUR-YEAR TUITION GUARANTEE FOR IN-STATE  
UNDERGRADUATE STUDENTS**

For fiscal year 2020 (FY 2020), the administration recommends that the university maintain the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with anticipated increases in state general fund support for the upcoming fiscal year, provides the university with the resources necessary to implement the revised Six-Year Plan approved by the Board of Visitors at its September 2018 meeting. Importantly, this tuition structure also provides a four-year tuition guarantee for incoming Virginia undergraduates, which, when combined with the university's commitment to provide need-based financial aid to low- and middle-income Virginia families, makes William & Mary one of the most affordable public institutions in Virginia.

In April 2013, the Board of Visitors approved **Resolution 25, Approval and Implementation: William and Mary Promise**, setting tuition rates for incoming full-time in-state undergraduate students for fiscal years 2014 through 2016. A review of the program shows that the university has been able to increase in-state applicants and maintain the overall quality of the undergraduate student body while generating the resources necessary to improve faculty and staff salaries and implement other institutional initiatives. Setting FY 2020 tuition for incoming full-time in-state undergraduates now provides prospective Virginia students and their families with tuition information prior to accepting an offer of admission.

Tuition and fees for out-of-state undergraduate as well as in-state and out-of-state graduate and professional students will be set by the Board at its April, 2019 meeting, reflecting anticipated actions by the 2019 General Assembly, market conditions for each student group, and comments received through public comment sessions

Revenue generated from this tuition increase, in combination with other revenues and reallocated funds, will likely be used to address personnel costs, including the university's share of state-mandated salary and fringe benefit increases, need-based financial aid, and institutional initiatives. The exact uses will be determined as part of the university's annual budget setting process which prioritizes available resources to meet the university's highest strategic priorities.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, approves continuation of the William & Mary Promise as the operating model for the university, and as a result, for FY 2020 continuing in-state undergraduates will see no increase in tuition.

**BE IT FURTHER RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, approves the FY 2020 tuition for incoming in-state undergraduates at \$18,375, with this rate to be guaranteed for four-years reflecting the equivalent of an annualized increase of 1.31% over the guarantee period.

**RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF  
THE COLLEGE OF WILLIAM & MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE, AND RICHARD BLAND COLLEGE  
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The Consolidated Financial Report of The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2018, and presented by William & Mary's Senior Vice President for Finance and Administration and Vice President for Finance/Chief Financial Officer to the Presidents of William & Mary and Richard Bland College, and the Rector and Board of Visitors.

The statements included in this consolidated Financial Report provide an analysis of the University (defined as the consolidated figures for William & Mary, the Virginia Institute of Marine Science, and Richard Bland College) and its affiliated foundations for fiscal year 2017-2018. William & Mary's financial management has prepared the consolidated financial statements and is responsible for the information for William & Mary, the Virginia Institute of Marine Science, and their affiliated foundations. Richard Bland College's management is responsible for all financial information for Richard Bland College and its affiliated foundation. The report is subject to a detailed audit to be conducted by the Auditor of Public Accounts.

RESOLVED, That the Unaudited Consolidated Financial Report for the Year Ended June 30, 2018 (*see separate booklet*) for The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.



# WILLIAM & MARY

CHARTERED 1693

**Unaudited Consolidated Financial Report  
For The Year Ended June 30, 2018**



# WILLIAM & MARY

CHARTERED 1693

2017-2018 CONSOLIDATED FINANCIAL REPORT  
FOR  
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE  
AND  
RICHARD BLAND COLLEGE

November 1, 2018

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

We are pleased to submit the following consolidated annual financial report for William & Mary, Virginia Institute of Marine Science and Richard Bland College for the fiscal year ended June 30, 2018. William & Mary's financial management has prepared the consolidated financial statements and is responsible for the information for William and Mary (W&M), the Virginia Institute of Marine Science (VIMS), and their affiliated foundations. Richard Bland College's (RBC) management is responsible for the financial information for RBC and its affiliated foundation. The financial statements have been prepared in conformity with generally accepted accounting principles consistently applied.

The statements contained in this report are intended to provide a picture of the flow of financial resources during the fiscal year 2017-18 and the balances available for the future.

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

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

Respectfully submitted,

Samuel E. Jones  
Senior Vice President for Finance  
and Administration  
William & Mary

J. Tyler Hart  
Acting Chief Financial Officer  
Richard Bland College



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

**June 30, 2018**

**The Board of Visitors**

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

Mirza Baig  
Warren W. Buck III  
S. Douglas Bunch  
Thomas R. Frantz  
James A. Hixon  
Barbara L. Johnson  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little  
William H. Payne II  
Lisa E. Roday  
J.E. Lincoln Saunders  
Karen Kennedy Schultz  
Brian P. Woolfolk

**Student Representatives**

Elijah S. Levine - College of William and Mary  
Kayla G. Zanders - Richard Bland College

**Faculty Representatives**

Eric D. Chason - College of William and Mary  
Matthew J. Smith - Richard Bland College

**Staff Liaison**

Terence A. Fassanella – College of William and Mary

**OFFICERS OF ADMINISTRATION**

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

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

**Richard Bland College**

Debbie L. Sydow, President

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

**ANNUAL FINANCIAL REPORT 2017 - 2018**

**Contents**

Management's Discussion and Analysis	1-10
Financial Statements	
Statement of Net Position	12
Statement of Revenues, Expenses and Changes in Net Position	13
Statement of Cash Flows	14-15
Notes to Financial Statements	17-91
Required Supplementary Information and Notes to the Required Supplementary Information	92-105

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

**MANAGEMENT'S DISCUSSION AND ANALYSIS**

---

(Unaudited)

This Management's Discussion and Analysis (MD&A) is required supplemental information to the consolidated financial statements designed to assist readers in understanding the accompanying financial statements. The following information includes a comparative analysis between the current fiscal year ended June 30, 2018 and the prior year ended June 30, 2017. Significant changes between the two fiscal years and important management decisions are highlighted. The summarized information presented in the MD&A should be reviewed in conjunction with both the financial statements and associated footnotes in order for the reader to have a comprehensive understanding of the institution's financial status and results of operations for fiscal year ended June 30, 2018. William & Mary's (W&M) management has prepared the MD&A, along with the financial statements and footnotes. W&M's management is responsible for all of the information presented for W&M, the Virginia Institute of Marine Science (VIMS), and their affiliated foundations. Richard Bland College's (RBC) management is responsible for all of the information presented for RBC and its affiliated foundation.

The financial statements have been prepared in accordance with the Governmental Accounting Standards Board (GASB) Statement Number 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities*, as amended by GASB Statement Numbers 37, 38, and 63. Accordingly, the three financial statements required are the Statement of Net Position, the Statement of Revenues, Expenses, and Changes in Net Position, and the Statement of Cash Flows. The aforementioned statements are summarized and analyzed in the MD&A.

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

The institutions' affiliated foundations are also included in these statements consistent with *GASB Statement No. 61, The Financial Reporting Entity: Omnibus- An Amendment of GASB Statements No. 14 and 34*, however they are excluded from this MD&A, except where noted. The University has a total of nine foundations, of which the financial information for eight of the foundations is presented in the statements under the column titled "Component Units". While affiliated foundations are not under the direct control of the Board of Visitors, this presentation provides a more holistic view of resources available to support the University and its mission. Additional information and detail related to the foundations can be found in the Component Unit Financial Information footnote. The ninth foundation, Intellectual Properties, was established in FY08 and is presented as blended in the University column as required by GASB 61, because W&M has a voting majority of the board.

## **Financial Summary**

### Statement of Net Position

The Statement of Net Position provides a snapshot of the University's financial position, specifically the assets, deferred outflows of resources, liabilities, deferred inflows of resources and resulting net position as of June 30, 2018. For comparative purposes, FY17 amounts have been restated to reflect beginning adjustments to Net Position. The information allows the reader to determine the University's assets available for future operations, amounts owed by the University and the categorization of net position as follows:

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

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

Summary Statement of Net Position

	<u>FY 2018</u>	<u>FY 2017</u>	<u>Dollar Change</u>	<u>Percent Change</u>
<u>Assets:</u>				
Current	\$ 77,257,858	\$ 71,788,721	\$ 5,469,137	7.62%
Capital, net of accumulated depreciation	885,358,684	856,576,066	28,782,618	3.36%
Other non-current	141,761,274	149,767,015	(8,005,741)	-5.35%
Total assets	<u>1,104,377,816</u>	<u>1,078,131,802</u>	<u>26,246,014</u>	<u>2.43%</u>
<u>Deferred outflows of resources:</u>				
Pension related	15,690,143	25,860,334	(10,170,191)	-39.33%
Other post-employment benefits	6,663,137	-	6,663,137	100.00%
Loss on refunding of debt	5,629,432	6,402,817	(773,385)	-12.08%
Total deferred outflows of resources	<u>27,982,712</u>	<u>32,263,151</u>	<u>(4,280,439)</u>	<u>-13.27%</u>
<u>Liabilities:</u>				
Current	86,614,928	89,969,689	(3,354,761)	-3.73%
Non-current	432,391,886	440,778,740	(8,386,854)	-1.90%
Total liabilities	<u>519,006,814</u>	<u>530,748,429</u>	<u>(11,741,615)</u>	<u>-2.21%</u>
<u>Deferred inflows of resources:</u>				
Pension related	9,031,000	3,885,000	5,146,000	132.46%
Other post-employment benefits	11,259,506	-	11,259,506	100.00%
Gain on refunding of debt	588,563	667,347	(78,784)	-11.81%
Total deferred inflows of resources	<u>20,879,069</u>	<u>4,552,347</u>	<u>16,326,722</u>	<u>358.64%</u>
<u>Net Position:</u>				
Net investment in capital assets	654,706,685	629,209,015	25,497,670	4.05%
Restricted	85,169,319	94,428,441	(9,259,122)	-9.81%
Unrestricted	<u>(147,401,359)</u>	<u>(148,543,279)</u>	<u>1,141,920</u>	<u>0.77%</u>
Total net position	<u>\$592,474,645</u>	<u>\$575,094,177</u>	<u>\$ 17,380,468</u>	<u>3.02%</u>

The overall result of the University’s FY18 operations was an increase in net position of approximately \$17.4 million or 3.02 percent, bringing total net position to \$592.5 million. The growth is due to an increase in the net investment in capital assets of \$25.5 million and a slight increase in unrestricted funds of \$1.1 million. These increases were offset by a decrease in restricted net assets of \$9.3 million.

Total assets increased by \$26.2 million. Capital assets, net of accumulated depreciation, increased by \$28.8 million primarily as a result of ongoing construction projects for instruction, research and residential facilities offset by capitalization of completed projects. These projects are discussed in more detail under *Capital Asset and Debt Administration* below. Current assets increased by \$5.5 million due to an increase in

investments, accounts receivable, due from the Commonwealth offset by a decrease to cash. Other non-current assets decreased by \$8.0 million as a result of a decrease in cash and investments. The \$4.3 million decrease in deferred outflows of resources is due to the recording of pension liability obligations of \$10.2 million offset by the increases in deferred outflows relating to the implementation of GASB 75 – Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions.

Total liabilities decreased by \$11.7 million, which reflects a net decrease in both current liabilities and non-current liabilities. The change in current liabilities was primarily attributable to a decrease in accounts payable and accrued expenses. Non-current liabilities decreased by \$8.4 million due to decreases associated with pension and OPEB liabilities and normal payment of debt for bonds payable offset by increases related to issuance of new notes payable debt.

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

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

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

	<u>FY 2018</u>	<u>FY 2017</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating revenues	\$ 317,904,203	\$ 329,795,811	\$(11,891,608)	-3.61%
Operating expenses	<u>467,000,859</u>	<u>457,435,383</u>	<u>9,565,476</u>	<u>2.09%</u>
Operating gain/(loss)	(149,096,656)	(127,639,572)	(21,457,084)	16.81%
Net Non-operating revenues	<u>131,911,222</u>	<u>124,156,152</u>	<u>7,755,070</u>	<u>6.25%</u>
Income/(Loss) before other revenues	(17,185,434)	(3,483,420)	(13,702,014)	-393.35%
Net other revenues	<u>34,565,904</u>	<u>41,714,723</u>	<u>(7,148,819)</u>	<u>-17.14%</u>
Increase in net position	<u>\$ 17,380,470</u>	<u>\$ 38,231,303</u>	<u>\$(20,850,833)</u>	<u>-54.54%</u>

Overall, the result from operations was an increase in net position of \$17.4 million. This resulted in a net change year over year of negative \$20.9 million. The decrease was due to increases in operating expenditures as described further in the following section entitled *Summary of Operating Expenses*.

Focusing only on operating revenues and expenses, the decrease of \$11.9 million in operating revenue was driven primarily by a decrease in tuition and fees due to a change in methodology in calculating third party revenue. See the following section of *Summary of Operating and Non-Operating Revenues net of Non-Operating Expenses* for further details. Operating expenses increased notably in instruction and auxiliary enterprises. See the following section of *Summary of Operating Expenses* for further details.

Because state appropriations for the University are treated as non-operating revenues, the University will typically display an operating loss for the year. For FY18, state appropriations contributed almost \$78.1 million or 59.2 % of non-operating revenue as shown in summary below.

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

Summary of Operating and Non-Operating Revenues net of Non-Operating Expenses

	<u>FY 2018</u>	<u>FY 2017</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating Revenues:				
Student Tuition and Fees, net of scholarship allowances	\$ 171,626,392	\$ 183,722,612	\$ (12,096,220)	-6.58%
Federal, State, Local and Non-governmental grants and contracts	45,501,339	46,235,148	(733,809)	-1.59%
Auxiliary Enterprise, net of scholarship allowances	94,038,333	93,751,701	286,632	0.31%
Other	6,738,139	6,086,350	651,789	10.71%
Total Operating Revenues	<u>317,904,203</u>	<u>329,795,811</u>	<u>(11,891,608)</u>	<u>-3.61%</u>
Non-Operating:				
State Appropriations	78,058,470	76,479,905	1,578,565	2.06%
Gifts, Investment Income and other income and expenses	53,852,752	47,676,247	6,176,505	12.96%
Total Non-Operating	<u>131,911,222</u>	<u>124,156,152</u>	<u>7,755,070</u>	<u>6.25%</u>
Other Revenues, Gains and (Losses):				
Capital Appropriations	28,258,864	28,540,554	(281,690)	-0.99%
Capital Grants and Gifts	6,727,420	14,272,718	(7,545,298)	-52.87%
Loss on disposal of assets	(420,380)	(1,098,549)	678,169	100.00%
Total Other Revenues, Gains and (Losses)	<u>34,565,904</u>	<u>41,714,723</u>	<u>(7,148,819)</u>	<u>-17.14%</u>
Total Revenues	<u>\$ 484,381,329</u>	<u>\$ 495,666,686</u>	<u>\$ (11,285,357)</u>	<u>-2.28%</u>

Within the operating revenue category, student tuition and fees decreased \$12.1 million, net of scholarship allowances due to a change in methodology related to third party tuition contracts, like those held by *Virginia529* for the benefit of our students. A slight decrease in Federal and State grants and contracts was offset by increases in Local and Non-governmental Grants and Auxiliary enterprise and other revenue. Non-operating revenues grew, with increases in State Appropriations, Gifts, Investment Income and other income and expenses. The University experienced a decrease in Total Other Revenues due to the timing of capital project funding and the completion of construction projects.

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

<u>Summary of Operating Expenses</u>				
	<u>FY 2018</u>	<u>FY 2017</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating Expenses:				
Instruction	\$ 137,109,680	\$ 125,405,482	\$ 11,704,198	9.33%
Research	56,488,325	54,704,041	1,784,284	3.26%
Public Service	37,734	32,481	5,253	16.17%
Academic Support	37,918,226	35,845,132	2,073,094	5.78%
Student Services	17,892,384	17,976,121	(83,737)	-0.47%
Institutional Support	46,284,414	47,133,319	(848,905)	-1.80%
Operation and Maintenance of Plant	28,980,602	26,411,278	2,569,324	9.73%
Student Aid	17,677,163	32,661,886	(14,984,723)	-45.88%
Auxiliary Enterprise	89,202,816	84,582,694	4,620,122	5.46%
Depreciation	35,038,325	32,254,322	2,784,003	8.63%
Other Operating Expenses	371,190	428,627	(57,437)	-13.40%
Total Operating Expenses	<u>\$ 467,000,859</u>	<u>\$ 457,435,383</u>	<u>\$ 9,565,476</u>	<u>2.09%</u>

For FY18, operating expenses increased most significantly in Instruction, Academic Support, Operation and Maintenance of Plant and Auxiliary Enterprises. Student Aid reflected a decrease due to a change in methodology in calculating third party payments.

#### Statement of Cash Flows

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

<u>Summary Statement of Cash Flows</u>				
	<u>FY 2018</u>	<u>FY 2017</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Cash Flows from:				
Operating Activities	\$ (113,204,333)	\$ (87,799,812)	\$ (25,404,521)	-28.93%
Non-capital Financing	128,823,893	116,191,661	12,632,232	10.87%
Capital and related Financing	(24,482,199)	(25,593,486)	1,111,287	4.34%
Investing Activities	(3,562,988)	(3,283,076)	(279,912)	8.53%
Net Increase/(Decrease) in Cash	<u>\$ (12,425,627)</u>	<u>\$ (484,713)</u>	<u>\$ (11,940,914)</u>	<u>2463.50%</u>

Cash flow from operations and non-capital financing reflects the sources and uses of cash to support the core mission of the University. The primary sources of cash supporting the core mission of the University in FY18 were tuition and fees - \$163.8 million, auxiliary enterprise revenues - \$93.2 million, state appropriations - \$78.1 million, research grants and contracts - \$45.8 million and gifts - \$47.3 million.

The primary uses of operating cash in FY18 were payments to employees - \$259.8 million representing salaries, wages and fringe benefits and payments to suppliers of goods and services - \$130.0 million.

Cash flow from capital financing activities reflects the activities associated with the acquisition and construction of capital assets including related debt payments. The primary sources of cash in FY18 were proceeds from issuance of debt – \$27.6 million, capital appropriations - \$27.0 million, and capital grants and contributions - \$6.6 million. The primary uses of cash were for capital expenditures - \$62.1 million and debt payments - \$23.5 million.

The change in cash flows from investing activities is due to investment income and purchase and sale of investments.

#### Capital Asset and Debt Administration

##### *William & Mary*

The following list provides highlights of capital projects completed, in progress, or in design during FY18.

- ***Projects Completed in FY18*** – Three projects were placed into service in FY18. The upgrades to the Recreation Services swimming pool were completed along with reconstruction of the Montgomery Practice Field and Plumeri Baseball Field improvements. These projects will be closed out as soon as warranty inspections are completed.
- ***Projects in Progress*** – Including the three projects above, there are 38 projects currently in progress, with eleven in design, five in construction, and 22 in the process of being closed out.

Projects in Design – A brief description of each project in design at the end of the fiscal year is provided below:

- Century Project Busch Field Team Building will construct a 3,100 square-foot one story building to support the field hockey program. The new building, located on the south end of Busch Field, will contain permanent team locker facilities, public toilet facilities to support spectators at Busch Field, goalie's gear storage, a trainer's room, and a VIP viewing component on the rooftop. The project will encompass storm water infrastructure for the new service roadway and site integration of the field hockey.
- Wren Building ADA Ramp constructs a permanent ADA compliant ramp entry to the south side of the building. The project also removes an antiquated and non-functioning wheelchair lift, and also disassembles the temporary aluminum ramp entry on the north side of the building.
- Alumni House expansion project will construct a significant addition to the existing Bright House and 1990's addition, enabling Advancement to significantly improve support to W&M alumni.
- Reveley Garden will construct a version of the 1926 Charles Gillette garden that was designed as part of W&M's Beaux-Arts campus plan but was never built. The project will create new places of repose and beauty on the south side of W&M's campus, as well as move to fulfilling Gillette's thoughtful and compelling design for the early twentieth-century campus.
- One Tribe Place stabilization project will preserve the 1984 addition for future renovation or repurposing of this portion of the residence hall.



- Lake Matoaka Dam Spillway Improvement project addresses Virginia dam safety regulations, which require that high risk dams have the capacity to pass off 90% of the flow created by probable maximum precipitation. The capacity will be created by hardening the downstream face of the dam using roller compacted concrete in order to allow passage of flow by overtopping without damage to the earthen embankment.
- Muscarelle Museum Expansion will demolish the existing museum. Construction of the Martha Wren Briggs Center will provide a more modern and program-oriented facility, supporting current and traveling exhibits.
- Blow Hall IT Data Center Renovation installs a new HVAC system for computer rack cooling to meet current cooling loads. The project also adds redundant power sources with two new uninterruptible power supplies and a new generator power source.
- Fine and Performing Arts Phase I and II will expand and renovate Phi Beta Kappa (PBK) Hall, construct a new music building, and improve pedestrian and vehicular circulation in the immediate vicinity. PBK will house Theater, Dance and Speech and feature a 100-seat student laboratory, a 250-seat studio (black box) theater and a 499 seat renovated main theater. The music building will feature a 125-seat recital hall and a 450-seat recital hall. Both facilities will be uniquely suited to the instructional and acoustic needs of the supported programs.
- Integrated Science Center IV (ISC4) will support the Mathematics, Computer Science, Engineering Design and Kinesiology programs which are currently housed in facilities that lack sufficient space and robust building systems. This new facility will accommodate state of the art instruction and research by constructing 124,000 square feet of new space and will renovate 10,000 square feet of existing space in order to connect ISC 4 to the adjacent ISC 1. The facility will be constructed on the site of the former Millington Hall.
- Sadler West Addition constructs a 46,000 square foot addition to the western side of the Sadler West building and renovates the old Student Health Center with another 8,000 square feet for use. This project supports the relocation and consolidation of the university's mission essential Student Affairs program which is spread across multiple facilities across campus.

Projects in Construction - A brief description of each project in construction at the end of the fiscal year is provided below:

- The campus accessibility project is ongoing. Current activities include the installation of a ramp, elevator and accessible restrooms in Adair Hall and improvements to various pathways across campus. Construction will conclude late in calendar year 2018.
- Work continues on the Stormwater improvement project that will achieve compliance with state stormwater regulations and Total Maximum Daily Limit (TMDL) guidelines. This work will be completed in September 2018.
- The renovation of Landrum Hall will bring over 200 beds up to current standards with all new rooms and restrooms, lounge and collaboration spaces, and support spaces.
- The McLeod Tyler Wellness Center project collocates campus physical/mental health resources and selected recreational activities which promote relaxation (*e.g.*, yoga, massage, etc.). The synergy of these activities is intended for stress prevention via intervention and to create an environment which promotes relaxation and healing.
- West Utility Plant project work has started with site work and preliminary utility siting. The project will create a new regional utility plant that will reduce the load on the existing Swem Plant and create sufficient chilled/hot water capability to support the west side of South Campus, including a new Fine and Performing Arts Complex. Total duration of construction is expected to be sixteen months.

Looking ahead, W&M will be centered on significant construction efforts in the coming year with Fine and Performing Arts Phase I and II, the Alumni House, Busch Field Team Building and West Plant all active in 2019. We will also explore academic space needs balanced against existing inventory and master plan data to determine best courses of action for renovations or new construction to support current and future programs. Residence Hall recapitalization program will continue with tentative plans to demolish the Green and Gold Village facilities and rebuild on another campus site in the distant future.

### Virginia Institute of Marine Science

The following list provides highlights of property acquisitions completed in FY18 as well as capital projects in progress or in design during FY18.

- **Property Acquisition Completed in FY18** - VIMS has authority from the Commonwealth of Virginia to purchase property adjacent to its Gloucester Point and Wachapreague campuses as well as to acquire property for the Virginia Estuarine & Coastal Research Reserve as privately-owned properties become available.
- **Projects Completed in FY18** - The Consolidated Scientific Research Facility project involves the planning of a new 32,000 square foot building to provide research, study, office and technology space for the departments of Information Technology, Marine Advisory Services, Virginia Sea Grant, Center for Coastal Resources Management, and the Communications Center. Achieved substantial completion and occupants relocated to the new facility. The building dedication occurred April 2018.
- **Projects in Progress** - VIMS had several projects either in design or under construction in FY18.

### Projects in Design

- The Facilities Management Building project involves the planning of a new 15,000 square foot modern building to relocate and house Facilities Management administrative offices, maintenance trades shops, automotive and equipment repair garage, grounds keeping, housekeeping, and central shipping and receiving units. Daniel & Company continues to work on restoring the VIMS staff parking area that was displaced by construction. Archeology is complete and archeologists remain on “stand by” to observe excavations as they arise. The concrete foundation, block walls, floor slabs, and structural steel are complete. Brick veneer has begun and is 75% complete.
- The Mechanical Systems and Repair Building Envelope of Chesapeake Bay Hall project involves the replacement of the heating and ventilation systems and repair of the exterior envelope of Chesapeake Bay Hall. Schematic design and cost estimates were submitted to the Virginia Bureau of Capital Outlay Management (BCOM) for review. The cost estimate was substantially greater than the proposed project budget which warranted a new approach to accomplish VIMS program requirements. Per the recommendations of the Virginia Department of Planning & Budget and BCOM, VIMS was awarded a new project to *Construct: New Research Facility* to replace Chesapeake Bay Hall in May 2018. Closing out of current contracts related to this project is in progress. The new project will be executed under the same project appropriation.
- The Eastern Shore Laboratory Complex project involves the planning for a new building complex totaling 22,218 square feet that includes a new Administration Building, Education Building, Visiting Scientist/Student Center, Shellfish Aquaculture Hatchery, Maintenance Shop, and a Storage Shop. VIA Design Architects has completed the preliminary design. The preliminary design cost estimate and value engineering analysis has been submitted to BCOM for review. Waiting for the funding report to be distributed from BCOM in order to complete the design.

- The Oyster Hatchery project involves the planning for a new state of the art 22,000 square foot Oyster Hatchery which will house space for research, education, and training as well as space for outreach activities with industry that promotes economic development. BCWH has been selected as the Architect/Engineer to provide design services. Program verification and schematic design activities are ongoing. Selection of a Construction Manager (CM) began in June 2018. The CM will be responsible for validating constructability during the design phase and manage the installation of the designed systems.

### Construction

- The Research Vessel project involves the planning and construction of a new custom designed research vessel to replace the R/V Bay Eagle. The vessel's hull and pilothouse has been constructed. Generators, propulsion engines and the gear box have been installed in the engine room. Hydraulic piping and electrical distribution systems are complete. Final assembly and erection of equipment accessories were in progress at the end of fiscal year 2018 with delivery expected in Fall, 2018.

### *Richard Bland College*

The following provides highlights of capital projects in progress during FY18.

- ***Project In Progress in FY18***-The renovation of the former Humanities and Social Sciences into residential space was approved by the General Assembly in 2016 and funded by Section 9(c) bonds issued in FY17. This project aligns with RBC's strategic plan and will expand the residential population for RBC, providing a stronger student experience in preparation of successful transfer to a four-year institution and achievement of a bachelor's degree. Once complete, this project will provide an additional 75 beds to the campus, bringing the capacity for residential population up to 475 students. The rooms are traditional residential space, with one to three beds per room and shared bathroom suites. It is expected that the project will be completed in August 2018.

### Debt Activity

The University's long-term debt is comprised of bonds payable, notes payable, capital lease payable and installment purchases. The bonds payable are Section 9(c) bonds which are general obligation bonds issued and backed by the Commonwealth of Virginia on behalf of the University. These bonds are used to finance capital projects which will produce revenue to repay the debt. The University's notes payable consists of Section 9(d) bonds, which are issued by the Virginia College Building Authority's (VCBA) Pooled Bond Program. These bonds are backed by pledges against the University's general revenues. As of June 30, 2018 the University has outstanding balances for Section 9(c) bonds and Section 9(d) bonds of \$65.6 million and \$165.0 million respectively.

The outstanding balance of 9(c) bonds can be summarized in five major categories as follows excluding unamortized premiums/discounts: (1) Renovation of Dormitories - \$29.9 million, (2) Graduate Housing - \$3.7 million, (3) New Dormitory - \$19.4 million, (4) Commons Dining Hall - \$4.9 million and (5) RBC Student Housing Conversion - \$2.4 million. The majority of the 9(d) balance at June 30, 2018 is related to: One Tribe Place - \$19.8 million, West Utilities Plant - \$13.8 million, Cooling Plant - \$16.6 million, the Miller Hall School of Business - \$14.0 million, the Barksdale dormitories - \$13.2 million, Integrated Science Center - \$11.8 million, Marshall-Wythe Law School Library - \$8.7 million, McLeod Tyler Wellness Center - \$9.0, Improvement of Auxiliary facilities \$8.0 million, Expansion of the Sadler Center - \$6.8 million, the Parking Deck -\$5.8 million, Recreation Sports Center - \$5.1 million, Athletic related projects – \$9.6 million and various other projects – \$8.2 million.

## Economic Outlook

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

W&M continues to recruit, admit and retain top-caliber students even as the university competes against the most selective public and private institutions in the country. The freshman applicant pool continues to be strong, with 14,644 students seeking admission for Fall 2018. With an incoming class size of 1,546 students, W&M has almost 9.5 applicants for every student enrolled. Given its robust applicant pool, the credentials of admitted students remain strong, reflecting the university's highly selective nature. These statistics, coupled with the university's academic reputation, suggest a strong continuing student demand for the future. Similarly, VIMS continues to see significant success in its academic, research and advisory programs, particularly in high profile areas such as coastal flooding, sea-level rise, and water quality. Over the past several years, enrollment at RBC, a separate two-year college governed by the Board of Visitors has fluctuated as the college has raised its admissions standards. However, based on Fall 2018 enrollments, it appears that enrollments are beginning to stabilize as investments the college has made in academic advising, student support services, and retention programs begin to pay off.

State support for operations is a function of general economic conditions and the priority assigned to higher education among competing demands for Commonwealth resources. After ending FY16 with a revenue shortfall, the Commonwealth announced budget reductions for all public colleges and universities as well as most state agencies. The actions resulted in both one-time reductions for W&M in FY17 and FY18, as well as base operating reductions in FY18 totaling approximately \$2.2 million in state support at W&M. Despite those reductions, other revenue sources remained strong in FY18 largely mitigating the impact to the University overall. In addition, the 2018-2020 Appropriation Act adopted by the General Assembly and signed into law by the Governor provides significant new investments of state general fund support to W&M, VIMS, and RBC over the course of the upcoming biennium.

FY18 also showed strong financial performance for the university's endowment. As of June 30, 2018, the market value of W&M's total endowment reached almost \$962.2 million, including \$26.7 million in revocable endowments held by third parties up seven percent over the prior year total of \$899 million. The Board of Visitors' endowment recognized a 6.6% one-year investment return as of June 30, 2018. The William and Mary Investment Trust recognized an 8.9% return. Together, these remain the largest of the investment portfolios and both remain highly diversified across asset classes.

W&M also continued its fundraising success in FY18, generating almost \$88 million in new philanthropic gifts this year and bringing the total in gifts raised as part of an eight-year, \$1 billion fundraising campaign to over \$800 million. The number of donors continues to be robust with more than 50,000 total donors, including almost 19,000 undergraduate alumni donors. W&M boasts one of the highest donor retention rates in the nation and first among US public colleges and university in alumni giving. The university fully anticipates meeting its campaign goal by 2020 as planned.

In addition to operating dollars, investments in academic facilities and infrastructure remain strong. With the start of the new academic year, W&M opened the new McLeod Tyler Wellness Center, which brings together the university's student health center, counseling center, and wellness programs. With significant support from the Commonwealth for additional construction and renovation of academic facilities, W&M is well under way in planning for a series of new projects that will provide state-of-the-art educational and performance facilities for our music, theater and dance programs, as well as the last phase of our Integrated Science Center. Likewise, with support from the Commonwealth, VIMS is also continuing to invest in its facilities and physical inventory, with the construction of a new research vessel nearing completion and the design of a new Oyster Hatchery and Eastern Shore Research Facilities under way.

## **Consolidated Financial Statements**

**The College of William and Mary in Virginia, Virginia Institute of Marine Science  
and Richard Bland College - Consolidated Report  
Statement of Net Position  
As of June 30, 2018**

	<b>ASSETS</b>	<b>University</b>	<b>Component Units</b>
Current assets:			
Cash and cash equivalents (Note 3)	\$ 19,523,342	\$ 29,426,121	
Investments (Note 3)	33,181,482	29,074,663	
Appropriation available	362,426	-	
Receivables, net of allowance for doubtful accounts (Note 5)	15,014,625	3,162,605	
Notes receivable (Note 5)	419,206	-	
Due from commonwealth	4,343,910	-	
Inventories	487,136	3,964	
Pledges receivable	-	9,935,171	
Prepaid expenses	3,772,943	421,862	
Other assets	152,788	49,428	
	<u>77,257,858</u>	<u>72,073,814</u>	
Total current assets			
Non-current assets:			
Restricted cash and cash equivalents (Note 3)	26,132,154	9,440,216	
Restricted investments (Note 3)	90,785,286	417,176,136	
Investments (Note 3)	19,899,385	298,507,340	
Receivables	-	20,689,944	
Notes receivable, net of allowance for doubtful accounts (Note 5)	2,066,449	-	
Pledges receivable	-	29,877,439	
Capital assets, nondepreciable (Note 6)	160,242,040	15,791,211	
Capital assets, depreciable net of accumulated depreciation (Note 6)	725,116,644	20,329,722	
Other assets	-	2,360,818	
Other restricted assets	2,878,000	157,121,665	
	<u>1,027,119,958</u>	<u>971,294,491</u>	
Total non-current assets			
Total assets	<u>1,104,377,816</u>	<u>1,043,368,305</u>	
	<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Pension related	15,690,143		
Other postemployment benefits	6,663,137		
Loss on refunding of debt	5,629,432		
	<u>27,982,712</u>		
Total deferred outflows of resources			
Total assets and deferred outflows of resources	<u>1,132,360,528</u>		
	<b>LIABILITIES</b>		
Current liabilities:			
Accounts payable and accrued expenses (Note 7)	41,631,025	1,092,399	
Unearned revenue	13,430,793	400,665	
Deposits held in custody for others	434,465	302,176	
Advance from the Treasurer of Virginia (Note 18)	3,674,524	-	
Long-term liabilities-current portion (Note 9)	27,138,940	1,883,247	
Other liabilities	299,260	47,301	
	<u>86,614,928</u>	<u>3,725,788</u>	
Total current liabilities			
Long-term liabilities-non-current portion (Note 9)	432,391,886	62,408,971	
	<u>519,006,814</u>	<u>66,134,759</u>	
Total liabilities			
	<b>DEFERRED INFLOWS OF RESOURCES</b>		
Pension related	9,031,000		
Other postemployment benefits	11,259,506		
Gain on refunding of debt	588,563		
	<u>20,879,069</u>		
Total deferred inflows of resources			
Total liabilities and deferred inflows of resources	<u>539,885,883</u>		
	<b>NET POSITION</b>		
Net investment in capital assets	654,706,685	13,927,364	
Restricted for:			
Nonexpendable:			
Scholarships and fellowships	10,071,241	144,400,831	
Research	-	24,329,358	
Loans	-	24,230	
Departmental uses	47,535,524	156,791,866	
Other	-	205,564,858	
Expendable:			
Scholarships and fellowships	9,055,907	117,221,554	
Research	35,342	6,232,904	
Debt service	2,654,776	-	
Capital projects	586,450	26,827,348	
Loans	655,062	89,644	
Departmental uses	14,575,017	182,523,462	
Other	-	36,922,414	
Unrestricted	<u>(147,401,359)</u>	<u>62,377,713</u>	
Total net position	<u>\$ 592,474,645</u>	<u>\$ 977,233,546</u>	

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

**The College of William and Mary in Virginia, Virginia Institute of Marine Science  
and Richard Bland College - Consolidated Report  
Statement of Revenues, Expenses and Changes in Net Position  
For the Year Ended June 30, 2018**

	University	Component Units
Operating revenues:		
Student tuition and fees, net of scholarship allowances of \$38,919,629	\$ 171,626,392	\$ -
Gifts and contributions	-	32,678,788
Federal grants and contracts	35,692,764	-
State grants and contracts	2,836,209	-
Local grants and contracts	301,390	-
Nongovernmental grants and contracts	6,670,976	-
Auxiliary enterprises, net of scholarship allowances of \$17,732,792	94,038,333	-
Other	6,738,139	9,825,746
	<hr/>	<hr/>
Total operating revenues	317,904,203	42,504,534
	<hr/>	<hr/>
Operating expenses: (Note 11)		
Instruction	137,109,680	8,355,892
Research	56,488,325	910,093
Public service	37,734	624,085
Academic support	37,918,226	3,157,933
Student services	17,892,384	586,677
Institutional support	46,284,414	14,639,881
Operation and maintenance of plant	28,980,602	4,026,068
Student aid	17,677,163	12,066,371
Auxiliary enterprises	89,202,816	7,695,127
Depreciation	35,038,325	938,450
Other	371,190	5,017,839
	<hr/>	<hr/>
Total operating expenses	467,000,859	58,018,416
	<hr/>	<hr/>
Operating loss	(149,096,656)	(15,513,882)
	<hr/>	<hr/>
Non-operating revenues/(expenses):		
State appropriations (Note 12)	78,058,470	-
Gifts	47,261,224	-
Net investment revenue	6,590,246	55,771,743
Pell grant revenue	5,901,663	-
Interest on capital asset related debt	(6,911,986)	(277,270)
Other non-operating revenue	5,968,115	3,789,951
Other non-operating expense	(4,956,510)	(430,797)
	<hr/>	<hr/>
Net non-operating revenues	131,911,222	58,853,627
	<hr/>	<hr/>
Income/(loss) before other revenues, expenses, gains or losses	(17,185,434)	43,339,745
	<hr/>	<hr/>
Capital appropriations	28,258,864	-
Capital grants and contributions	6,727,420	9,209,295
Loss on disposal of assets	(420,380)	-
Additions to permanent endowments	-	23,038,741
	<hr/>	<hr/>
Net other revenues, expenses, gains or losses	34,565,904	32,248,036
	<hr/>	<hr/>
Increase/(Decrease) in net position	17,380,470	75,587,781
	<hr/>	<hr/>
Net position - beginning of year, restated (Note 2)	575,094,175	901,645,765
	<hr/>	<hr/>
Net position - end of year	\$ 592,474,645	\$ 977,233,546
	<hr/>	<hr/>

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

**The College of William and Mary in Virginia, Virginia Institute of Marine Science  
and Richard Bland College - Consolidated Report  
Statement of Cash Flows  
For the Year Ended June 30, 2018**

---

Cash flows from operating activities:	
Tuition and fees	\$ 163,773,817
Scholarships	(18,524,903)
Research grants and contracts	45,849,631
Auxiliary enterprise charges	93,156,971
Payments to suppliers	(130,002,006)
Payments to employees	(259,783,782)
Payments for operation and maintenance of facilities	(14,187,958)
Loans issued to students and employees	(246,801)
Collection of loans to students and employees	461,739
Other receipts	6,812,185
Other payments	(513,226)
	<hr/>
Net cash used by operating activities	(113,204,333)
	<hr/>
Cash flows from noncapital financing activities:	
State appropriations	78,058,470
Gifts	47,261,224
Agency receipts	345,669
Agency payments	(895,412)
Direct Loan receipts	45,235,885
Direct Loan disbursements	(45,235,885)
Other non-operating receipts	7,108,642
Other non-operating disbursements	(3,054,700)
	<hr/>
Net cash provided by noncapital financing activities	128,823,893
	<hr/>
Cash flows from capital financing activities:	
Proceeds from issuance of capital debt	27,605,390
Capital appropriations	27,049,040
Capital grants and contributions	6,632,182
Advance from the Treasurer of Virginia	3,674,524
Payment to the Treasurer of Virginia	(4,246,592)
Insurance payments	326,474
Capital expenditures	(62,132,521)
Principal paid on capital-related debt	(14,705,746)
Interest paid on capital-related debt	(8,754,419)
Proceeds from sale of capital assets	69,469
	<hr/>
Net cash used by capital and related financing activities	(24,482,199)
	<hr/>
Cash flows from investing activities:	
Investment income	3,904,154
Investment expense	(178,375)
Proceeds from sale of investments	84,312,084
Purchase of investments	(91,600,851)
	<hr/>
Net cash provided by investing activities	(3,562,988)
	<hr/>
Net increase/(decrease) in cash	(12,425,627)
	<hr/>
Cash-beginning of year	58,075,202
	<hr/>
Cash-end of year	\$ 45,649,575
	<hr/>



**The College of William and Mary in Virginia, Virginia Institute of Marine Science  
and Richard Bland College - Consolidated Report  
Statement of Cash Flows  
For the Year Ended June 30, 2018**

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

Statement of Net Position	
Cash and cash equivalents	\$ 19,523,342
Restricted cash and cash equivalents	26,132,154
Less: Securities lending -Treasurer of Virginia	<u>(5,921)</u>
Net cash and cash equivalents	<u>\$ 45,649,575</u>

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

Net operating loss	\$ (149,096,656)
Adjustments to reconcile net operating expenses to cash used by operating activities:	
Depreciation expense	35,038,325
Changes in assets, deferred outflows of resources, liabilities and deferred inflows of resources:	
Receivables-net	(834,861)
Inventories	(20,868)
Prepaid expense	(389,698)
Accounts payable	(4,087,073)
Unearned revenue	(1,618,677)
Deposit held for others	44,420
Federal loan contribution	(89,491)
Compensated absences	381,107
Pension liability	(14,455,000)
Deferred outflows of resources related to pension obligations	10,170,191
Deferred inflows of resources related to pension obligations	5,146,000
Other post-employment benefits liability	(455,331)
Other post-employment benefits asset	2,878,000
Deferred outflows of resources related to other post-employment benefits	(6,663,137)
Deferred inflows of resources related to other post-employment benefits	11,259,506
Software licenses liability	(269,054)
Other liability	<u>(142,036)</u>
Net cash used in operating activities	<u>\$ (113,204,333)</u>

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

Amortization of a deferred loss	\$ 694,601
Donated capital assets	\$ 95,238
Loss on disposal of assets	\$ 490,402
Reduction/amortization of bond premium	\$ 2,702,675
Net accumulated change in fair value of investments	\$ 2,909,705

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

This Page Intentionally Left Blank

**Notes to  
Financial Statements  
Year Ended June 30, 2018**

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

## NOTES TO FINANCIAL STATEMENTS

---

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Reporting Entity

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

The accompanying financial statements present all funds for which the University’s Board of Visitors is financially accountable. Related foundations and similar non-profit corporations for which the University is not financially accountable are also a part of the accompanying financial statements under Governmental Accounting Standards Board (GASB) Statement No. 61, *The Financial Reporting Entity: Omnibus, an amendment of GASB Statements No. 14 and No. 34*. These entities are legally separate and tax exempt organizations formed to promote the achievements and further the aims and purposes of the University. These component units are described in Note 13.

The University has nine component units as defined by GASB Statement 61 – the College of William & Mary Foundation, the Marshall-Wythe School of Law Foundation, the Alumni Association, the Athletic Educational Foundation, the School of Business Foundation, the Virginia Institute of Marine Science Foundation, the Richard Bland College Foundation, the Real Estate Foundation and the Intellectual Property Foundation. These organizations are separately incorporated tax-exempt entities and have been formed to promote the achievements and further the aims and purposes of the University. The Foundations are private, non-profit organizations, and as such the financial statement presentation follows the recommendation of accounting literature related to non-profits. As a result, reclassifications have been made to convert the Foundation’s financial information to GASB format.

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

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

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

The William & Mary Alumni Association is a private, not-for-profit corporation organized under the laws of the

Commonwealth of Virginia which provides aid to W&M in its work, and promotes and strengthens the bonds of interest between and among William & Mary and its alumni. For additional information on the Alumni Association, contact the Alumni Association Office at Post Office Box 2100, Williamsburg, Virginia 23187-2100.

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

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

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

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

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

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

The Omohundro Institute of Early American History and Culture (OIEAHC), sponsored by William & Mary, is a separate non-profit entity organized exclusively for educational purposes. Its Executive Board determines matters of policy and has responsibility for financial and general management as well as resource development. The Executive Board consists of up to six members, including the chief academic officer of the University as an ex officio member. Given university representation on the board, the support to the Institute is blended in the University column on the financial statements. For FY18, the university contributed \$980,588 to the Institute through direct payment of expenses.

The following summarizes the unaudited financial position of the OIEAHC at June 30, 2018:

Assets	<u>\$ 18,816,241</u>
Liabilities	77,985
Net Assets	<u>18,738,256</u>
Liabilities and Net Assets	<u>\$ 18,816,241</u>

The total unaudited receipts and disbursements of the OIEAHC were \$3,319,055 and \$2,428,951 respectively, for the year ended June 30, 2018. Separate financial statements for the OIEAHC may be obtained by writing the Treasurer, Omohundro Institute of Early American History and Culture, P.O. Box 8781, Williamsburg, Virginia 23187-8781.

### Basis of Presentation

The accompanying financial statements have been prepared in accordance with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB), including all applicable GASB pronouncements. Pursuant to the provisions of GASB Statement No. 34, *Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments*, and Statement No. 35, *Basic Financial Statements - and Management’s Discussion and Analysis - for Public Colleges and Universities*. The University follows accounting and reporting standards for reporting as a special-purpose government engaged in business-type activities and accordingly, is reported within a single column in the basic financial statements.

### Basis of Accounting

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

### Newly Adopted Accounting Pronouncements

In June 2015, the GASB issued Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, effective for the University’s fiscal year beginning July 1, 2017. The primary objective of this statement is to improve accounting and financial reporting for postemployment benefits other than pensions (other postemployment benefits or OPEB). This statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources and expense.

### Cash and Cash Equivalents

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

### Investments

GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*, requires that purchased investments, interest-bearing temporary investments classified with cash, and investments received as gifts be recorded at fair value, and reported in accordance with GASB Statement No. 72, *Fair Value Measurement and Application* (See Note 3). Realized and unrealized gains and losses are reported in investment income as non-operating revenue in the Statement of Revenues, Expenses, and Changes in Net Position.

### Receivables

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

## Inventories

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

## Prepaid Expenses

As of June 30, 2018, the University's prepaid expenses included items such as insurance premiums, membership dues, conference registrations and publication subscriptions for FY19 that were paid in advance.

## Capital Assets

Capital assets are recorded at historical cost at the date of acquisition or acquisition value at the date of donation in the case of gifts. Construction expenses for capital assets and improvements are capitalized when expended. Interest expense of \$285,214 relating to construction is capitalized net of interest income earned on resources set aside for this purpose for the year ended June 30, 2018. The University's capitalization policy on equipment includes all items with an estimated useful life of two years or more. All three campuses capitalize all items with a unit price greater than or equal to \$5,000. The Williamsburg and York River campuses capitalize buildings and improvements other than buildings with a cost greater than or equal to \$100,000. Richard Bland College capitalizes buildings and improvements other than buildings with a cost greater than or equal to \$5,000. Library materials for the academic or research libraries are capitalized as a collection and are valued at cost. The Williamsburg and York River campuses capitalize intangible assets with a cost greater than or equal to \$50,000 except for internally generated computer software which is capitalized at a cost of \$100,000 or greater. Richard Bland College capitalizes intangible assets with a cost greater than or equal to \$20,000.

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

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

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

## Deferred Outflows of Resources

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

## Unearned Revenue

Unearned revenue represents revenue collected but not earned as of June 30, 2018. This is primarily comprised of revenue for student tuition and fees paid in advance of the semester, amounts received from grant and contract sponsors that have not yet been earned and advance ticket sales for athletic events.

## Compensated Absences

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

## Noncurrent Liabilities

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

## Pensions

The Virginia Retirement System (VRS) State Employee Retirement Plan and the Virginia Law Officers' System (VaLORS) Retirement Plan are single employer pension plans that are treated like cost-sharing plans. For the purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, pension expense, information about the fiduciary net position of the VRS State Employee Retirement Plan and the VaLORS Retirement Plan, as well as the additions to/deductions from the VRS State Retirement Plan's and the VaLORS Retirements Plan's net fiduciary position have been determined on the same basis as they were reported by VRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

## Other Postemployment Benefits

The Virginia Retirement System (VRS) Group Life Insurance Program is a multiple employer, cost-sharing plan. It provides coverage to state employees, teachers, and employees of participating political subdivisions. For purposes of measuring the net Group Life Insurance Program OPEB liability, deferred outflows of resources, deferred inflows of resources and OPEB expense, information about the fiduciary net position of the Virginia Retirement System (VRS) Group Life Insurance program OPEB and the additions to/deductions from the VRS Group Life Insurance Program OPEB's net fiduciary position have been determined on the same basis as they were reported by VRS. In addition, benefit payments are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

The Virginia Retirement System (VRS) State Employee Health Insurance Credit Program is a single employer plan that is presented as a multiple-employer, cost-sharing plan. For purposes of measuring the net State Employee Health Insurance Credit Program OPEB liability, deferred outflows of resources, deferred inflows of resources and OPEB expense, information about the fiduciary net position of the Virginia Retirement System (VRS) State Employee Health Insurance Credit Program; and the additions to/deductions from the VRS State Employee Health Insurance Credit Program's net fiduciary position have been determined on the same basis as they were reported by VRS. For this purpose, benefit payments are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

The Virginia Retirement System (VRS) Disability Insurance Program (Virginia Sickness and Disability Program) is a single employer plan that is presented as a multiple-employer, cost-sharing plan. For purposes of measuring the net Disability Insurance Program OPEB liability (asset), deferred outflows of resources, deferred inflows of resources and OPEB expense, information about the fiduciary net position of the Virginia Retirement System (VRS) Disability Insurance Program OPEB Plan and the additions to/deductions from the VRS Disability Insurance Program OPEB Plan's net fiduciary position have been determined on the same basis as they were reported by VRS. In addition, benefit payments are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

The Virginia Retirement System (VRS) Line of Duty Act Program (LODA) is a multiple-employer, cost-sharing plan. For purposes of measuring the net Line of Duty Act Program OPEB liability, deferred outflows of resources, deferred inflows of resources and OPEB expense, information about the fiduciary net position of the Virginia Retirement System (VRS) Line of Duty Act Program OPEB Plan and the additions to/deductions from the VRS Line of Duty Act Program OPEB Plan's net fiduciary position have been determined on the same basis as they were reported by VRS. In addition,



benefit payments are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Pre-Medicare Retiree Healthcare is a single-employer defined benefit OPEB plan that is treated like a cost-sharing plan for financial reporting purposes, and is administered by the Department of Human Resource Management. The employer does not pay a portion of the retirees' healthcare premium; however, since both active employees and retirees are included in the same pool for purposes of determining health insurance rates, this generally results in a higher rate for active employees. Therefore, the employer effectively subsidizes the costs of the participating retirees' healthcare through payment of the employer's portion of the premiums for active employees.

#### Deferred Inflows of Resources

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

#### Net Position

The University's net position is classified as follows:

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

Restricted Net Position – Nonexpendable – includes endowments and similar type assets whose use is limited by donors or other outside sources and as a condition of the gift, the principal is to be maintained in perpetuity.

Restricted Net Position – Expendable – represents funds that have been received for specific purposes and the University is legally or contractually obligated to spend the resources in accordance with restrictions imposed by external parties.

Unrestricted Net Position – represents resources derived from student tuition and fees, state appropriations, unrestricted gifts, interest income, and sales and services of educational departments and auxiliary enterprises. When an expense is incurred that can be paid using either restricted or unrestricted resources, the University's policy is to first apply the expense toward restricted resources, and then toward unrestricted.

#### Scholarship Allowances

Student tuition and fee revenues and certain other revenues from charges to students are reported net of scholarship allowances in the Statement of Revenues, Expenses, and Changes in Net Position. Scholarship allowances are the difference between the actual charge for goods and services provided by the University and the amount that is paid by students and/or third parties on the students' behalf. Financial aid to students is reported in the financial statements under the alternative method as prescribed by the National Association of College and University Business Officers (NACUBO). The alternative method is a simple calculation that computes scholarship discounts and allowances on a college-wide basis by allocating the cash payments to students, excluding payments for services, on the ratio of total aid to the aid not considered to be third party aid. Student financial assistance grants and other Federal, State or nongovernmental programs are recorded as either operating or non-operating revenues in the accompanying Statement of Revenues, Expenses, and Changes in Net Position. To the extent that revenues from these programs are used to satisfy tuition, fees, and other charges, the University has recorded a scholarship allowance.

#### Federal Financial Assistance Programs

The University participates in federally funded Pell Grants, Supplemental Educational Opportunity Grants (SEOG), Federal Work Study, Perkins Loans, and Direct Loans, which includes Stafford Loans, Parent Loans for Undergraduate Students (PLUS) and Graduate PLUS Loans. Federal programs are audited in accordance with 2 CFR 200, subpart F.

## Classification of Revenues and Expenses

The University presents its revenues and expenses as operating or non-operating based on the following criteria:

Operating revenues - includes activities that have the characteristics of exchange transactions, such as (1) student tuition and fees, net of scholarship allowances, (2) sales and services of auxiliary enterprises, (3) most Federal, State and Local grants and contracts and (4) interest on student loans.

Non-operating revenues - includes activities that have the characteristics of non-exchange transactions, such as gifts and contributions, and other revenue sources that are defined as non-operating revenues by GASB Statement No. 9, and GASB Statement No. 34, such as State appropriations and investment income.

Operating and Non-operating expenses - includes interest on debt related to the purchase of capital assets and losses on the disposal of capital assets. All other expenses are classified as operating expenses.

## 2. RESTATEMENT OF NET POSITION

Net position as previously reported at June 30, 2017	\$ 650,273,281
Implementation of GASB 75	
William & Mary	(62,837,301)
Virginia Institute of Marine Science	(9,275,670)
Richard Bland College	(2,938,871)
Richard Bland College	
Audit Adjustments	<u>(127,264)</u>
Net position at July 1, 2017	<u>\$ 575,094,175</u>

## 3. CASH, CASH EQUIVALENTS AND INVESTMENTS

### Cash and Cash Equivalents

Pursuant to Section 2.2-1800, et. seq., Code of Virginia, all state funds of the University are maintained by the Treasurer of Virginia, who is responsible for the collection, disbursement, custody and investment of State funds. Cash held by the University is maintained in accounts that are collateralized in accordance with the Virginia Securities for Public Deposits Act, Section 2.2-4400, et. seq. Code of Virginia with the exception of cash held by the University in foreign currency. The Virginia Security for Public Deposits Act eliminates any custodial credit risk for the University.

### Investments

The investment policy of the University is established by the Board of Visitors and monitored by the Board's Financial Affairs Committee. In accordance with the Board of Visitors' Resolution 6(R), November 16, 2001, Resolution 12(R) November 21-22, 2002, and as updated by the Board in April 2015 investments can be made in the following instruments: cash, U.S. Treasury and Federal agency obligations, commercial bank certificates of deposit, commercial paper, bankers' acceptances, corporate notes and debentures, money market funds, mutual funds, convertible securities and equities. Money market funds are cash equivalents and can be withdrawn anytime so they are presented at amortized cost.

## Credit Risk

Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. GASB Statement No. 40, *Deposit and Investment Risk Disclosures*, requires the disclosure of the credit quality rating on any investments subject to credit risk.

## Concentration of Credit Risk

Concentration of credit risk requires the disclosure by amount and issuer of any investments in any one issuer that represents five percent or more of total investments. Investments explicitly guaranteed by the U.S. government and investments in mutual funds or external investment pools and other pooled investments are excluded from this requirement. The University's investment policy does not limit the amount invested in U.S. Government or Agency Securities. As of June 30, 2018, the University had 5.02% of its total investments in the Federal National Mortgage Association.

## Custodial Credit Risk

Custodial credit risk is the risk that, in the event of failure of the counterparty, the University will not be able to recover the value of its investment or collateral securities that are in the possession of the outside party. All investments are registered and held in the name of the University and therefore, the University does not have this risk.

## Interest Rate Risk

The interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The University limits its exposure to interest rate risk by limiting its maximum maturity lengths of investments and structuring its portfolio to maintain adequate liquidity to ensure the University's ability to meet its operating requirements.

## Foreign Currency Risk

Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or a deposit. The University had no investments in foreign currency but had foreign deposits in the amount of \$230,300 in British pounds and \$406,505 in Euros as of June 30, 2018.

## Fair Value Measurement

Certain assets and liabilities of the University are reflected in the accompanying financial statements at fair value. The University follows the provisions in GASB Statement 72, *Fair Value Measurement and Application*. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (an exit price). GASB 72 establishes a fair value hierarchy and specifies that the valuation techniques used to measure fair value shall maximize the use of observable inputs and minimize the use of unobservable inputs. Accordingly, the fair value hierarchy gives the highest priority to quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). The three levels of the fair value hierarchy under GASB 72 are described below:

*Level 1*—Quoted prices (unadjusted) in active markets for identical assets or liabilities that the University has the ability to access at the measurement date;

*Level 2*—Quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in inactive markets, or inputs other than quoted prices that are observable (directly or indirectly) for the asset or liability; and

*Level 3*—Prices, inputs or sophisticated modeling techniques, which are both significant to the fair value measurement and unobservable (supported by little or no market activity).

As required by GASB 72, assets and liabilities are classified within the level of the lowest significant input considered in determining fair value.

GASB 72 permits a governmental unit to establish the fair value of investments in non-governmental entities that do not have a readily determinable fair value by using the Net Asset Value (“NAV”) per share (or its equivalent), such as member units or an ownership interest in partners’ capital. The University uses the NAV or its equivalent as provided by the investment funds to value its investments in certain limited partnerships. Investments valued using the NAV or its equivalent are not categorized within the fair value hierarchy.

The University categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The following table presents investments as of June 30, 2018:

Investments Measured at Fair Value

	<u>6/30/2018</u>	<u>Level 1</u>	<u>Level 2</u>
Investments by Fair Value Level			
Debt Securities			
Corporate Bonds	\$ 29,408,380	\$ -	\$ 29,408,380
Commercial Paper	2,536,748	-	2,536,748
Agency Unsecured Bonds and Notes	10,571,684	-	10,571,684
Agency Mortgage Backed Securities	16,208,278	-	16,208,278
Mutual Funds	495,262	495,262	-
Fixed Income and Comingled Funds	<u>29,699,233</u>	<u>29,699,233</u>	<u>-</u>
Total Debt Securities	<u>88,919,585</u>	<u>30,194,495</u>	<u>58,725,090</u>
Equity Securities			
Common and Preferred Stocks	4,276,111	4,276,111	-
Equity Index	9,550,171	9,550,171	-
Equity Index and Pooled Funds	33,764,353	33,764,353	-
Real Estate	<u>1,730,166</u>	<u>1,730,166</u>	<u>-</u>
Total Equity Securities	<u>49,320,801</u>	<u>49,320,801</u>	<u>-</u>
Total Investments by Fair Value level	<u>138,240,386</u>	<u>79,515,296</u>	<u>58,725,090</u>
Other - Rare Coin	280		
Investments measured at the Net Asset Value (NAV)			
Equity Hedge Long/Short	1,266,990		
Diversified Event Driven	508,492		
Managed Futures/Commodities	788,881		
Relative Value	2,477,989		
Private Equity	554,251		
Funds in Liquidation	<u>12,285</u>		
Total Investments measured at the NAV	<u>5,608,888</u>		
Total Investments	<u>\$ 143,849,554</u>		

Securities traded on U.S. or foreign exchanges are valued at the last reported sales price or, if there are no sales, at the latest bid quotation. Mutual funds and exchange traded funds listed on U.S. or foreign exchanges are valued at the closing net asset value; mutual funds not traded on national exchanges are valued in good faith at the pro-rata interest in

the net assets of these entities. Short-term government and agency bonds and notes are valued based on market driven observations and securities characteristics including ratings, coupons and redemptions. The values of limited partnerships are determined in good faith at the pro-rata interest in the net assets of these entities. Investments held by these entities are valued at prices which approximate fair value. The estimated fair value of certain investments in the underlying entities, which may include private placements and other securities for which values are not readily available, are determined in good faith by the investment advisors or third party administrators of the respective entities and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. These investments are valued using valuation techniques such as the market approach, income approach, and cost approach. The estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments, and these differences could be material.

The following table summarizes liquidity provisions related to the University's investments measured at Net Asset Value:

Investments Measured at NAV

	<u>Fair Value</u>	<u>Unfunded Commitments</u>	<u>Redemption Frequency</u>	<u>Redemption Notice Period</u>
Equity Hedge Long/Short	\$ 1,266,990	\$ -	Monthly, Quarterly	35-95 days
Diversified Event Driven	508,492	-	Quarterly	95 days
Managed Futures/Commodities	788,881	-	Monthly	10-65 days
Relative Value	2,477,989	-	Quarterly, Semi-Annual	65-100 days
Private Equity	554,251	899,217	Illiquid	
Funds in Liquidation	<u>12,285</u>	<u>-</u>	Illiquid	
Total Investments measured at NAV	<u>\$ 5,608,888</u>	<u>\$ 899,217</u>		

Interest Rate Risk: Maturities

<u>Type of Investment</u>	<u>June 30, 2018</u>	<u>Less than 1 year</u>	<u>1-5 years</u>	<u>6-10 years</u>
Agency unsecured bonds and notes:				
Federal Home Loan Bank	\$ 1,186,104	-	1,186,104	-
Federal Home Loan Mortgage Corp	3,147,712	1,665,112	1,482,600	-
Federal National Mortgage Assn	4,938,752	2,991,540	1,947,212	-
United States Treasury Notes	1,299,116	1,299,116	-	-
Agency mortgage backed securities:				
Federal Home Loan Mortgage Corp	7,144,848	2,450,981	-	4,693,867
Federal National Mortgage Assn	9,063,430	2,050,628	-	7,012,802
Commercial Paper	2,536,748	2,536,748	-	-
Corporate Bonds	29,408,380	28,159,569	1,248,811	-
Fixed Income and Commingled Funds	29,699,233	-	29,699,233	-
Mutual and money market funds:				
Money market	13,088,368	13,088,368	-	-
Mutual funds - Green Funds	105,888	105,888	-	-
Mutual funds - Wells Fargo	389,373	-	389,373	-
State non-arbitrage program	<u>23,148,227</u>	<u>23,148,227</u>	<u>-</u>	<u>-</u>
	<u>\$ 125,156,179</u>	<u>\$ 77,496,177</u>	<u>\$ 35,953,333</u>	<u>\$ 11,706,669</u>

## Credit & Concentration of Credit Risks

	<u>June 30, 2018</u>	<u>Moody's</u> <u>Credit Rating</u>	<u>S&amp;P Credit</u> <u>Rating</u>	<u>Unrated</u>
<u>Cash Equivalents</u>				
Money market	\$ 13,088,368	\$ -	\$ -	\$13,088,368
Commercial Paper	547,204	-	-	547,204
State non-arbitrage program - AAAm	23,148,227	-	23,148,227	-
Securities lending	<u>5,921</u>	<u>-</u>	<u>-</u>	<u>5,921</u>
Total cash equivalents	<u>36,789,720</u>	<u>-</u>	<u>23,148,227</u>	<u>13,641,493</u>
<u>Investments</u>				
Agency unsecured bonds and notes:				
Federal Home Loan Bank - AAA	\$ 1,186,104	\$ -	\$ 1,186,104	\$ -
Federal Home Loan Mortgage Corp - AAA	3,147,712	-	3,147,712	-
Federal National Mortgage Assn - AAA	4,938,752	-	4,938,752	-
United States Treasury Notes - AAA	1,299,116	-	1,299,116	-
Agency mortgage backed securities:				
Federal Home Loan Mortgage Corp	7,144,848	-	-	7,144,848
Federal National Mortgage Assn	9,063,430	-	-	9,063,430
Commercial Paper	2,536,748	-	-	2,536,748
Corporate Bonds:				
Aa2	1,195,542	1,195,542	-	-
Aa3	4,194,960	4,194,960	-	-
A1	10,167,732	10,167,732	-	-
A2	8,324,307	8,324,307	-	-
A3	5,525,840	5,525,840	-	-
Fixed Income and Commingled Funds	29,699,233	-	-	29,699,233
Mutual funds:				
Green Funds	105,888	-	-	105,888
Wells Fargo	<u>389,373</u>	<u>-</u>	<u>-</u>	<u>389,373</u>
Total investments	<u>88,919,584</u>	<u>\$ 29,408,380</u>	<u>\$ 10,571,684</u>	<u>\$ 48,939,520</u>
<u>Other Investments</u>				
Other	54,939,689			
Rare coins	280			
Property held as investment for endowments	<u>6,600</u>			
Total other investments	<u>54,946,569</u>			
Total cash equivalents and investments	<u>\$ 180,655,873</u>			

#### 4. DONOR RESTRICTED ENDOWMENTS

Investments of the University's endowment funds are pooled and consist primarily of gifts and bequests, the use of which is restricted by donor imposed limitations. The Uniform Management of Institutional Funds Act, Code of Virginia Title 55, Chapter 15 sections 268.1-268.10, permits the spending policy adopted by the Board of Visitors to appropriate an amount of realized and unrealized endowment appreciation as the Board determines to be prudent. In determining the amount of appreciation to appropriate, the Board is required by the Act to consider such factors as long- and short-term needs of the institution, present and anticipated financial requirements, expected total return on investments, price level trends, and general economic conditions. The amount available for spending is determined by applying the payout percentage to the average market value of the investment portfolio for the three previous calendar year-ends. The payout percentage is reviewed and adjusted annually as deemed prudent.

The University, at FY18 year-end, had a net appreciation of \$15,440,383 which is available to be spent and is reported in the Statement of Net Position in the following categories: Restricted Expendable for Scholarships and Fellowships - \$8,440,343, Restricted Expendable for Capital Projects - \$205,402, Restricted Expendable for Research - \$71,082, Restricted Expendable for Departmental Uses - \$5,367,088 and Unrestricted - \$1,356,468. The amount for Capital Projects was reclassified to Unrestricted because the total net position for Restricted Expendable for Capital Projects was negative for the University.

#### 5. ACCOUNTS AND NOTES RECEIVABLES

Receivables include transactions related to accounts and notes receivable and are shown net of allowance for doubtful accounts for the year ending June 30, 2018 as follows:

Accounts receivable consisted of the following at June 30, 2018:

Student Tuition and Fees	\$ 3,361,839
Auxiliary Enterprises	603,601
Federal, State and Non-Governmental Grants & Contracts	8,993,788
Other Activities	<u>2,057,829</u>
Gross Receivables	15,017,057
Less: allowance for doubtful accounts	<u>(2,432)</u>
Net Receivables	<u><u>\$ 15,014,625</u></u>

Notes receivable consisted of the following at June 30, 2018:

Current portion:	
Federal student loans and promissory notes	<u><u>\$ 419,206</u></u>
Non-current portion:	
Federal student loans and promissory notes	\$ 2,186,886
Less: allowance for doubtful accounts	<u>(120,437)</u>
Net non-current notes receivable	<u><u>\$ 2,066,449</u></u>

## 6. CAPITAL ASSETS

A summary of changes in the various capital asset categories for the year ending June 30, 2018 consists of the following:

	Beginning Balance	Beginning Balance Adjustments	Additions	Reductions	Ending Balance
Non-depreciable capital assets:					
Land	\$ 25,350,793	\$ -	\$ -	\$ (264,026)	\$ 25,086,767
Inexhaustible artwork and Historical treasures	76,179,388	-	104,703	-	76,284,091
Construction in Progress	<u>20,262,312</u>	<u>-</u>	<u>56,913,185</u>	<u>(18,304,315)</u>	<u>58,871,182</u>
Total non-depreciable capital assets	<u>121,792,493</u>	<u>-</u>	<u>57,017,888</u>	<u>(18,568,341)</u>	<u>160,242,040</u>
Depreciable capital assets:					
Buildings	911,571,259	-	17,504,200	-	929,075,459
Equipment	84,646,980	(521,016)	4,284,517	(1,669,958)	86,740,523
Infrastructure	82,353,537	-	91,535	-	82,445,072
Other improvements	13,708,960	(74,153)	363,218	-	13,998,025
Library Materials	69,154,406	-	934,011	(483,250)	69,605,167
Computer software	<u>6,120,087</u>	<u>(29,500)</u>	<u>2,489,761</u>	<u>-</u>	<u>8,580,348</u>
Total depreciable capital assets	<u>1,167,555,229</u>	<u>(624,669)</u>	<u>25,667,242</u>	<u>(2,153,208)</u>	<u>1,190,444,594</u>
Less accumulated depreciation for:					
Buildings	267,097,226	-	25,036,404	-	292,133,630
Equipment	52,918,436	(290,690)	5,456,217	(1,374,113)	56,709,850
Infrastructure	38,165,727	-	1,786,601	-	39,952,328
Other improvements	6,402,222	(74,153)	670,647	-	6,998,716
Library Materials	62,721,047	-	1,252,985	(483,250)	63,490,782
Computer software	<u>5,236,673</u>	<u>(29,500)</u>	<u>835,471</u>	<u>-</u>	<u>6,042,644</u>
Total accumulated depreciation	<u>432,541,331</u>	<u>(394,343)</u>	<u>35,038,325</u>	<u>(1,857,363)</u>	<u>465,327,950</u>
Depreciable capital assets, net	<u>735,013,898</u>	<u>(230,326)</u>	<u>(9,371,083)</u>	<u>(295,845)</u>	<u>725,116,644</u>
Total capital assets, net	<u>\$ 856,806,391</u>	<u>\$ (230,326)</u>	<u>\$ 47,646,805</u>	<u>\$ (18,864,186)</u>	<u>\$ 885,358,684</u>



## Capitalization of Library Books

The methods employed to value the general collections of W&M's Earl Gregg Swem Library, W&M's Marshall-Wythe Law Library, VIMS' Hargis Library, and RBC Library are based on average cost determined by each library. The average cost of the Swem Library purchases of books was \$43.46 for FY18. The average cost of the Law Library purchases of books was \$89.41 for FY18. Special collections maintained by each library are valued at historical cost or acquisition value. The average cost of library books purchased for VIMS was \$51.70 for FY18. The average cost of library books purchased for RBC was \$20.06 for FY18. The changes reflected in the valuation are due to the recognition of depreciation in accordance with GASB Statements No. 34 and 35, as well as purchases, donations and disposals.

## 7. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following at June 30, 2018:

### Current Liabilities:

Employee salaries, wages, and fringe benefits payable	\$ 27,690,576
Vendors and supplies accounts payable	4,829,088
Capital projects accounts and retainage payable	6,386,193
Accrued interest payable	<u>2,725,168</u>
Total current liabilities-accounts payable and accrued liabilities	<u><u>\$ 41,631,025</u></u>

## 8. COMMITMENTS

At June 30, 2018, outstanding construction commitments totaled approximately \$95,467,363.

Commitments also exist under various operating leases for buildings, equipment and computer software. In general, the leases are for one to three year terms with renewal options on the buildings, equipment and certain computer software for additional one-year terms. In most cases, these leases will be replaced by similar leases. William & Mary has also entered into one twenty-year lease for space in the Applied Science Research Center Building at the Jefferson Center for Research and Technology in Newport News, Virginia. Rental expense for the fiscal year ending June 30, 2018, was \$4,001,048.

As of June 30, 2018, the following total future minimum rental payments are due under the above leases:

<u>Year Ending June 30, 2018</u>	<u>Amount</u>
2019	\$ 1,602,573
2020	1,495,460
2021	1,288,272
2022	193,478
2023	12,567
	<hr/>
Total	<u><u>\$ 4,592,350</u></u>

## 9. LONG-TERM LIABILITIES

The University's long-term liabilities consist of long-term debt (further described in Note 10), and other long-term liabilities. A summary of changes in long-term liabilities for the year ending June 30, 2018 is presented as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Current Portion</u>
Installment Purchases	\$ 3,036,865	\$ -	\$ (491,534)	\$ 2,545,331	\$ 452,488
Capital Leases Payable	21,519,594	120,583	(613,107)	21,027,070	810,043
Other long-term obligations	658,768	-	-	658,768	38,070
Notes Payable	148,510,926	27,775,001	(11,239,943)	165,045,984	10,065,000
Bonds Payable	<u>70,655,261</u>	<u>-</u>	<u>(5,063,837)</u>	<u>65,591,424</u>	<u>4,174,027</u>
 Total long-term debt	 244,381,414	 27,895,584	 (17,408,421)	 254,868,577	 15,539,628
 Perkins Loan Fund Balance	 2,395,816	 -	 (89,491)	 2,306,325	 -
Accrued compensated absences	11,202,243	11,583,350	(11,202,243)	11,583,350	11,021,378
Software licenses	1,418,117	450,068	(719,122)	1,149,063	577,934
Net Pension Liability	129,482,000		(14,455,000) *	115,027,000	-
Net OPEB Liabilities	<u>82,048,281</u>	<u>-</u>	<u>(7,451,770) *</u>	<u>74,596,511</u>	<u>-</u>
 Total long-term liabilities	 <u>\$ 470,927,871</u>	 <u>\$ 39,929,002</u>	 <u>\$ (51,326,047)</u>	 <u>\$ 459,530,826</u>	 <u>\$27,138,940</u>

\* net decrease is shown

## 10. LONG-TERM DEBT

### Bonds Payable

William & Mary's bonds are issued pursuant to Section 9 of Article X of the Constitution of Virginia. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the University and are backed by the full faith, credit and taxing power of the Commonwealth and are issued to finance capital projects which, when completed, will generate revenue to repay the debt. Listed below are the bonds outstanding at year-end:

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Fiscal year Maturity</u>	<u>Balance as of June 30, 2018</u>
Section 9(c) bonds payable:			
Dormitory, Series 2009C	4.000	2021	\$ 373,723
Dormitory, Series 2009C	4.000	2022	1,367,437
Dormitory, Series 2009D	5.000	2022	1,355,000
Renovate Residence Halls, Series 2010A2	2.950 - 4.400	2030	2,960,000
Dormitory, Series 2012A	5.000	2024	779,720
Dormitory, Series 2013A	2.000 - 5.000	2033	3,820,000
Dormitory, Series 2013B	4.000	2026	844,462
Dormitory, Series 2014A	3.000 - 5.000	2034	7,800,000
Dormitory, Series 2014B	5.000	2020	633,033
Dormitory, Series 2015A	3.000 - 5.000	2035	<u>9,925,000</u>
Renovation of Dormitories			29,858,375
Graduate Housing, Series 2009D	5.000	2022	1,040,000
Graduate Housing, Series 2013B	4.000	2026	1,200,361
Graduate Housing, Series 2015B	4.000 - 5.000	2028	<u>1,482,414</u>
Graduate Housing			3,722,775
Construct New Dormitory, Series 2010A2	2.950 - 4.400	2030	1,345,000
Construct New Dormitory, Series 2011A	2.200 - 5.000	2031	10,885,000
Construct New Dormitory, Series 2013A	2.000 - 5.000	2033	<u>7,185,000</u>
Construct New Dormitory			19,415,000
Renovate Commons Dining Hall, Series 2009D	5.000	2022	2,235,000
Renovate Commons Dining Hall, Series 2012A	5.000	2024	1,289,537
Renovate Commons Dining Hall, Series 2013B	4.000	2026	<u>1,389,450</u>
Commons Dining Hall			4,913,987
RBC Student Housing Conversion 2016A	3.000 - 5.000	2036	2,380,000
Total bonds payable			60,290,137
Unamortized premiums (discounts)			<u>5,301,286</u>
Net bonds payable			<u>\$ 65,591,423</u>

#### Notes Payable

Section 9(d) bonds, issued through the Virginia College Building Authority's Pooled Bond Program, are backed by pledges against the general revenues of William & Mary and are issued to finance other capital projects. The principal and interest on bonds and notes are secured by the net income of specific auxiliary activities or from designated fee allocations. The following are notes outstanding at year-end:

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Fiscal year Maturity</u>	<u>Outstanding Balance as of June 30, 2018</u>
Section 9(d) Bonds:			
Barksdale Dormitory, Series 2010B	5.000	2021	\$ 345,000
Barksdale Dormitory, Series 2012A	5.000	2024	365,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2025	4,865,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2025	5,665,000
Barksdale Dormitory, Series 2014B	4.000	2026	980,000
Barksdale Dormitory, Series 2014B	5.000	2024	640,000
Barksdale Dormitory, Series 2016A	3.000	2027	375,000
Barksdale Dormitory			<u>13,235,000</u>
Parking Deck, Series 2010B	5.000	2021	730,000
Parking Deck, Series 2012A	5.000	2024	770,000
Parking Deck, Series 2012A	3.000 - 5.000	2025	1,040,000
Parking Deck, Series 2012A	3.000 - 5.000	2025	2,810,000
Parking Deck, Series 2014B	4.000	2026	485,000
Parking Deck			<u>5,835,000</u>
Recreation Sports Center, Series 2010B	5.000	2021	165,000
Recreation Sports Center, Series 2012A	5.000	2024	180,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	3,440,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	1,095,000
Recreation Sports Center, Series 2014B	4.000	2026	190,000
Recreation Sports Center			<u>5,070,000</u>
Improve Athletics Facilities, Series 2012A	3.000 - 5.000	2025	1,480,000
Improve Athletics Facilities, Series 2014B	4.000	2026	260,000
Improve Athletics Facilities, Series 2014B	5.000	2024	245,000
Improve Athletics Facilities, Series 2016A	3.000	2027	150,000
Improve Athletics Facilities II, Series 2013A&B	2.000 - 5.000	2034	1,380,000
Improve Athletics Facilities II, Series 2017A	2.125 - 5.000	2038	2,145,000
Improve Athletics Facilities			<u>5,660,000</u>
Marshall-Wythe Library, Series 2014B	5.000	2020	255,000
Law School Library, Series 2010B	5.000	2021	200,000
Law School Library, Series 2012A	5.000	2024	220,000
Law School Library, Series 2014B	4.000 - 5.000	2026	1,640,000
Law School Renovations, Series 2013A&B	2.000 - 5.000	2034	5,850,000
Law School Library, Series 2016A	3.000 - 5.000	2028	525,000
Law School Library			<u>8,690,000</u>
Magnet Facility, Series 2010B	5.000	2021	440,000
Magnet Facility, Series 2012A	5.000	2024	455,000
Magnet Facility			<u>895,000</u>

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Fiscal year Maturity</u>	<u>Outstanding Balance as of June 30, 2018</u>
School of Business, Series 2014B	4.000 - 5.000	2026	10,575,000
School of Business, Series 2016A	3.000 - 5.000	2028	<u>3,425,000</u>
School of Business			14,000,000
Integrated Science Center, Series 2009A	3.250 - 5.000	2021	660,000
Integrated Science Center, Series 2014B	4.000 - 5.000	2026	5,545,000
Integrated Science Center, Series 2015B	3.000 - 5.000	2029	3,755,000
Integrated Science Center, Series 2016A	3.000 - 5.000	2028	<u>1,800,000</u>
Integrated Science Center			11,760,000
Cooling Plant & Utilities, Series 2009B	5.000	2020	1,075,000
Cooling Plant & Utilities, Series 2010A1&A2	3.750 - 5.500	2031	8,145,000
Cooling Plant & Utilities, Series 2016A	3.000 - 5.000	2030	<u>7,360,000</u>
Cooling Plant & Utilities			16,580,000
Power Plant Renovations, Series 2014B	4.000 - 5.000	2026	2,175,000
Power Plant Renovations, Series 2016A	3.000 - 5.000	2028	<u>700,000</u>
Power Plant Renovations			2,875,000
Busch Field Astroturf Replacement, Series 2009B	5.000	2020	130,000
Busch Field Astroturf Replacement, Series 2016A	3.000 - 5.000	2030	<u>860,000</u>
Busch Field Astroturf			990,000
Improve Aux Facilities Project 2017A	2.125 - 5.000	2038	8,030,000
West Utilities Plant 2017A	2.125 - 5.000	2038	13,840,000
Williamsburg Hospital/School of Education 2014B	5.000	2024	800,000
Williamsburg Hospital/School of Education, 2016A	3.000	2027	<u>470,000</u>
Williamsburg Hospital/School of Education			1,270,000
J. Laycock Football Facility, Series 2014B	5.000	2024	1,840,000
J. Laycock Football Facility, Series 2016A	3.000	2027	<u>1,100,000</u>
J. Laycock Football Facility			2,940,000
Residence Hall Fire Safety Systems, Series 2014B	5.000	2024	640,000
Residence Hall Fire Safety Systems, Series 2016A	3.000	2027	<u>375,000</u>
Residence Hall Fire Safety Systems			1,015,000
Ash Lawn-Highland Barn, Series 2010A1&A2	3.750 - 5.500	2031	565,000
Expand Sadler Center, Series 2012B	3.000 - 5.000	2033	5,955,000
Expand Sadler Center, Series 2013A&B	2.000 - 5.000	2034	<u>865,000</u>
Sadler Center			6,820,000
One Tribe Place, Series 2013A&B	2.000 - 5.000	2034	19,810,000

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Fiscal year Maturity</u>	<u>Outstanding Balance as of June 30, 2018</u>
Integrative Wellness Center 2015A	3.000 - 5.000	2036	9,005,000
RBC Student Housing Conversion 2017A	5.000	2038	1,545,000
Total 9(d) bonds			150,430,000
Unamortized premiums (discounts)			14,615,984
Net notes payable			<u>\$ 165,045,984</u>

#### Installment Purchases

At June 30, 2018, installment purchases consist of the current and long-term portions of obligations resulting from various contracts used to finance energy performance contracts and the acquisition of equipment. The lengths of purchase agreements range from two to fifteen years, and the interest rate charges are from 3.1 to 4.7 percent. The outstanding balance of installment purchases as of June 30, 2018 is \$2,545,331.

#### Capital Leases

Richard Bland College (RBC) has entered into a thirty year capital lease with Richard Bland College Foundation (RBCF) for the provision of a student housing complex with two dormitories on the RBC campus. RBC has accounted for the acquisition of the complex and its furniture and equipment as a capital lease, and therefore has recorded the facility and furnishings as depreciable capital assets and has also recorded a corresponding lease liability in long-term debt on the Statement of Net Position. The RBC student housing complex is included in depreciable capital assets in the amount of \$24,148,380. Accumulated amortization on the assets acquired under the capital lease is included with depreciation expense in the Statement of Revenues, Expenses and Changes in Net Position. The outstanding balance of the lease liability as of June 30, 2018 is \$20,802,630. RBC has also recorded an Other Long-Term Obligation which is payable to RBCF for repayment of the bonds for the dormitories for the amount due on the bonds which is greater than the total fair value of assets received. The outstanding balance as of June 30, 2018 is \$658,768. William & Mary has entered into Capital Lease agreements for the purchase of printers and copiers. The outstanding balance of these agreements as of June 30, 2018 is \$224,440.

Long-term debt matures as follows:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>BAB Interest Subsidy</u>	<u>Net Interest</u>
2019	\$ 15,539,628	\$ 9,235,914	\$ 196,894	\$ 9,039,020
2020	16,236,088	8,532,329	189,953	8,342,376
2021	16,679,824	7,812,412	178,665	7,633,747
2022	16,944,621	7,031,472	166,559	6,864,913
2023	17,348,758	6,216,656	153,575	6,063,081
2024-2028	81,862,231	19,999,809	535,277	19,464,532
2029-2033	48,294,988	7,605,826	88,405	7,517,421
2034-2038	21,844,089	1,356,126	-	1,356,126
2039-2043	201,079	2,413	-	2,413
Unamortized premiums	19,917,271			
Total	<u>\$254,868,577</u>	<u>\$ 67,792,957</u>	<u>\$ 1,509,328</u>	<u>\$ 66,283,629</u>

The interest subsidies for the Build America Bonds (BAB) being paid to the University by the Federal Government are subject to change in future years. In the event of a reduction or elimination of the subsidies, the University would be responsible for paying the full interest due on the BAB bonds.

#### Prior Year Defeasance of Debt

The Commonwealth of Virginia, on behalf of the University, issued bonds in previous and current fiscal years for which the proceeds were deposited into irrevocable trusts with escrow agents to provide for all future debt service on the refunded bonds. Accordingly, the trust account assets and the related liability for the defeased bonds are not included in the University's financial statements. At June 30, 2018, \$11,940,000 of the defeased bonds was outstanding.

### 11. EXPENSES BY NATURAL CLASSIFICATIONS

The following table shows a classification of expenses both by function as listed in the Statement of Revenues, Expenses, and Change in Net Position and by natural classification which is the basis for amounts shown in the Statement of Cash Flow.

	Salaries, Wages and Fringe Benefits	Services and Supplies	Scholarships and Fellowships	Plant and Equipment	Depreciation	Total
Instruction	123,836,109	9,440,007	2,017,879	1,815,685	-	137,109,680
Research	38,172,532	14,713,612	1,375,851	2,226,330	-	56,488,325
Public service	9,055	27,709	295	675	-	37,734
Academic support	29,046,861	4,069,349	102,637	4,699,379	-	37,918,226
Student services	10,415,773	7,311,433	102,199	62,979	-	17,892,384
Institutional support	38,765,777	6,372,903	356,461	789,273	-	46,284,414
Operation and maintenance of plant	5,543,096	21,237,986	13,551	2,185,969	-	28,980,602
Scholarships and related expenses	2,733,694	752,974	14,190,133	362	-	17,677,163
Auxiliary enterprises	26,378,140	59,674,605	432,215	2,717,856	-	89,202,816
Depreciation	-	-	-	-	35,038,325	35,038,325
Other	195,718	175,047	50	375	-	371,190
Total	275,096,755	123,775,625	18,591,271	14,498,883	35,038,325	467,000,859

## 12. STATE APPROPRIATIONS

The following is a summary of state appropriations received by W&M, VIMS and RBC including all supplemental appropriations and reversions from the General Fund of the Commonwealth.

Chapter 836 - 2017 Acts of Assembly (Educational and General Programs)		\$ 68,756,735
Student financial assistance		5,191,166
Supplemental appropriations:		
Prior Year Reappropriations	536,991	
VIVA libraries	21,254	
Marine Science Resources and Environmental Research	160,501	
Central Appropriations transfers	3,204,095	
Biomedical research	75,000	
VMSDP	31,275	
Clinical Faculty Grant	47,470	
Commonwealth Technology Research Grants	35,500	
VITA rate adjustments	<u>1,300</u>	4,113,386
Reductions:		
Central appropriation distribution benefit changes		<u>(2,817)</u>
Appropriations as adjusted		<u><u>\$ 78,058,470</u></u>



### 13. COMPONENT UNIT FINANCIAL INFORMATION

The University has nine component units – The College of William & Mary Foundation, the Marshall-Wythe School of Law Foundation, the Alumni Association, the William & Mary Athletic Educational Foundation, the William & Mary School of Business Foundation, the Virginia Institute of Marine Science Foundation, the William & Mary Real Estate Foundation, the Richard Bland College Foundation and the Intellectual Property Foundation. These organizations are separately incorporated entities and other auditors examine the related financial statements. Summary financial statements and related disclosures follow for eight of the component units. As stated in Note 1, the activity of the Intellectual Property Foundation is blended with the University beginning in FY13; therefore, it is not included in the presentation of component unit financial information.

Summary of Statement of Net Position - Component Units

	The College of William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association
<b>ASSETS</b>				
Current assets				
Cash and cash equivalents	\$ 14,364,276	\$ 3,675,425	\$ 1,858,691	\$ 601,392
Investments	26,286,326	-	2,788,337	-
Pledges receivable, net - current portion	3,690,436	980,532	3,512,564	68,847
Receivables, net	738,085	14,141	88,211	744,808
Inventories	-	-	-	3,964
Prepays	325,220	5,847	29,238	29,010
Due from the University	210,557	-	119,106	290
Other assets	-	-	-	-
Total current assets	45,614,900	4,675,945	8,396,147	1,448,311
Non-current assets				
Restricted cash and cash equivalents	2,179	6,269,407	2,139,395	-
Restricted investments	310,010,364	38,029,505	49,261,965	828,722
Restricted other assets	155,143,259	478,434	1,455,233	-
Investments	281,134,272	7,044,968	-	7,717,252
Pledges receivable, net	16,043,734	1,501,320	7,404,614	131,550
Capital assets, nondepreciable	9,459,221	325,127	-	-
Capital assets, net of accumulated depreciation	5,994,089	2,175	5,353	79,181
Due from the University	-	-	-	-
Other assets	2,348,766	-	-	-
Total non-current assets	780,135,884	53,650,936	60,266,560	8,756,705
Total assets	825,750,784	58,326,881	68,662,707	10,205,016
<b>LIABILITIES</b>				
Current liabilities				
Accounts payable and accrued expenses	318,008	92,995	39,564	124,195
Deferred revenue	32,957	127,390	4,738	67,387
Deposits held in custody for others	283,029	-	19,147	-
Long-term liabilities - current portion	722,238	-	-	-
Due to the University	136,722	-	-	1,390
Other liabilities	-	-	-	47,301
Total current liabilities	1,492,954	220,385	63,449	240,273
Non-current liabilities				
Other long-term liabilities	722,627	281,600	-	-
Long-term liabilities	28,209,410	-	-	-
Total liabilities	30,424,991	501,985	63,449	240,273
<b>NET POSITION</b>				
Restricted for:				
Nonexpendable:				
Scholarships and fellowships	129,329,159	8,299,878	2,492,114	-
Research	9,771,632	-	1,037,500	-
Loans	-	-	24,230	-
Departmental uses	114,481,940	8,509,453	33,800,473	-
Other	205,437,409	-	127,449	-
Expendable:				
Scholarships and fellowships	104,806,336	9,741,420	2,673,798	-
Research	6,003,451	-	229,453	-
Capital projects	20,987,231	5,354,659	485,458	-
Loans	-	-	89,644	-
Departmental uses	132,597,621	14,388,055	23,843,455	985,522
Other	34,238,396	884,750	71,199	-
Net investment in capital assets	6,212,746	327,302	5,353	79,181
Unrestricted	31,459,872	10,319,379	3,719,132	8,900,040
Total net position	\$ 795,325,793	\$ 57,824,896	\$ 68,599,258	\$ 9,964,743

William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total Component Units
\$ 4,344,119	\$ 343,608	\$ 142,401	\$ 4,096,209	\$ 29,426,121
-	-	-	-	29,074,663
913,048	268,144	501,600	-	9,935,171
-	-	-	64,464	1,649,709
-	-	-	-	3,964
-	-	-	32,547	421,862
14,635	-	1,168,308	-	1,512,896
-	-	49,428	-	49,428
5,271,802	611,752	1,861,737	4,193,220	72,073,814
-	680,643	348,592	-	9,440,216
-	13,648,458	5,397,122	-	417,176,136
-	-	-	44,739	157,121,665
1,178,053	1,432,795	-	-	298,507,340
874,651	3,921,570	-	-	29,877,439
-	-	-	6,006,863	15,791,211
-	-	-	14,248,924	20,329,722
-	-	20,689,944	-	20,689,944
-	-	-	12,052	2,360,818
2,052,704	19,683,466	26,435,658	20,312,578	971,294,491
7,324,506	20,295,218	28,297,395	24,505,798	1,043,368,305
-	-	-	-	-
-	-	105,255	215,316	895,333
70,121	-	-	98,072	400,665
-	-	-	-	302,176
-	-	713,394	447,615	1,883,247
1,000	-	-	57,954	197,066
-	-	-	-	47,301
71,121	-	818,649	818,957	3,725,788
-	-	-	-	1,004,227
-	-	20,689,944	12,505,390	61,404,744
71,121	-	21,508,593	13,324,347	66,134,759
-	-	4,279,680	-	144,400,831
-	13,520,226	-	-	24,329,358
-	-	-	-	24,230
-	-	-	-	156,791,866
-	-	-	-	205,564,858
-	-	-	-	117,221,554
-	-	-	-	6,232,904
-	-	-	-	26,827,348
-	-	-	-	89,644
5,861,373	4,847,436	-	-	182,523,462
-	-	1,683,330	44,739	36,922,414
-	-	-	7,302,782	13,927,364
1,392,012	1,927,556	825,792	3,833,930	62,377,713
\$ 7,253,385	\$ 20,295,218	\$ 6,788,802	\$ 11,181,451	\$ 977,233,546

Summary of Statement of Revenues, Expenses, and Changes in Net Position - Component Units

	The College of William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association
Operating revenues:				
Gifts and contributions	\$ 6,714,701	\$ 4,459,186	\$ 12,630,363	\$ 1,143,519
Other	3,236,718	564,496	1,397,047	852,263
Total operating revenues	9,951,419	5,023,682	14,027,410	1,995,782
Operating expenses:				
Instruction	5,429,113	2,626,776	169,854	-
Research	535,326	-	-	-
Public service	21,664	57,220	506,338	-
Academic support	2,066,891	755,146	251,465	-
Student services	132,976	21,578	432,123	-
Institutional support	9,770,571	605,468	1,735,105	271,989
Operation and maintenance of plant	2,839,041	1,160,529	11,406	-
Scholarships & fellowships	9,037,612	1,696,834	899,467	-
Auxiliary enterprises	869,411	-	14,866	-
Depreciation	511,563	2,342	2,475	8,994
Hospitals	-	-	-	-
Independent operations	-	-	-	-
Other	1,505,334	-	18,800	1,740,692
Total operating expenses	32,719,502	6,925,893	4,041,899	2,021,675
Operating gain/(loss)	(22,768,083)	(1,902,211)	9,985,511	(25,893)
Non-operating revenues and expenses:				
Net investment revenue (expense)	45,763,632	3,614,190	3,883,113	419,761
Interest on capital asset related debt	(277,270)	-	-	-
Other non-operating revenue	3,789,951	-	-	-
Other non-operating expense	-	-	(430,797)	-
Net non-operating revenues	49,276,313	3,614,190	3,452,316	419,761
Income before other revenues	26,508,230	1,711,979	13,437,827	393,868
Other revenues:				
Capital grants and contributions	9,162,948	-	46,347	-
Additions to permanent endowments	20,182,471	1,105,327	1,058,816	-
Net other revenues	29,345,419	1,105,327	1,105,163	-
Change in net position, before transfers	55,853,649	2,817,306	14,542,990	393,868
Contribution between Foundations	(829,918)	(2,349)	25,520	401,863
Transfers	(829,918)	(2,349)	25,520	401,863
Change in net position	55,023,731	2,814,957	14,568,510	795,731
Net position - beginning of year	740,302,062	55,009,939	54,030,748	9,169,012
Net position - end of year	\$ 795,325,793	\$ 57,824,896	\$ 68,599,258	\$ 9,964,743

William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total Component Units
\$ 5,076,852	\$ 1,100,510	\$ 819,657	\$ 734,000	\$ 32,678,788
424,522	-	1,307,321	2,043,379	9,825,746
5,501,374	1,100,510	2,126,978	2,777,379	42,504,534
-	130,149	-	-	8,355,892
-	374,767	-	-	910,093
-	38,863	-	-	624,085
-	84,431	-	-	3,157,933
-	-	-	-	586,677
716,132	601,685	184,587	754,344	14,639,881
-	-	15,092	-	4,026,068
-	184,658	247,800	-	12,066,371
6,380,239	-	-	430,611	7,695,127
-	-	-	413,076	938,450
-	-	-	-	-
-	-	-	506,740	506,740
-	199,922	1,046,351	-	4,511,099
7,096,371	1,614,475	1,493,830	2,104,771	58,018,416
(1,594,997)	(513,965)	633,148	672,608	(15,513,882)
79,561	1,220,185	783,388	7,913	55,771,743
-	-	-	-	(277,270)
-	-	-	-	3,789,951
-	-	-	-	(430,797)
79,561	1,220,185	783,388	7,913	58,853,627
(1,515,436)	706,220	1,416,536	680,521	43,339,745
-	-	-	-	9,209,295
-	483,775	208,352	-	23,038,741
-	483,775	208,352	-	32,248,036
(1,515,436)	1,189,995	1,624,888	680,521	75,587,781
(3,905)	-	-	408,789	-
(3,905)	-	-	408,789	-
(1,519,341)	1,189,995	1,624,888	1,089,310	75,587,781
8,772,726	19,105,223	5,163,914	10,092,141	901,645,765
\$ 7,253,385	\$ 20,295,218	\$ 6,788,802	\$ 11,181,451	\$ 977,233,546

## Investments

Each component unit holds various investments based on the investment policies established by the governing board of the individual foundation. The following table shows the various investment types held by each component unit.

	The College of William & Mary Foundation	Marshall- Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	Total
Mutual and money market funds	\$ 4,986,754	\$ 49,076	\$ -	\$ 8,545,974	\$ 21,053	\$ -	\$ 5,397,122	\$ 18,999,979
U.S. treasury and agency securities	27,521,905	-	5,296,691	-	-	-	-	32,818,596
Common and preferred stocks	417,628	-	1,051,308	-	-	-	-	1,468,936
Notes receivable	1,350,000	-	-	-	-	-	-	1,350,000
Pooled investments	581,526,009	45,025,397	45,099,639	-	-	15,081,253	-	686,732,298
Real estate	987,982	-	-	-	-	-	-	987,982
Other	640,684	-	602,664	-	1,157,000	-	-	2,400,348
Total Investments	<u>\$ 617,430,962</u>	<u>\$ 45,074,473</u>	<u>\$ 52,050,302</u>	<u>\$ 8,545,974</u>	<u>\$ 1,178,053</u>	<u>\$ 15,081,253</u>	<u>\$ 5,397,122</u>	<u>\$ 744,758,139</u>

## Pledges Receivable

Unconditional promises to give (pledges) are recorded as receivables and revenues and are assigned net asset categories in accordance with donor imposed restrictions. Pledges expected to be collected within one year are recorded at net realizable value. Pledges that are expected to be collected in future years are recorded at net present value of their estimated future cash flows. The discounts on these amounts are computed using risk free interest rates applicable to the years in which the payments will be received. The foundations record an allowance against pledges receivable for estimated uncollectible amounts. The William & Mary Real Estate Foundation did not have any pledges receivable at year end.

	The College of William & Mary Foundation	Marshall- Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association Foundation	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	Total
Total pledges receivable	\$ 23,023,902	\$ 2,730,395	\$ 11,723,412	\$ 200,397	\$ 2,312,504	\$ 4,719,089	\$ 501,600	\$ 45,211,299
Less:								
Allowance for uncollectibles	(702,460)	(173,395)	(31,600)	-	(379,912)	-	-	(1,287,367)
Discounting to present value	(2,587,272)	(75,148)	(774,634)	-	(144,893)	(529,375)	-	(4,111,322)
Net pledges receivable	19,734,170	2,481,852	10,917,178	200,397	1,787,699	4,189,714	501,600	39,812,610
Less:								
Current pledges receivable	(3,690,436)	(980,532)	(3,512,564)	(68,847)	(913,048)	(268,144)	(501,600)	(9,935,171)
Total non-current pledges receivable	<u>\$ 16,043,734</u>	<u>\$ 1,501,320</u>	<u>\$ 7,404,614</u>	<u>\$ 131,550</u>	<u>\$ 874,651</u>	<u>\$ 3,921,570</u>	<u>\$ -</u>	<u>\$ 29,877,439</u>

## Capital Assets

	The College of William & Mary Foundation	Marshall- Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association	William & Mary Athletic Educational Foundation	William & Mary Real Estate Foundation	Total
Nondepreciable:							
Land	\$ 3,365,927	\$ 262,916	\$ -	\$ -	\$ -	\$ 5,414,153	\$ 9,042,996
Construction in progress	-	-	-	-	-	592,710	592,710
Historical treasures and inexhaustable works of art	6,093,294	62,211	-	-	-	-	6,155,505
Total nondepreciable capital assets	<u>\$ 9,459,221</u>	<u>\$ 325,127</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,006,863</u>	<u>\$ 15,791,211</u>
Depreciable:							
Building	\$ 7,420,855	\$ -	\$ -	\$ 384,914	\$ -	\$ 16,020,858	\$ 23,826,627
Equipment, vehicles and furniture	7,443,093	84,722	13,162	385,203	47,901	180,184	8,154,265
Improvements, other than building	338,138	-	-	-	-	-	338,138
	15,202,086	84,722	13,162	770,117	47,901	16,201,042	32,319,030
Less accumulated depreciation	(9,207,997)	(82,547)	(7,809)	(690,936)	(47,901)	(1,952,118)	(11,989,308)
Total depreciable capital assets	<u>\$ 5,994,089</u>	<u>\$ 2,175</u>	<u>\$ 5,353</u>	<u>\$ 79,181</u>	<u>\$ -</u>	<u>\$ 14,248,924</u>	<u>\$ 20,329,722</u>

## Long-term Liabilities

	The College of William & Mary Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total
Compensated absences	\$ 232,974	\$ -	\$ -	\$ 232,974
Notes payable	929,404	-	9,005,004	9,934,408
Bonds payable	8,060,079	21,403,338	3,948,001	33,411,418
Trust & Annuity Obligations	2,499,439	-	-	2,499,439
Other liabilities	17,209,752	-	-	17,209,752
Total long-term liabilities	28,931,648	21,403,338	12,953,005	63,287,991
Less current portion	722,238	713,394	447,615	1,883,247
Total long-term liabilities	<u>\$ 28,209,410</u>	<u>\$ 20,689,944</u>	<u>\$ 12,505,390</u>	<u>\$ 61,404,744</u>

## THE COLLEGE OF WILLIAM & MARY FOUNDATION

### Long-term Liabilities

During the fiscal year ended June 30, 2009, the Foundation entered into a borrowing arrangement with SunTrust Bank in the amount of \$2,636,140 for renovation of the University's Admissions Office. The terms of the loan were revised during the fiscal year ended June 30, 2011. Under the revised terms, interest accrues at a rate of 4.99% and is payable monthly. Principal is payable annually over a ten-year term, with the final amount due on February 1, 2021. SunTrust is granted a security interest in all deposits and investments maintained with SunTrust and any of its affiliates. The terms of the note require the Foundation to maintain at all times unrestricted and temporarily restricted net assets in excess of 200% of the Foundation's total funded debt. The balance outstanding at June 30, 2018 and 2017 was \$929,404 and \$1,210,234, respectively. Interest paid during the fiscal years ended June 30, 2018 and 2017, on the loans was \$55,390 and \$71,425, respectively.

The Foundation and its affiliates are in compliance with all debt covenants.

### Bonds Payable

In December 2011, the Economic Development Authority of James City County, Virginia ("Authority") issued a revenue refunding bond in the amount of \$8,090,000 ("Series 2011 Bond"), and loaned the proceeds to the Foundation and College of William & Mary Foundation Ventures ("Obligors"). The Series 2011 Bond was acquired by SunTrust Bank, as Series 2011 Bondholder. Proceeds from sale of the Series 2011 Bond were used to redeem bonds issued in December 2006 by the Authority to finance the cost of property acquisition, construction and equipping of a three-story building in New Town in James City County, Virginia, for use by the Foundation, CWMF Ventures or the University. The Series 2011 Bond bears interest at a fixed rate of 2.96% per annum through December 31, 2017. As of January 1, 2018, the series 2011 Bonds bore interest at a fixed rate of 3.59752% per annum, subject to the put rights of the Series 2011 Bondholder. The Series 2011 Bondholder has the option to tender the Series 2011 Bond for payment on December 1, 2021, the first optional put date, unless extended under the terms of the loan agreement to not earlier than December 1, 2026. An additional extension may be made to not earlier than December 1, 2031. The final maturity date is December 1, 2036. The Obligors are required to maintain assets so that on each June 30, unrestricted and temporarily restricted net assets shall exceed 200% of the total funded debt of the Obligors.

The Foundation is in compliance with all bond covenants.

## MARSHALL-WYTHE SCHOOL OF LAW FOUNDATION

### Law Library Bond Issuance

The construction and renovations of the Wolf Law Library at the Marshall-Wythe School of Law were funded by proceeds allocated to the Marshall-Wythe School of Law from William & Mary's 2007A(9D) Bond Issue ("Bond"). The Foundation makes principal and interest payments to the University on the Bond using private contributions restricted for the Law Library addition. However, the Bond was issued to and in the name of the University, and the Foundation is not obligated to make these debt service payments.

Bond payments made to the University totaled \$1,160,529, including principal and interest, in 2018 and are included in law school bond payments on the Foundation's statement of activities.



## RICHARD BLAND COLLEGE FOUNDATION, INC.

### Bonds Payable

During December 2006, the Foundation entered into loan agreements with the Industrial Development Authorities (“Authorities”) of Dinwiddie County, Virginia, Isle of Wight, Virginia, Prince George County, Virginia and Sussex County, Virginia to borrow the proceeds of the Authorities' \$27,000,000 Series 2006 Revenue Bonds (Richard Bland College Foundation Student Housing Facilities). The loan was refinanced in October 2012 to lower the interest rate charged to the Foundation. The loan agreement interest rate was 4.23% and refinanced to 2.40%. The interest rate will adjust at the 10-year anniversary of the refinancing and every 5 years thereafter at 70% of the 5-year U. S. Treasury Note plus 120 basis points. The bonds are due November 5, 2038. The primary purpose of this loan is to refund and redeem in full the outstanding principal amount of the Authorities' \$27,000,000 Series 2006 Revenue Bonds (Richard Bland College Foundation Student Housing Facilities), the proceeds of which were used to finance the costs of construction and equipping of a student housing facility located in Dinwiddie, Virginia.

In 2017 the Foundation amended the bond notes with Towne Bank to adjust the payments from February and August to May and October to better align with revenue streams.

### Investment in Direct Financing Lease

The Foundation has an investment in a direct financing lease in connection with its long-term leasing arrangement with the College. The terms of the lease include the leasing of a student housing facility located in Dinwiddie, Virginia originally constructed by the Foundation for the College. The lease is due in semi-annual installments and expires in August 2038.

## WILLIAM & MARY REAL ESTATE FOUNDATION

### Tribe Square

The Foundation leases the Tribe Square student housing to the University pursuant to a lease agreement dated August 1, 2011 for a five-year term ending June 30, 2016, with an automatic renewal for an additional five-year term ending on June 30, 2021. Annual base rent is \$459,816, payable in two equal installments on September 1 and March 1 of each lease year. The base rent may be increased annually by a percentage equal to the increase in the Consumer Price Index. In no event shall the base rent be less than the base rent payable for the preceding year. Rental income received under this lease was \$499,261 and \$491,399 for 2018 and 2017, respectively.

### Discovery II

The property is being leased to the University for use as office space under an agreement with an initial lease term ending June 30, 2018 with the right to renew the lease for up to five additional consecutive one-year terms. The University exercised the lease option during 2018 to extend the lease period through June 30, 2019. Annual base rent is \$382,200, payable in 12 equal installments, with each monthly installment due on the first business day of the month. The base rent may be increased annually by two percent. Rental income received under this lease was \$413,706 and \$405,594 for 2018 and 2017, respectively.

### Richmond Hall

The property is being leased to the University for use under an agreement with an initial lease term ending July 31, 2022 and the option to renew for five renewal terms of one year each. Annual base rent of \$1,176,861, payable in two equal semiannual installments on September 1 and March 1 of each year. The base rent may be increased annually by a percentage equal to the increase in the Consumer Price Index. In no event shall the base rent be less than the base rent payable for the preceding year. Rental income received under this lease was \$1,078,789 for 2018.

### Construction Project

The Foundation had an outstanding construction project for the Jewish Community Center in the amount of \$1,686,000 of which \$435,909 was paid as of June 30, 2018 and \$156,801 was accrued in accounts payable at June 30, 2018. Substantial completion is expected no later than November 2018.

During 2018, the College of William & Mary Foundation reimbursed the Foundation \$408,789 for construction costs related to the Center, which is recorded in the financial statements as contributions from the College of William and Foundation.

### Bonds Payable

The Foundation obtained a tax-exempt student housing facilities revenue bond, dated September 16, 2011, twenty-five (25) year term. The bond bears interest at a fixed rate of 3.75%. Required monthly payments of principal and interest total \$25,855. The outstanding principal balance is \$4,077,748 at June 30, 2018.

The bond was issued through the Economic Development Authority of the City of Williamsburg for a principal amount of \$5 million. The proceeds of this bond were used to finance the costs to acquire, construct, and equip the student apartment portion of Tribe Square, and pay certain expenses of issuing the bond. The bond is secured by the rents and revenues of Tribe Square, and the property itself.

The bond, which is bank held, has an option for the bank to require the Foundation to repurchase the bond once the bond is 10 years past the issuance date. If this option is exercised the Foundation would pay the aggregate unpaid principal plus accrued interest through the date of such payment. The bank must give the Foundation 120 days' notice prior to the tender date if this option is exercised.

### Promissory Note

The Foundation obtained a promissory note, dated June 3, 2013, ten (10) year term. The note bears interest at a fixed rate of 3.22%. Required monthly payments of principal and interest total \$18,007. The outstanding principal balance is \$3,169,853 at June 30, 2018.

The promissory note was issued through a private lender for a principal amount of \$3,689,000. The proceeds of this note were used to finance the costs to acquire Discovery II, and pay certain expenses of issuing the note. The note is secured by the rents and revenues of Discovery II, and substantially all of the assets of WMREF Ventures, a subsidiary of the Foundation. A balloon payment in the amount of \$2,570,410 is due at note maturity on June 1, 2023.

The Foundation obtained a promissory note August 4, 2017, five (5) year term. The note bears interest at a fixed rate of 2.65%. Required monthly payments of principal and interest total \$27,373. The outstanding principal balance is \$5,857,363 at June 30, 2018.

The promissory note was issued through a private lender for a principal amount of \$6,000,000. The proceeds of this note were used to repay a line of credit issued May 2017 with a principal amount of \$4,000,000 and to finance the costs for the renovation and remodeling of Richmond Hall. The note requires certain covenants to be met. At June 30, 2018, the Foundation was in compliance with these covenants. A balloon installment payment for all unpaid principal and the interest is due at note maturity on August 4, 2022. Amounts outstanding are collateralized by the Foundation's deposits with the lender.

## 14. RETIREMENT PLANS

### Optional Retirement Plan

Full-time faculty and certain administrative staff may participate in a retirement annuity program through various optional retirement plans other than the Virginia Retirement System. This is a fixed-contribution program where the retirement benefits received are based upon the employer's contributions of approximately 10.4 percent or 8.5 percent depending on whether the employee is in Plan 1 or Plan 2, plus interest and dividends. Plan 1 consists of employees who became a member prior to July 1, 2010. Plan 2 consists of employees who became a member on or after July 1, 2010.

Individual contracts issued under the plan provide for full and immediate vesting of contributions of William & Mary, including the Virginia Institute of Marine Science, and Richard Bland College and their employees. Total pension costs under this plan were \$10,031,271 for the year ended June 30, 2018. Contributions to the optional retirement plans were calculated using the base salary amount of \$103,577,138 for fiscal year 2018. William & Mary, which includes the Virginia Institute of Marine Science, and Richard Bland College's total payroll for fiscal year 2018 was \$212,350,061.

### Deferred Compensation

Employees of the University are employees of the Commonwealth of Virginia. State employees may participate in the Commonwealth's Deferred Compensation Plan. Participating employees can contribute to the plan each pay period with the Commonwealth matching up to \$20 per pay period. The dollar amount of the match can change depending on the funding available in the Commonwealth's budget. The Deferred Compensation Plan is a qualified defined contribution plan under Section 401(a) of the Internal Revenue Code. Employer contributions under the Deferred Compensation Plan were approximately \$747,503 for fiscal year 2018.

### General Information about the Pension Plan

#### Plan Description

All full-time, salaried permanent employees of state agencies are automatically covered by the VRS State Employee Retirement Plan or the VaLORS Retirement Plan upon employment. These plans are administered by the Virginia Retirement System (the System) along with plans for other employer groups in the Commonwealth of Virginia. Members earn one month of service credit for each month they are employed and for which they and their employer pay contributions to VRS. Members are eligible to purchase prior service, based on specific criteria as defined in the *Code of Virginia*, as amended. Eligible prior service that may be purchased includes prior public service, active military service, certain periods of leave, and previously refunded service.

The System administers three different benefit structures for covered employees in the VRS State Employee Retirement Plan – Plan 1, Plan 2 and Hybrid and two different benefit structures for covered employees in the VaLORS Retirement Plan – Plan 1 and Plan 2. Each of these benefit structures has different eligibility criteria. The specific information for each plan and the eligibility for covered groups within each plan are set out in the table below:

RETIREMENT PLAN PROVISIONS BY PLAN STRUCTURE		
PLAN 1	PLAN 2	HYBRID RETIREMENT PLAN
<b>About Plan 1</b> Plan 1 is a defined benefit plan. The retirement benefit is based on a member's age, creditable service and average final	<b>About Plan 2</b> Plan 2 is a defined benefit plan. The retirement benefit is based on a member's age, creditable service and average final compensation at	<b>About the Hybrid Retirement Plan</b> The Hybrid Retirement Plan combines the features of a defined benefit plan and a

compensation at retirement using a formula.	retirement using a formula.	<p>defined contribution plan.</p> <ul style="list-style-type: none"> <li>• The defined benefit is based on a member's age, creditable service and average final compensation at retirement using a formula.</li> <li>• The benefit from the defined contribution component of the plan depends on the member and employer contributions made to the plan and the investment performance of those contributions.</li> <li>• In addition to the monthly benefit payment payable from the defined benefit plan at retirement, a member may start receiving distributions from the balance in the defined contribution account, reflecting the contributions, investment gains or losses, and any required fees.</li> </ul>
<p><b>Eligible Members</b> Employees are in Plan 1 if their membership date is before July 1, 2010, and they were vested as of January 1, 2013, and they have not taken a refund.</p> <p><b>Hybrid Opt-In Election</b> VRS non-hazardous duty covered Plan 1 members were allowed to make an irrevocable decision to opt into the Hybrid Retirement Plan during a special election window held January 1 through April 30, 2014.</p> <p>The Hybrid Retirement Plan's effective date for eligible Plan 1 members who opted in was July 1, 2014.</p> <p>If eligible deferred members returned to work during the election window, they were also</p>	<p><b>Eligible Members</b> Employees are in Plan 2 if their membership date is on or after July 1, 2010, or their membership date is before July 1, 2010, and they were not vested as of January 1, 2013.</p> <p><b>Hybrid Opt-In Election</b> Eligible Plan 2 members were allowed to make an irrevocable decision to opt into the Hybrid Retirement Plan during a special election window held January 1 through April 30, 2014.</p> <p>The Hybrid Retirement Plan's effective date for eligible Plan 2 members who opted in was July 1, 2014.</p> <p>If eligible deferred members returned to work during the election window, they were also eligible to opt into the Hybrid</p>	<p><b>Eligible Members</b> Employees are in the Hybrid Retirement Plan if their membership date is on or after January 1, 2014. This includes:</p> <ul style="list-style-type: none"> <li>• State employees*</li> <li>• Members in Plan 1 or Plan 2 who elected to opt into the plan during the election window held January 1-April 30, 2014; the plan's effective date for opt-in members was July 1, 2014</li> </ul> <p><b>*Non-Eligible Members</b> Some employees are not eligible to participate in the Hybrid Retirement Plan. They include:</p> <ul style="list-style-type: none"> <li>• Members of the Virginia Law Officers' Retirement System (VaLORS)</li> </ul> <p>Those employees eligible for an optional retirement plan (ORP) must elect the ORP plan or the Hybrid Retirement Plan. If these members have prior service under Plan 1 or Plan 2, they are</p>

<p>eligible to opt into the Hybrid Retirement Plan.</p> <p>Members who were eligible for an optional retirement plan (ORP) and had prior service under Plan 1 were not eligible to elect the Hybrid Retirement Plan and remain as Plan 1 or ORP.</p>	<p>Retirement Plan.</p> <p>Members who were eligible for an optional retirement plan (ORP) and have prior service under Plan 2 were not eligible to elect the Hybrid Retirement Plan and remain as Plan 2 or ORP.</p>	<p>not eligible to elect the Hybrid Retirement Plan and must select Plan 1 or Plan 2 (as applicable) or ORP.</p>
<p><b>Retirement Contributions</b></p> <p>State employees, excluding state elected officials, and optional retirement plan participants, contribute 5% of their compensation each month to their member contribution account through a pre-tax salary reduction. Member contributions are tax-deferred until they are withdrawn as part of a retirement benefit or as a refund. The employer makes a separate actuarially determined contribution to VRS for all covered employees. VRS invests both member and employer contributions to provide funding for the future benefit payment.</p>	<p><b>Retirement Contributions</b></p> <p>State employees contribute 5% of their compensation each month to their member contribution account through a pre-tax salary reduction.</p>	<p><b>Retirement Contributions</b></p> <p>A member's retirement benefit is funded through mandatory and voluntary contributions made by the member and the employer to both the defined benefit and the defined contribution components of the plan. Mandatory contributions are based on a percentage of the employee's creditable compensation and are required from both the member and the employer. Additionally, members may choose to make voluntary contributions to the defined contribution component of the plan, and the employer is required to match those voluntary contributions according to specified percentages.</p>
<p><b>Creditable Service</b></p> <p>Creditable service includes active service. Members earn creditable service for each month they are employed in a covered position. It also may include credit for prior service the member has purchased or additional creditable service the member was granted. A member's total creditable service is one of the factors used to determine their eligibility for retirement and to calculate their retirement benefit. It also may count toward eligibility for the health insurance credit in retirement, if the employer offers the health</p>	<p><b>Creditable Service</b></p> <p>Same as Plan 1.</p>	<p><b>Creditable Service</b></p> <p><b><u>Defined Benefit Component:</u></b></p> <p>Under the defined benefit component of the plan, creditable service includes active service. Members earn creditable service for each month they are employed in a covered position. It also may include credit for prior service the member has purchased or additional creditable service the member was granted. A member's total creditable service is one of the factors used to determine their eligibility for retirement and to calculate their retirement benefit. It also may</p>

<p>insurance credit.</p>		<p>count toward eligibility for the health insurance credit in retirement, if the employer offers the health insurance credit.</p> <p><b><u>Defined Contributions Component:</u></b> Under the defined contribution component, creditable service is used to determine vesting for the employer contribution portion of the plan.</p>
<p><b>Vesting</b> Vesting is the minimum length of service a member needs to qualify for a future retirement benefit. Members become vested when they have at least five years (60 months) of creditable service. Vesting means members are eligible to qualify for retirement if they meet the age and service requirements for their plan. Members also must be vested to receive a full refund of their member contribution account balance if they leave employment and request a refund.</p> <p>Members are always 100% vested in the contributions that they make.</p>	<p><b>Vesting</b> Same as Plan 1.</p>	<p><b>Vesting</b> <b><u>Defined Benefit Component:</u></b> Defined benefit vesting is the minimum length of service a member needs to qualify for a future retirement benefit. Members are vested under the defined benefit component of the Hybrid Retirement Plan when they reach five years (60 months) of creditable service. Plan 1 or Plan 2 members with at least five years (60 months) of creditable service who opted into the Hybrid Retirement Plan remain vested in the defined benefit component.</p> <p><b><u>Defined Contributions Component:</u></b> Defined contribution vesting refers to the minimum length of service a member needs to be eligible to withdraw the employer contributions from the defined contribution component of the plan.</p> <p>Members are always 100% vested in the contributions that they make.</p> <p>Upon retirement or leaving covered employment, a member is eligible to withdraw a percentage of employer contributions to the defined contribution component of the plan, based on service.</p>

		<ul style="list-style-type: none"> <li>• After two years, a member is 50% vested and may withdraw 50% of employer contributions.</li> <li>• After three years, a member is 75% vested and may withdraw 75% of employer contributions.</li> <li>• After four or more years, a member is 100% vested and may withdraw 100% of employer contributions.</li> </ul> <p>Distribution is not required by law until age 70½.</p>
<p><b>Calculating the Benefit</b> The Basic Benefit is calculated based on a formula using the member's average final compensation, a retirement multiplier and total service credit at retirement. It is one of the benefit payout options available to a member at retirement.</p> <p>An early retirement reduction factor is applied to the Basic Benefit if the member retires with a reduced retirement benefit or selects a benefit payout option other than the Basic Benefit.</p>	<p><b>Calculating the Benefit</b> See definition under Plan 1.</p>	<p><b>Calculating the Benefit</b> <b><u>Defined Benefit Component:</u></b> See definition under Plan 1</p> <p><b><u>Defined Contribution Component:</u></b> The benefit is based on contributions made by the member and any matching contributions made by the employer, plus net investment earnings on those contributions.</p>
<p><b>Average Final Compensation</b> A member's average final compensation is the average of the 36 consecutive months of highest compensation as a covered employee.</p>	<p><b>Average Final Compensation</b> A member's average final compensation is the average of their 60 consecutive months of highest compensation as a covered employee.</p>	<p><b>Average Final Compensation</b> Same as Plan 2. It is used in the retirement formula for the defined benefit component of the plan.</p>
<p><b>Service Retirement Multiplier</b></p> <p><b>VRS:</b> The retirement multiplier is a factor used in the formula to determine a final retirement benefit. The retirement multiplier for non-hazardous duty members is 1.70%.</p>	<p><b>Service Retirement Multiplier</b></p> <p><b>VRS:</b> Same as Plan 1 for service earned, purchased or granted prior to January 1, 2013. For non-hazardous duty members the retirement multiplier is 1.65% for creditable service earned, purchased or granted on or after January 1, 2013.</p>	<p><b>Service Retirement Multiplier</b> <b><u>Defined Benefit Component:</u></b> <b>VRS:</b> The retirement multiplier for the defined benefit component is 1.00%.</p> <p>For members who opted into the Hybrid Retirement Plan from Plan 1 or Plan 2, the applicable multipliers for those plans will be used to calculate the</p>

<p><b>VaLORS:</b> The retirement multiplier for VaLORS employees is 1.70% or 2.00%.</p>	<p><b>VaLORS:</b> The retirement multiplier for VaLORS employees is 2.00%.</p>	<p>retirement benefit for service credited in those plans.</p> <p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Not applicable.</p>
<p><b>Normal Retirement Age</b> <b>VRS:</b> Age 65.</p> <p><b>VaLORS:</b> Age 60.</p>	<p><b>Normal Retirement Age</b> <b>VRS:</b> Normal Social Security retirement age.</p> <p><b>VaLORS:</b> Same as Plan 1.</p>	<p><b>Normal Retirement Age</b> <b><u>Defined Benefit Component:</u></b> <b>VRS:</b> Same as Plan 2.</p> <p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Members are eligible to receive distributions upon leaving employment, subject to restrictions.</p>
<p><b>Earliest Unreduced Retirement Eligibility</b> <b>VRS:</b> Age 65 with at least five years (60 months) of creditable service or at age 50 with at least 30 years of creditable service.</p> <p><b>VaLORS:</b> Age 60 with at least five years of creditable service or age 50 with at least 25 years of creditable service.</p>	<p><b>Earliest Unreduced Retirement Eligibility</b> <b>VRS:</b> Normal Social Security retirement age with at least five years (60 months) of creditable service or when their age and service equal 90.</p> <p><b>VaLORS:</b> Same as Plan 1.</p>	<p><b>Earliest Unreduced Retirement Eligibility</b> <b><u>Defined Benefit Component:</u></b> <b>VRS:</b> Normal Social Security retirement age and have at least five years (60 months) of creditable service or when their age and service equal 90.</p> <p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Members are eligible to receive distributions upon leaving employment, subject to restrictions.</p>
<p><b>Earliest Reduced Retirement Eligibility</b> <b>VRS:</b> Age 55 with at least five years (60 months) of creditable service or age 50 with at least 10 years of creditable service.</p>	<p><b>Earliest Reduced Retirement Eligibility</b> <b>VRS:</b> Age 60 with at least five years (60 months) of creditable service.</p>	<p><b>Earliest Reduced Retirement Eligibility</b> <b><u>Defined Benefit Component:</u></b> <b>VRS:</b> Age 60 with at least five years (60 months) of creditable service.</p>



<p><b>VaLORS:</b> 50 with at least five years of creditable service.</p>	<p><b>VaLORS:</b> Same as Plan 1.</p>	<p><b>VaLORS:</b> Not applicable.</p> <p><b><u>Defined Contribution Component:</u></b> Members are eligible to receive distributions upon leaving employment, subject to restrictions.</p>
<p><b>Cost-of-Living Adjustment (COLA) in Retirement</b> The Cost-of-Living Adjustment (COLA) matches the first 3% increase in the Consumer Price Index for all Urban Consumers (CPI-U) and half of any additional increase (up to 4%) up to a maximum COLA of 5%.</p> <p><b><u>Eligibility:</u></b> For members who retire with an unreduced benefit or with a reduced benefit with at least 20 years of creditable service, the COLA will go into effect on July 1 after one full calendar year from the retirement date.</p> <p>For members who retire with a reduced benefit and who have less than 20 years of creditable service, the COLA will go into effect on July 1 after one calendar year following the unreduced retirement eligibility date.</p> <p><b><u>Exceptions to COLA Effective Dates:</u></b> The COLA is effective July 1 following one full calendar year (January 1 to December 31) under any of the following circumstances:</p> <ul style="list-style-type: none"> <li>• The member is within five years of qualifying for an unreduced retirement benefit as of January 1, 2013.</li> <li>• The member retires on disability.</li> <li>• The member retires directly from short-term or long-term</li> </ul>	<p><b>Cost-of-Living Adjustment (COLA) in Retirement</b> The Cost-of-Living Adjustment (COLA) matches the first 2% increase in the CPI-U and half of any additional increase (up to 2%), for a maximum COLA of 3%.</p> <p><b><u>Eligibility:</u></b> Same as Plan 1</p> <p><b><u>Exceptions to COLA Effective Dates:</u></b> Same as Plan 1</p>	<p><b>Cost-of-Living Adjustment (COLA) in Retirement</b> <b><u>Defined Benefit Component:</u></b> Same as Plan 2.</p> <p><b><u>Defined Contribution Component:</u></b> Not applicable.</p> <p><b><u>Eligibility:</u></b> Same as Plan 1 and Plan 2.</p> <p><b><u>Exceptions to COLA Effective Dates:</u></b> Same as Plan 1 and Plan 2.</p>

<p>disability under the Virginia Sickness and Disability Program (VSDP).</p> <ul style="list-style-type: none"> <li>• The member is involuntarily separated from employment for causes other than job performance or misconduct and is eligible to retire under the Workforce Transition Act or the Transitional Benefits Program.</li> <li>• The member dies in service and the member's survivor or beneficiary is eligible for a monthly death-in-service benefit. The COLA will go into effect on July 1 following one full calendar year (January 1 to December 31) from the date the monthly benefit begins.</li> </ul>		
<p><b>Disability Coverage</b> Members who are eligible to be considered for disability retirement and retire on disability, the retirement multiplier is 1.7% on all service, regardless of when it was earned, purchased or granted.</p> <p>Most state employees are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p> <p>VSDP members are subject to a one-year waiting period before becoming eligible for non-work-related disability benefits.</p>	<p><b>Disability Coverage</b> Members who are eligible to be considered for disability retirement and retire on disability, the retirement multiplier is 1.65% on all service, regardless of when it was earned, purchased or granted.</p> <p>Most state employees are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p> <p>VSDP members are subject to a one-year waiting period before becoming eligible for non-work related disability benefits.</p>	<p><b>Disability Coverage</b> State employees (including Plan 1 and Plan 2 opt-ins) participating in the Hybrid Retirement Plan are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p> <p>Hybrid members (including Plan 1 and Plan 2 opt-ins) covered under VSDP are subject to a one-year waiting period before becoming eligible for non-work-related disability benefits.</p>
<p><b>Purchase of Prior Service</b> Members may be eligible to purchase service from previous public employment, active duty military service, an eligible period of leave or VRS refunded service as creditable service in their plan. Prior creditable service counts toward vesting,</p>	<p><b>Purchase of Prior Service</b> Same as Plan 1.</p>	<p><b>Purchase of Prior Service</b> <b><u>Defined Benefit Component:</u></b> Same as Plan 1, with the following exception:</p> <ul style="list-style-type: none"> <li>• Hybrid Retirement Plan members are ineligible for ported service.</li> </ul> <p><b><u>Defined Contribution</u></b></p>

eligibility for retirement and the health insurance credit. Only active members are eligible to purchase prior service. Members also may be eligible to purchase periods of leave without pay.		<b>Component:</b> Not applicable.
--	--	--------------------------------------

### Contributions

The contribution requirement for active employees is governed by §51.1-145 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Employees are required to contribute 5.00% of their compensation toward their retirement. Prior to July 1, 2012, the 5.00% member contribution was paid by the employer. Beginning July 1, 2012 state employees were required to pay the 5.00% member contribution and the employer was required to provide a salary increase equal to the amount of the increase in the employee-paid member contribution. Each state agency's contractually required employer contribution rate for the year ended June 30, 2018 was 13.49% of covered employee compensation for employees in the VRS State Employee Retirement Plan. For employees in the VaLORS Retirement Plan, the contribution rate was 21.05% of covered employee compensation. These rates were based on actuarially determined rates from an actuarial valuation as of June 30, 2015. The contribution rate for the VRS State Employee Retirement Plan also reflects the transfer in June 2016 of \$162,406,273 as an accelerated payback of the deferred contribution in the 2010-12 biennium. The contribution rate for the VaLORS Retirement Plan also reflects the transfer in June 2016 of \$16,491,559 as an accelerated payback of the deferred contribution in the 2010-12 biennium. The actuarially determined rate, when combined with employee contributions, was expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Contributions from the University to the VRS State Employee Retirement Plan were \$10,190,870 and \$9,383,353 for the years ended June 30, 2018 and June 30, 2017, respectively. Contributions from the University to the VaLORS Retirement Plan were \$217,273 and \$241,450 for the years ended June 30, 2018 and June 30, 2017, respectively.

### Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At June 30, 2018, the University reported a liability of \$112,835,000 for its proportionate share of the VRS State Employee Retirement Plan Net Pension Liability and a liability of \$2,192,000 for its proportionate share of the VaLORS Retirement Plan Net Pension Liability. The Net Pension Liability was measured as of June 30, 2017 and the total pension liability used to calculate the Net Pension Liability was determined by an actuarial valuation as of that date. The University's proportion of the Net Pension Liability was based on the University's actuarially determined employer contributions to the pension plan for the year ended June 30, 2017 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2017, the University's proportion of the VRS State Employee Retirement Plan was 1.48% for William & Mary, 0.33% for VIMS, and 0.13% for RBC as compared to 1.49% for William & Mary, 0.33% for VIMS, and 0.11% for RBC at June 30, 2016. At June 30, 2017, the University's proportion of the VaLORS Retirement Plan was 0.29% for William & Mary, and 0.05% for RBC as compared to 0.25% for William & Mary, and 0.03% for RBC at June 30, 2016.

For the year ended June 30, 2018, the University recognized pension expense of \$11,247,000 for the VRS State Employee Retirement Plan and \$241,000 for the VaLORS Retirement Plan. Since there was a change in proportionate share between June 30, 2016 and June 30, 2017 a portion of the pension expense was related to deferred amounts from changes in proportion and from differences between employer contributions and the proportionate share of employer contributions.

At June 30, 2018, the University reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

**VRS Retirement Plan**

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	239,000	3,415,000
Net difference between projected and actual earnings on pension plan investments	-	4,820,000
Change in assumptions	1,096,000	-
Changes in proportion and differences between Employer contributions and proportionate share of contributions	3,643,000	539,000
Employer contributions subsequent to the measurement date	10,190,870	-
Total	<u>\$ 15,168,870</u>	<u>\$ 8,774,000</u>

**VaLORS Retirement Plan**

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	7,000	6,000
Net difference between projected and actual earnings on pension plan investments	-	60,000
Change in assumptions	-	143,000
Changes in proportion and differences between Employer contributions and proportionate share of contributions	297,000	48,000
Employer contributions subsequent to the measurement date	217,273	-
Total	<u>\$ 521,273</u>	<u>\$ 257,000</u>

The University had \$10,408,143 reported as deferred outflows of resources related to pensions resulting from the University's contributions subsequent to the measurement date that will be recognized as a reduction of the Net Pension Liability in the Fiscal Year ending June 30, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense in future reporting periods as follows:

**Year ended June 30**

(\$ thousands)

	<u>VRS Retirement Plan</u>	<u>VaLORS Retirement Plan</u>
FY 2019	\$ (2,082)	\$ 6
FY 2020	\$ 1,410	\$ 81
FY 2021	\$ 115	\$ 1
FY 2022	\$ 3,239	\$ (41)
FY 2023	\$ -	\$ -

Actuarial Assumptions

The total pension liability for the VRS State Employee Retirement Plan was based on an actuarial valuation as of June 30, 2016, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2017.

Inflation	2.5 percent
Salary increases, including Inflation	3.5 percent – 5.35 percent
Investment rate of return	7.0 percent, net of pension plan investment expenses, including inflation*

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 7.0%. However, since the difference was minimal, and a more conservative 7.0% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 7.0% to simplify preparation of pension liabilities.

**Mortality rates:**

**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

**Post-Retirement:**

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

**Post-Disablement:**

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increase rate from 14% to 25%

The total pension liability for the VaLORS Retirement Plan was based on an actuarial valuation as of June 30, 2016, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2017.

Inflation	2.5 percent
Salary increases, including Inflation	3.5 percent – 4.75 percent
Investment rate of return	7.0 percent, net of pension plan investment expenses, including inflation*

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 7.0%. However, since the difference was minimal, and a more conservative 7.0% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 7.0% to simplify preparation of pension liabilities.

#### Mortality rates:

##### Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

##### Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 1 year.

##### Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decrease rate from 50% to 35%

### Net Pension Liability

The net pension liability (NPL) is calculated separately for each system and represents that particular system's total pension liability determined in accordance with GASB Statement No. 67, less that system's fiduciary net position. As of June 30, 2017, NPL amounts for the VRS State Employee Retirement Plan and the VaLORS Retirement Plan are as follows (amounts expressed in thousands):

	<b>State Employee Retirement Plan</b>	<b>VaLORS Retirement Plan</b>
Total Pension Liability	\$ 23,617,412	\$ 2,002,184
Plan Fiduciary Net Position	<u>17,789,888</u>	<u>1,345,887</u>
Employers' Net Pension Liability (Asset)	<u>\$ 5,827,524</u>	<u>\$ 656,297</u>
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	75.33%	67.22%

The total pension liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net pension liability is disclosed in accordance with the requirements of GASB Statement No. 67 in the System's notes to the financial statements and required supplementary information.

### Long-Term Expected Rate of Return

The long-term expected rate of return on pension System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of pension System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class (Strategy)</b>	<b>Target Allocation</b>	<b>Arithmetic Long-Term Expected Rate of Return</b>	<b>Weighted Average Long-Term Expected Rate of Return</b>
Public Equity	40.00%	4.54%	1.82%
Fixed Income	15.00%	0.69%	0.10%
Credit Strategies	15.00%	3.96%	0.59%
Real Assets	15.00%	5.76%	0.86%
Private Equity	15.00%	9.53%	1.43%
Total	<u>100.00%</u>		<u>4.80%</u>
	Inflation		<u>2.50%</u>
	* Expected arithmetic nominal return		<u>7.30%</u>

\* The above allocation provides a one-year return of 7.30%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 6.83%, including expected inflation of 2.50%.

#### Discount Rate

The discount rate used to measure the total pension liability was 7.00%. The projection of cash flows used to determine the discount rate assumed that System member contributions will be made per the VRS Statutes and the employer contributions will be made in accordance with the VRS funding policy at rates equal to the difference between actuarially determined contribution rates adopted by the VRS Board of Trustees and the member rate. Through the fiscal year ending June 30, 2019, the rate contributed by the state agency for the VRS State Employee Retirement Plan and the VaLORS Retirement Plan will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly. From July 1, 2019 on, all agencies are assumed to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total pension liability.

#### Sensitivity of the University's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the University's proportionate share of the VRS State Employee Retirement Plan net pension liability using the discount rate of 7.00%, as well as what the state agency's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate:



(\$ thousands)	<b>1.00% Decrease (6.00%)</b>	<b>Current Discount Rate (7.00%)</b>	<b>1.00% Increase (8.00%)</b>
The College of William and Mary's proportionate share of the VRS State Employee Retirement Plan Net Pension Liability	\$ 166,673	\$ 112,835	\$ 67,622

The following presents the University's proportionate share of the VaLORS Retirement Plan net pension liability using the discount rate of 7.00%, as well as what the state agency's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate:

(\$ thousands)	<b>1.00% Decrease (6.00%)</b>	<b>Current Discount Rate (7.00%)</b>	<b>1.00% Increase (8.00%)</b>
The College of William and Mary's proportionate share of the VaLORS Retirement Plan Net Pension Liability	\$ 3,058	\$ 2,192	\$ 1,476

#### Pension Plan Fiduciary Net Position

Detailed information about the VRS State Employee Retirement Plan's Fiduciary Net Position or the VaLORS Retirement Plan's Fiduciary Net Position is available in the separately issued VRS 2017 Comprehensive Annual Financial Report (CAFR). A copy of the 2017 VRS CAFR may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2017-annual-report.pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

#### Payables to the Pension Plan

The University reported \$386,968 in payables to VRS.

### 15. OTHER POSTEMPLOYMENT BENEFITS

The University participates in postemployment benefit programs that are sponsored by the Commonwealth and administered by the Virginia Retirement System. These programs include the Group Life Insurance Program, Virginia Sickness and Disability Program, Retiree Health Insurance Credit Program, and the Line of Duty Act Program. The University also participates in the Pre-Medicare Retiree Healthcare Plan, which is sponsored by the Commonwealth and administered by the Department of Human Resource Management.

#### General Information about the Group Life Insurance Program

##### Plan Description

All full-time, salaried permanent employees of the University are automatically covered by the VRS Group Life Insurance Program upon employment. This plan is administered by the Virginia Retirement System (the System), along with pensions and other OPEB plans, for public employer groups in the Commonwealth of Virginia.

In addition to the Basic Group Life Insurance benefit, members are also eligible to elect additional coverage for themselves as well as a spouse or dependent children through the Optional Group Life Insurance Program. For members who elect the optional group life insurance coverage, the insurer bills employers directly for the premiums. Employers deduct these premiums from members' paychecks and pay the premiums to the insurer. Since this is a separate and fully insured program, it is not included as part of the Group Life Insurance Program OPEB.

The specific information for Group Life Insurance Program OPEB, including eligibility, coverage and benefits is set out in the table below:

GROUP LIFE INSURANCE PROGRAM PLAN PROVISIONS
<p><b>Eligible Employees</b></p> <p>The Group Life Insurance Program was established July 1, 1960, for state employees, teachers and employees of political subdivisions that elect the program.</p> <p>Basic group life insurance coverage is automatic upon employment. Coverage ends for employees who leave their position before retirement eligibility or who take a refund of their member contributions and accrued interest.</p>
<p><b>Benefit Amounts</b></p> <p>The benefits payable under the Group Life Insurance Program have several components.</p> <ul style="list-style-type: none"> <li>• <b><u>Natural Death Benefit</u></b> – The natural death benefit is equal to the employee's covered compensation rounded to the next highest thousand and then doubled.</li> <li>• <b><u>Accidental Death Benefit</u></b> – The accidental death benefit is double the natural death benefit.</li> <li>• <b><u>Other Benefit Provisions</u></b> – In addition to the basic natural and accidental death benefits, the program provides additional benefits provided under specific circumstances. These include: <ul style="list-style-type: none"> <li>○ Accidental dismemberment benefit</li> <li>○ Safety belt benefit</li> <li>○ Repatriation benefit</li> <li>○ Felonious assault benefit</li> <li>○ Accelerated death benefit option</li> </ul> </li> </ul>
<p><b>Reduction in benefit Amounts</b></p> <p>The benefit amounts provided to members covered under the Group Life Insurance Program are subject to a reduction factor. The benefit amount reduces by 25% on January 1 following one calendar year of separation. The benefit amount reduces by an additional 25% on each subsequent January 1 until it reaches 25% of its original value.</p>
<p><b>Minimum Benefit Amount and Cost-of-Living Adjustment (COLA)</b></p> <p>For covered members with at least 30 years of creditable service, there is a minimum benefit payable under the Group Life Insurance Program. The minimum benefit was set at \$8,000 by statute. This amount is increased annually based on the VRS Plan 2 cost-of-living adjustment and is currently \$8,111.</p>

### Contributions

The contribution requirements for the Group Life Insurance Program are governed by §51.1-506 and §51.1-508 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies and school divisions by the Virginia General Assembly. The total rate for the Group Life Insurance Program was 1.31% of covered employee compensation. This was allocated into an employee and an employer component using a 60/40 split. The

employee component was 0.79% (1.31% X 60%) and the employer component was 0.52% (1.31% X 40%). Employers may elect to pay all or part of the employee contribution, however the employer must pay all of the employer contribution. Each employer's contractually required employer contribution rate for the year ended June 30, 2018 was 0.52% of covered employee compensation. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2015. The actuarially determined rate, when combined with employee contributions, was expected to finance the costs of benefits payable during the year, with an additional amount to finance any unfunded accrued liability. Contributions to the Group Life Insurance Program from the University were \$965,839 and \$913,644 for the years ended June 30, 2018 and June 30, 2017, respectively.

**GLI OPEB Liabilities, GLI OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the Group Life Insurance Program OPEB**

At June 30, 2018, the University reported a liability of \$14,527,000 for its proportionate share of the Net GLI OPEB Liability. The Net GLI OPEB Liability was measured as of June 30, 2017 and the total GLI OPEB liability used to calculate the Net GLI OPEB Liability was determined by an actuarial valuation as of that date. The University's proportion of the Net GLI OPEB Liability was based on the University's actuarially determined employer contributions to the Group Life Insurance Program for the year ended June 30, 2017 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2017, the University's proportion was 0.81% for William & Mary, 0.11% for VIMS, and 0.04% for RBC as compared to 0.80% for William & Mary, 0.12% for VIMS, and 0.03% for RBC at June 30, 2016.

For the year ended June 30, 2018, the University recognized GLI OPEB expense of \$199,000. Since there was a change in proportionate share between measurement dates, a portion of the GLI OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2018, the employer reported deferred outflows of resources and deferred inflows of resources related to the GLI OPEB from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	-	322,000
Net difference between projected and actual earnings on GLI OPEB program investments	-	546,000
Change in assumptions	-	748,000
Changes in proportion	235,000	30,000
Employer contributions subsequent to the measurement date	965,840	-
Total	<u>\$ 1,200,840</u>	<u>\$ 1,646,000</u>

The University had \$965,839 reported as deferred outflows of resources related to the GLI OPEB resulting from the University's contributions subsequent to the measurement date that will be recognized as a reduction of the Net GLI

OPEB Liability in the Fiscal Year ending June 30, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the GLI OPEB will be recognized in the GLI OPEB expense in future reporting periods as follows:

**Year ended June 30**

(\$thousands)

FY 2019	\$	(296)
FY 2020	\$	(295)
FY 2021	\$	(295)
FY 2022	\$	(296)
FY 2023	\$	(161)
Thereafter	\$	(68)

Actuarial Assumptions

The total GLI OPEB liability was based on an actuarial valuation as of June 30, 2016, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2017.

Inflation	2.5 percent
Salary increases, including inflation –	
General state employees	3.5 percent – 5.35 percent
VaLORS employees	3.5 percent – 4.75 percent

Investment rate of return	7.0 Percent, net of pension plan investment expenses, including inflation*
---------------------------	--

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 7.0%. However, since the difference was minimal, and a more conservative 7.0% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 7.0% to simplify preparation of the OPEB liabilities.

**Mortality rates – General State Employees**

**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

**Post-Retirement:**

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

**Post-Disablement:**

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

#### Mortality rates – VaLORS Employees

##### Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

##### Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

##### Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

#### Net GLI OPEB Liability

The net OPEB liability (NOL) for the Group Life Insurance Program represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of June 30, 2017, NOL amounts for the Group Life Insurance Program is as follows (amounts expressed in thousands):

**Group Life  
Insurance  
OPEB Program**

Total GLI OPEB Liability	\$ 2,942,426
Plan Fiduciary Net Position	<u>1,437,586</u>
Employers' Net GLI OPEB Liability (Asset)	<u>\$ 1,504,840</u>

Plan Fiduciary Net Position as a Percentage of the Total GLI OPEB Liability	48.86%
--	--------

The total GLI OPEB liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net GLI OPEB liability is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

**Long-Term Expected Rate of Return**

The long-term expected rate of return on the System's investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of System's investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class (Strategy)</b>	<b>Target Allocation</b>	<b>Arithmetic Long-Term Expected Rate of Return</b>	<b>Weighted Average Long-Term Expected Rate of Return</b>
Public Equity	40.00%	4.54%	1.82%
Fixed Income	15.00%	0.69%	0.10%
Credit Strategies	15.00%	3.96%	0.59%
Real Assets	15.00%	5.76%	0.86%
Private Equity	15.00%	9.53%	1.43%
Total	<u>100.00%</u>		<u>4.80%</u>
		Inflation	<u>2.50%</u>
		* Expected arithmetic nominal return	<u>7.30%</u>

\* The above allocation provides a one-year return of 7.30%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 6.83%, including expected inflation of 2.50%.

**Discount Rate**

The discount rate used to measure the total GLI OPEB liability was 7.00%. The projection of cash flows used to determine the discount rate assumed that member contributions will be made per the VRS guidance and the employer contributions will be made in accordance with the VRS funding policy at rates equal to the difference between

actuarially determined contribution rates adopted by the VRS Board of Trustees and the member rate. Through the fiscal year ending June 30, 2019, the rate contributed by the University for the GLI OPEB will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly. From July 1, 2019 on, employers are assumed to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the GLI OPEB's fiduciary net position was projected to be available to make all projected future benefit payments of eligible employees. Therefore the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total GLI OPEB liability.

#### Sensitivity of the University's Proportionate Share of the Net GLI OPEB Liability to Changes in the Discount Rate

The following presents the University's proportionate share of the net GLI OPEB liability using the discount rate of 7.00%, as well as what the employer's proportionate share of the net GLI OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate:

(\$thousands)	<b>1.00% Decrease (6.00%)</b>	<b>Current Discount Rate (7.00%)</b>	<b>1.00% Increase (8.00%)</b>
Employer's proportionate share of the Group Life Insurance Program	\$ 18,787	\$ 14,527	\$ 11,071
Net OPEB Liability			

#### Group Life Insurance Program Fiduciary Net Position

Detailed information about the Group Life Insurance Program's Fiduciary Net Position is available in the separately issued VRS 2017 Comprehensive Annual Financial Report (CAFR). A copy of the 2017 VRS CAFR may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2017-annual-report.pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

#### Payables to the VRS Group Life Insurance OPEB Plan

The University reported \$82,042 in payables to the VRS Group Life Insurance OPEB Plan.

#### General Information about the State Employee Health Insurance Credit Program

##### Plan Description

All full-time, salaried permanent employees of state agencies are automatically covered by the VRS State Employee Health Insurance Credit Program. This plan is administered by the Virginia Retirement System (the System), along with pension and other OPEB plans, for public employer groups in the Commonwealth of Virginia. Members earn one month of service credit toward the benefit for each month they are employed and for which their employer pays contributions to VRS. The health insurance credit is a tax-free reimbursement in an amount set by the General Assembly for each year of service credit against qualified health insurance premiums retirees pay for single coverage, excluding any portion covering the spouse or dependents. The credit cannot exceed the amount of the premiums and ends upon the retiree's death.

The specific information about the State Health Insurance Credit Program OPEB, including eligibility, coverage and benefits is set out in the table below:

<b>STATE EMPLOYEE HEALTH INSURANCE CREDIT PROGRAM (HIC) PLAN PROVISIONS</b>
<b>Eligible Employees</b> <p>The State Employee Retiree Health Insurance Credit Program was established January 1, 1990 for retired state employees covered under VRS, SPORS, VaLORS and JRS who retire with at least 15 years of service credit.</p> <p>Eligible employees are enrolled automatically upon employment. They include:</p> <ul style="list-style-type: none"><li>• Full-time and part-time permanent salaried state employees covered under VRS, SPORS, VaLORS and JRS.</li></ul>
<b>Benefit Amounts</b> <p>The State Employee Retiree Health Insurance Credit Program provides the following benefits for eligible employees:</p> <ul style="list-style-type: none"><li>• <b><u>At Retirement</u></b> – For State employees who retire, the monthly benefit is \$4.00 per year of service per month with no cap on the benefit amount.</li><li>• <b><u>Disability Retirement</u></b> – For State employees, other than state police officers, who retire on disability or go on long-term disability under the Virginia Sickness and Disability Program (VSDP), the monthly benefit is \$120.00 or \$4.00 per year of service, whichever is higher.</li></ul> <p>For State police officers employees with a non-work-related disability who retire on disability or go on long-term disability under the Virginia Sickness and Disability Program (VSDP) the monthly benefit is \$120.00 or \$4.00 per year of service, whichever is higher.</p> <p>For State police officers employees with a work-related disability, there is no benefit provided under the State Employee Retiree Health Insurance Credit Program if the premiums are being paid under the Virginia Line of Duty Act. However, they may receive the credit for premiums paid for other qualified health plans.</p>
<b>Health Insurance Credit Program Notes:</b> <ul style="list-style-type: none"><li>• The monthly Health Insurance Credit benefit cannot exceed the individual premium amount.</li><li>• Employees who retire after being on long-term disability under VSDP must have at least 15 years of service credit to qualify for the health insurance credit as a retiree.</li></ul>








### Contributions

The contribution requirement for active employees is governed by §51.1-1400(D) of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Each state agency's contractually required employer contribution rate for the year ended June 30, 2018 was 1.18% of covered employee compensation for employees in the VRS State Employee Health Insurance Credit Program. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2015. The actuarially determined rate was expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Contributions from the University to the VRS State Employee Health Insurance Credit Program were \$2,171,883 and \$2,053,889 for the years ended June 30, 2018 and June 30, 2017, respectively.



State Employee Health Insurance Credit Program OPEB Liabilities, State Employee Health Insurance Credit Program OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to State Employee Health Insurance Credit Program OPEB

At June 30, 2018, the University reported a liability of \$25,046,000 for its proportionate share of the VRS State Employee Health Insurance Credit Program Net OPEB Liability. The Net VRS State Employee Health Insurance Credit Program OPEB Liability was measured as of June 30, 2017 and the total VRS State Employee Health Insurance Credit Program OPEB liability used to calculate the Net VRS State Employee Health Insurance Credit Program OPEB Liability was determined by an actuarial valuation as of that date. The University's proportion of the Net VRS State Employee Health Insurance Credit Program OPEB Liability was based on the University's actuarially determined employer contributions to the VRS State Employee Health Insurance Credit Program OPEB plan for the year ended June 30, 2017 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2017, the University's proportion of the VRS State Employee Health Insurance Credit Program was 2.32% for William & Mary, 0.32% for VIMS, and 0.11% for RBC as compared to 2.29% for William & Mary, 0.33% for VIMS, and 0.09% for RBC at June 30, 2016.

For the year ended June 30, 2018, the University recognized VRS State Employee Health Insurance Credit Program OPEB expense of \$2,237,000. Since there was a change in proportionate share between June 30, 2016 and June 30, 2017 a portion of the VRS State Employee Health Insurance Credit Program Net OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2018, the University reported deferred outflows of resources and deferred inflows of resources related to the VRS State Employee Health Insurance Credit Program OPEB from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	-	-
Net difference between projected and actual earnings on State HIC OPEB plan investments	-	60,000
Change in assumptions	-	283,000
Changes in proportionate share	362,000	39,000
Employer contributions subsequent to the measurement date	2,171,883	-
Total	<u>\$ 2,533,883</u>	<u>\$ 382,000</u>

The University had \$2,171,883 reported as deferred outflows of resources related to the State Employee HIC OPEB resulting from the University's contributions subsequent to the measurement date that will be recognized as a reduction of the Net State Employee HIC OPEB Liability in the Fiscal Year ending June 30, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the State Employee HIC OPEB will be recognized in the State Employee HIC OPEB expense in future reporting periods as follows:

**Year ended June 30**

(\$thousands)

FY 2019	\$ (8)
FY 2020	\$ (8)
FY 2021	\$ (8)
FY 2022	\$ (8)
FY 2023	\$ 9
Thereafter	\$ 3

Actuarial Assumptions

The total State Employee HIC OPEB liability for the VRS State Employee Health Insurance Credit Program was based on an actuarial valuation as of June 30, 2016, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2017.

Inflation	2.5 percent
Salary increases, including inflation –	
General state employees	3.5 percent – 5.35 percent
VaLORS employees	3.5 percent – 4.75 percent

Investment rate of return	7.0 percent, net of plan investment expenses, including inflation*
---------------------------	---

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 7.0%. However, since the difference was minimal, and a more conservative 7.0% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 7.0% to simplify preparation of the OPEB liabilities.

**Mortality rates – General State Employees****Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

**Post-Retirement:**

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

**Post-Disablement:**

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement

	from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

#### Mortality rates – VaLORS Employees

##### Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

##### Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

##### Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

#### Net State Employee HIC OPEB Liability

The net OPEB liability (NOL) for the State Employee Health Insurance Credit Program represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of June 30, 2017, NOL amounts for the VRS State Employee Health Insurance Credit Program is as follows (amounts expressed in thousands):

	<b>State Employee HIC OPEB Plan</b>
Total State Employee HIC OPEB Liability	\$ 990,028
Plan Fiduciary Net Position	<u>79,516</u>
State Employee net HIC OPEB Liability (Asset)	<u>\$ 910,512</u>
Plan Fiduciary Net Position as a Percentage of the Total State Employee HIC OPEB Liability	8.03%

The total State Employee HIC OPEB liability is calculated by the System’s actuary, and the plan’s fiduciary net position is reported in the System’s financial statements. The net State Employee HIC OPEB liability is disclosed in accordance with the requirements of GASB Statement No. 74 in the System’s notes to the financial statements and required supplementary information.

#### Long-Term Expected Rate of Return

The long-term expected rate of return on VRS System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of VRS System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class (Strategy)</b>	<b>Target Allocation</b>	<b>Arithmetic Long-Term Expected Rate of Return</b>	<b>Weighted Average Long-Term Expected Rate of Return</b>
Public Equity	40.00%	4.54%	1.82%
Fixed Income	15.00%	0.69%	0.10%
Credit Strategies	15.00%	3.96%	0.59%
Real Assets	15.00%	5.76%	0.86%
Private Equity	15.00%	9.53%	1.43%
Total	<u>100.00%</u>		<u>4.80%</u>
	Inflation		<u>2.50%</u>
	* Expected arithmetic nominal return		<u>7.30%</u>

\* The above allocation provides a one-year return of 7.30%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 6.83%, including expected inflation of 2.50%.

#### Discount Rate

The discount rate used to measure the total State Employee HIC OPEB was 7.00%. The projection of cash flows used to determine the discount rate assumed that employer contributions will be made in accordance with the VRS funding policy at rates equal to the actuarially determined contribution rates adopted by the VRS Board of Trustees. Through the fiscal year ending June 30, 2019, the rate contributed by the University for the VRS State Employee Health Insurance Credit Program will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly. From July 1, 2019 on, all agencies are assumed to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the State Employee HIC OPEB plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total State Employee HIC OPEB liability.

### Sensitivity of the University's Proportionate Share of the State Employee HIC Net OPEB Liability to Changes in the Discount Rate

The following presents the University's proportionate share of the VRS State Employee Health Insurance Credit Program net HIC OPEB liability using the discount rate of 7.00%, as well as what the University's proportionate share of the net HIC OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate:

(\$thousands)	<b>1.00% Decrease (6.00%)</b>	<b>Current Discount Rate (7.00%)</b>	<b>1.00% Increase (8.00%)</b>
State agency's proportionate share of the VRS State Employee HIC OPEB Plan Net HIC OPEB Liability	\$27,694	\$25,046	\$22,769

### State Employee HIC OPEB Fiduciary Net Position

Detailed information about the VRS State Employee Health Insurance Credit Program's Fiduciary Net Position is available in the separately issued VRS 2017 Comprehensive Annual Financial Report (CAFR). A copy of the 2017 VRS CAFR may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2017-annual-report.pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

### Payables to the State Employee Health Insurance Credit Program OPEB Plan

The University reported \$76,517 in payables to the Health Insurance Credit Program OPEB Plan.

### General Information about the VRS Disability Insurance Program

#### Plan Description

All full-time and part-time permanent salaried state employees who are covered under the Virginia Retirement System (VRS), the State Police Officers' Retirement System (SPORS), or the Virginia Law Officers' Retirement System (VaLORS) hired on or after January 1, 1999 are automatically covered by the Disability Insurance Program (VSDP) upon employment. The Disability Insurance Program also covers state employees hired before January 1, 1999 who elected to transfer to VSDP rather than retain their eligibility to be considered for disability retirement. This plan is administered by the Virginia Retirement System (the System), along with pensions and other OPEB plans, for public employer groups in the Commonwealth of Virginia.

The specific information for Disability Insurance Program OPEB, including eligibility, coverage and benefits is set out in the table below:

<b>DISABILITY INSURANCE PROGRAM (VSDP) PLAN PROVISIONS</b>
<b>Eligible Employees</b> The Virginia Sickness and Disability Program (VSDP), also known as the Disability Insurance Trust Fund was established January 1, 1999 to provide short-term and long-term disability benefits for non-work-related and work-related disabilities.  Eligible employees are enrolled automatically upon employment. They include: <ul style="list-style-type: none"><li>• Full-time and part-time permanent salaried state employees covered under VRS, SPORS and</li></ul>

ValORS (members new to VaLORS following its creation on October 1, 1999, have been enrolled since the inception of VSDP).

- State employees hired before January 1, 1999, who elected to transfer to VSDP rather than retain their eligibility to be considered for VRS disability retirement.
- Public college and university faculty members who elect the VRS defined benefit plan. They may participate in VSDP or their institution's disability program, if offered. If the institution does not offer the program or the faculty member does not make an election, he or she is enrolled in VSDP.

### **Benefit Amounts**

The Virginia Sickness and Disability Program (VSDP) provides the following benefits for eligible employees:

- **Leave** – Sick, family and personal leave. Eligible leave benefits are paid by the employer.
- **Short-Term Disability** – The program provides a short-term disability benefit beginning after a seven-calendar-day waiting period from the first day of disability. The benefit provides income replacement beginning at 100% of the employee's pre-disability income, reducing to 80% and then 60% based on the period of the disability and the length of service of the employee. Short-term disability benefits are paid by the employer.
- **Long-Term Disability** – The program provides a long-term disability benefit beginning after 125 workdays of short-term disability and continuing until the employee reaches his or her normal retirement age. The benefit provides income replacement of 60% of the employee's pre-disability income. If an employee becomes disabled within five years of his or her normal retirement age, the employee will receive up to five years of VSDP benefits, provided he or she remains medically eligible. Long-term disability benefits are paid for by the Virginia Disability Insurance Program (VSDP) OPEB Plan.
- **Income Replacement Adjustment** – The program provides for an income replacement adjustment to 80% for catastrophic conditions.
- **VSDP Long-Term Care Plan** – The program also includes a self-funded long-term care plan that assists with the cost of covered long-term care services.

### **Disability Insurance Program (VSDP) Plan Notes:**

- Employees hired or rehired on or after July 1, 2009, must satisfy eligibility periods before becoming eligible for non-work-related short-term disability benefits and certain income-replacement levels.
- A state employee who is approved for VSDP benefits on or after the date that is five years prior to his or her normal retirement date is eligible for up to five years of VSDP benefits.
- Employees on work-related short-term disability receiving only a workers' compensation payment may be eligible to purchase service credit for this period if retirement contributions are not being withheld from the workers' compensation payment. The rate will be based on 5.00% of the employee's compensation.

### **Cost-of-Living Adjustment (COLA)**

- During periods an employee receives long-term disability benefits, the LTD benefit may be increased annually by an amount recommended by the actuary and approved by the Board.
  - Plan 1 employees vested as of 1/1/2013 – 100% of the VRS Plan 1 COLA (The first 3% increase in the Consumer Price Index for all Urban Consumers (CPI-U) and half of any additional increase (up to 4%) up to a maximum COLA of 5%).
  - Plan 1 employee non-vested as of 1/1/2013, Plan 2 and Hybrid Plan employees – 100% of the VRS Plan 2 and Hybrid COLA (The first 2% increase in the Consumer Price Index for all Urban Consumers (CPI-U) and half of any additional increase (up to 2%))

up to a maximum COLA of 3%).

- For participating full-time employees taking service retirement, the creditable compensation may be increased annually by an amount recommended by the actuary and approved by the Board, from the date of the commencement of the disability to the date of retirement.
  - 100% of the increase in the pay over the previous plan year for continuing VSDP members in the State, SPORS and VaLORS Plans, with a maximum COLA of 4.00%
- For participating full-time employees receiving supplemental (work-related) disability benefits, the creditable compensation may be increased annually by an amount recommended by the actuary and approved by the Board, from the date of the commencement of the disability to the date of retirement
  - 100% of the increase in the pay over the previous plan year for continuing VSDP members in the State, SPORS and VaLORS Plans, with a maximum COLA of 4.00%.

### Contributions

The contribution requirements for the Disability Insurance Program (VSDP) are governed by §51.1-1140 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Each employer's contractually required employer contribution rate for the Disability Insurance Program (VSDP) for the year ended June 30, 2018 was 0.66% of covered employee compensation. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2015. The actuarially determined rate was expected to finance the costs of benefits payable during the year, with an adjustment to amortize the accrued OPEB assets. Contributions to the Disability Insurance Program (VSDP) from the entity were \$415,658 and \$423,312 for the years ended June 30, 2018 and June 30, 2017, respectively.

### Disability Insurance Program (VSDP) OPEB Liabilities (Assets), VSDP OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the VSDP OPEB

At June 30, 2018, the University reported an asset of \$2,878,000 for its proportionate share of the Net VSDP OPEB Asset. The Net VSDP OPEB Asset was measured as of June 30, 2017 and the total VSDP OPEB liability used to calculate the Net VSDP OPEB Asset was determined by an actuarial valuation as of that date. The University's proportion of the Net VSDP OPEB Asset was based on the University's actuarially determined employer contributions to the VSDP OPEB plan for the year ended June 30, 2017 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2017, the University's proportion was 1.14% for William & Mary, 0.22% for VIMS, and 0.04% for RBC as compared to 1.21% for William & Mary, 0.24% for VIMS, and 0.06% for RBC at June 30, 2016.

For the year ended June 30, 2018, the University recognized VSDP OPEB expense of \$262,000. Since there was a change in proportionate share between measurement dates, a portion of the VSDP OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2018, the University reported deferred outflows of resources and deferred inflows of resources related to the VSDP OPEB from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	-	-
Net difference between projected and actual earnings on VSDP OPEB plan investments	-	226,000
Change in assumptions	-	215,000
Changes in proportion	162,000	4,000
Employer contributions subsequent to the measurement date	415,658	-
Total	<u><u>\$ 577,658</u></u>	<u><u>\$ 445,000</u></u>

The University had \$415,658 reported as deferred outflows of resources related to the VSDP OPEB resulting from the University's contributions subsequent to the measurement date that will be recognized as an adjustment of the Net VSDP OPEB Asset in the Fiscal Year ending June 30, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the VSDP OPEB will be recognized in VSDP OPEB expense in future reporting periods as follows:

**Year ended June 30**

(Sthousands)

FY 2019	\$	(66)
FY 2020	\$	(65)
FY 2021	\$	(65)
FY 2022	\$	(65)
FY 2023	\$	(7)
Thereafter	\$	(15)

**Actuarial Assumptions**

The total VSDP OPEB liability was based on an actuarial valuation as of June 30, 2016, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2017.

Inflation	2.5 percent
Salary increases, including	
Inflation – General state employees	3.5 percent – 5.35 percent
VaLORS employees	3.5 percent – 4.75 percent
Investment rate of return	7.0 Percent, net of OPEB plan investment expenses, including inflation*

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 7.0%. However, since the



difference was minimal, and a more conservative 7.0% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 7.0% to simplify preparation of OPEB liabilities.

#### Mortality rates – General State Employees

##### Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

##### Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

##### Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

#### Mortality rates – VaLORS Employees

##### Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

##### Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

##### Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

#### Net VSDP OPEB Asset

The net OPEB asset (NOA) for the Disability Insurance Program (VSDP) represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of June 30, 2017, NOA amounts for the Disability Insurance Program (VSDP) is as follows (amounts expressed in thousands):

	<b><u>Disability Insurance Program</u></b>
Total VSDP OPEB Liability	\$ 237,013
Plan Fiduciary Net Position	<u>442,334</u>
Employers' Net OPEB Liability (Asset)	<u>(\$ 205,321)</u>
Plan Fiduciary Net Position as a Percentage of the Total VSDP OPEB Liability	186.63%

The total VSDP OPEB liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net OPEB asset is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

#### Long-Term Expected Rate of Return

The long-term expected rate of return on System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of VRS System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class (Strategy)</b>	<b>Target Allocation</b>	<b>Arithmetic Long-Term Expected Rate of Return</b>	<b>Weighted Average Long-Term Expected Rate of Return</b>
Public Equity	40.00%	4.54%	1.82%
Fixed Income	15.00%	0.69%	0.10%
Credit Strategies	15.00%	3.96%	0.59%
Real Assets	15.00%	5.76%	0.86%
Private Equity	15.00%	9.53%	1.43%
Total	<u>100.00%</u>		<u>4.80%</u>
	Inflation		<u>2.50%</u>
	* Expected arithmetic nominal return		<u>7.30%</u>

\* The above allocation provides a one-year return of 7.30%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 6.83%, including expected inflation of 2.50%.

#### Discount Rate

The discount rate used to measure the total VSDP OPEB liability was 7.00%. The projection of cash flows used to determine the discount rate assumed that employer contributions will be made per the VRS Statutes and that they will be made in accordance with the VRS funding policy and at rates equal to the actuarially determined contribution rates adopted by the VRS Board of Trustees. Through the fiscal year ending June 30, 2019, the rate contributed by participating employers to the VSDP OPEB Program will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly. From July 1, 2019 on, participating employers are assumed to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the VSDP OPEB Program's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total VSDP OPEB liability.

#### Sensitivity of the University's Proportionate Share of the Net VSDP OPEB Asset to Changes in the Discount Rate

The following presents the University's proportionate share of the net VSDP OPEB asset using the discount rate of 7.00%, as well as what the state agency's proportionate share of the net VSDP OPEB liability (asset) would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate:

(\$thousands)	<b>1.00% Decrease (6.00%)</b>	<b>Current Discount Rate (7.00%)</b>	<b>1.00% Increase (8.00%)</b>
State agency's proportionate share of the total VSDP			
Net OPEB Liability (Asset)	\$ (2,739)	\$ (2,878)	\$ (3,118)

#### VSDP OPEB Fiduciary Net Position

Detailed information about the Disability Insurance Program (VSDP) Fiduciary Net Position is available in the separately issued VRS 2017 Comprehensive Annual Financial Report (CAFR). A copy of the 2017 VRS CAFR may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2017-annual-report.pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

#### General Information about the Line of Duty Act Program

##### Plan Description

All paid employees and volunteers in hazardous duty positions in Virginia localities and hazardous duty employees who are covered under the Virginia Retirement System (VRS), the State Police Officers' Retirement System (SPORS), or the Virginia Law Officers' Retirement System (VaLORS) are automatically covered by the Line of Duty Act Program (LODA). As required by statute, the Virginia Retirement System (the System) is responsible for managing the assets of the program. Participating employers made contributions to the program beginning in FY 2012. The employer contributions are determined by the System's actuary using anticipated program costs and the number of covered individuals associated with all participating employers.

The specific information for Disability Insurance Program OPEB, including eligibility, coverage and benefits is set out in the table below:

<b>LINE OF DUTY ACT PROGRAM (LODA) PLAN PROVISIONS</b>
<p><b>Eligible Employees</b></p> <p>The eligible employees of the Line of Duty Act Program (LODA) are paid employees and volunteers in hazardous duty positions in Virginia localities and hazardous duty employees who are covered under the Virginia Retirement System (VRS), the State Police Officers' Retirement System (SPORS), or the Virginia Law Officers' Retirement System (VaLORS).</p>
<p><b>Benefit Amounts</b></p> <p>The Line of Duty Act Program (LODA) provides death and health insurance benefits for eligible individuals:</p> <ul style="list-style-type: none"> <li>• <b>Death</b> – The Line of Duty Act program death benefit is a one-time payment made to the beneficiary or beneficiaries of a covered individual. Amounts vary as follows: <ul style="list-style-type: none"> <li>○ \$100,000 when a death occurs as the direct or proximate result of performing duty as of January 1, 2006, or after.</li> <li>○ \$25,000 when the cause of death is attributed to one of the applicable presumptions and occurred earlier than five years after the retirement date.</li> <li>○ An additional \$20,000 benefit is payable when certain members of the National Guard and U.S. military reserves are killed in action in any armed conflict on or after October 7, 2001.</li> </ul> </li> </ul>

- **Health Insurance** – The Line of Duty Act program provides health insurance benefits through the Virginia Department of Human Resource Management (DHRM). The health benefits are modeled after the State Employee Health benefits Program plans and provide consistent, premium-free continued health plan coverage for LODA-eligible disabled individuals, survivors and family members. Individuals receiving the health insurance benefits must continue to meet eligibility requirements as defined by the Line of Duty Act.

### Contributions

The contribution requirements for the Line of Duty Act Program (LODA) are governed by §9.1-400.1 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Each employer's contractually required employer contribution rate for the Line of Duty Act Program (LODA) for the year ended June 30, 2018 was \$567.37 per covered full-time-equivalent employee. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2015 and represents the pay-as-you-go funding rate and not the full actuarial cost of the benefits under the program. The actuarially determined pay-as-you-go rate was expected to finance the costs and related expenses of benefits payable during the year. Contributions to the Line of Duty Act Program (LODA) from the University were \$14,184 and \$15,319 for the years ended June 30, 2018 and June 30, 2017, respectively.

### Line of Duty Act Program (LODA) OPEB Liabilities, LODA OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the LODA OPEB

At June 30, 2018, the University reported a liability of \$318,000 for its proportionate share of the Net LODA OPEB Liability. The Net LODA OPEB Liability was measured as of June 30, 2017 and the total LODA OPEB liability used to calculate the Net LODA OPEB Liability was determined by an actuarial valuation as of that date. The University's proportion of the Net LODA OPEB Liability was based on the University's actuarially determined pay-as-you-go employer contributions to the LODA OPEB plan for the year ended June 30, 2017 relative to the total of the actuarially determined pay-as-you-go employer contributions for all participating employers. At June 30, 2017, the University's proportion was 0.08% for William & Mary, and 0.04% for RBC as compared to 0.09% for William & Mary, and 0.04% for RBC at June 30, 2016.

For the year ended June 30, 2018, the University recognized LODA OPEB expense of \$23,000. Since there was a change in proportionate share between measurement dates, a portion of the LODA OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2018, the University reported deferred outflows of resources and deferred inflows of resources related to the LODA OPEB from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	-	-
Net difference between projected and actual earnings on LODA OPEB plan investments	-	-
Change in assumptions	-	33,000
Changes in proportion	-	-
Employer contributions subsequent to the measurement date	14,184	-
Total	<u>\$ 14,184</u>	<u>\$ 33,000</u>

The University had \$14,184 reported as deferred outflows of resources related to the LODA OPEB resulting from the University's contributions subsequent to the measurement date that will be recognized as a reduction of the Net LODA OPEB Liability in the Fiscal Year ending June 30, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in LODA OPEB expense in future reporting periods as follows:

**Year ended June 30**

(\$thousands)

FY 2019	\$	(4)
FY 2020	\$	(4)
FY 2021	\$	(4)
FY 2022	\$	(4)
FY 2023	\$	(4)
Thereafter	\$	(13)

Actuarial Assumptions

The total LODA OPEB liability was based on an actuarial valuation as of June 30, 2016, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2017.

Inflation	2.50 percent
Salary increases, including Inflation –	
General state employees	3.50 percent – 5.35 percent
VaLORS employees	3.50 percent – 4.75 percent
Medical cost trend rates assumption –	
Under age 65	7.75 percent – 5.00 percent
Ages 65 and older	5.75 percent – 5.00 percent
Investment rate of return	3.56 Percent, net of OPEB plan
	Investment expenses, including inflation*

\* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 3.56%. However, since the difference was minimal, a more conservative 3.56% investment return assumption has been used. Since LODA is funded on a current-disbursement basis, the assumed annual rate of return of 3.56% was used since it approximates the risk-free rate of return.

#### Mortality rates – General State Employees

##### Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

##### Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

##### Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

#### Mortality rates – VaLORS Employees

##### Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

##### Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

##### Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2016 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the

experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

#### Net LODA OPEB Liability

The net OPEB liability (NOL) for the Line of Duty Act Program (LODA) represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of June 30, 2017, NOL amounts for the Line of Duty Act Program (LODA) is as follows (amounts expressed in thousands):

	<b><u>Line of Duty Act Program</u></b>
Total LODA OPEB Liability	\$ 266,252
Plan Fiduciary Net Position	<u>3,461</u>
Employers' Net OPEB Liability (Asset)	<u>\$ 262,791</u>
 Plan Fiduciary Net Position as a Percentage of the Total LODA OPEB Liability	 1.30%

The total LODA OPEB liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net OPEB liability is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

#### Long-Term Expected Rate of Return

The long-term expected rate of return on LODA OPEB Program's investments was set at 3.56% for this valuation. Since LODA is funded on a current-disbursement basis, the assumed annual rate of return of 3.56% was used since it approximates the risk-free rate of return.

#### Discount Rate

The discount rate used to measure the total LODA OPEB liability was 3.56%. The projection of cash flows used to determine the discount rate assumed that employer contributions will be made per the VRS Statutes and that they will be made in accordance with the VRS funding policy and at rates equal to the actuarially determined contribution rates adopted by the VRS Board of Trustees. Through the fiscal year ending June 30, 2019, the rate contributed by participating employers to the LODA OPEB Program will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly. From July 1, 2019 on, participating employers are assumed to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the LODA OPEB Program's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total LODA OPEB liability.



### Sensitivity of the University's Proportionate Share of the Net LODA OPEB Liability to Changes in the Discount Rate

The following presents the University's proportionate share of the net LODA OPEB liability using the discount rate of 3.56%, as well as what the covered employer's proportionate share of the net LODA OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (2.56%) or one percentage point higher (4.56%) than the current rate:

(\$thousands)	<b>1.00% Decrease (2.56%)</b>	<b>Current Discount Rate (3.56%)</b>	<b>1.00% Increase (4.56%)</b>
Covered employer's proportionate share of the total LODA	361	318	282
Net OPEB Liability			

### Sensitivity of the University's Proportionate Share of the Net LODA OPEB Liability to Changes in the Health Care Trend Rate

Because the Line of Duty Act Program (LODA) contains a provision for the payment of health insurance premiums, the liabilities are also impacted by the health care trend rates. The following presents the University's proportionate share of the net LODA OPEB liability using health care trend rate of 7.75% decreasing to 5.00%, as well as what the covered employer's proportionate share of the net LODA OPEB liability would be if it were calculated using a health care trend rate that is one percentage point lower (6.75% decreasing to 4.00%) or one percentage point higher (8.75% decreasing to 6.00%) than the current rate:

(\$thousands)	<b>Health Care Trend</b>		
	<b>1.00% Decrease (6.75% decreasing to 4.00%)</b>	<b>Rates (7.75% decreasing to 5.00%)</b>	<b>1.00% Increase (8.75% decreasing to 6.00%)</b>
Covered employer's proportionate share of the total LODA	270	318	378
Net OPEB Liability			

### LODA OPEB Plan Fiduciary Net Position

Detailed information about the Line of Duty Act Program (LODA) Fiduciary Net Position is available in the separately issued VRS 2017 Comprehensive Annual Financial Report (CAFR). A copy of the 2017 VRS CAFR may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2017-annual-report.pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

### General Information about the Pre-Medicare Retiree Healthcare Plan

#### Plan Description

The Commonwealth provides a healthcare plan established by Title 2.2, Chapter 28 of the *Code of Virginia* for retirees who are not yet eligible to participate in Medicare. For a retiree to participate in the Plan, the participant must be eligible for a monthly annuity from the VRS or a periodic benefit from one of the qualified Optional Retirement Plan (ORP) vendors, and:

- be receiving (not deferring) the annuity or periodic benefit immediately upon retirement;
- have his or her last employer before retirement be the state;
- be eligible for coverage as an active employee in the State Health Benefits Program until his or her retirement date (not including Extended Coverage); and,
- have submitted within 31 days of his or her retirement date an Enrollment Form to his or her Benefits Administrator to enroll.

The University does not pay a portion of the retirees' healthcare premium; however, since both active employees and retirees are included in the same pool for purposes of determining health insurance rates, this generally results in a higher rate for active employees. Therefore, the University effectively subsidizes the costs of the participating retirees' healthcare through payment of the University's portion of the premiums for active employees.

This fund is reported as part of the Commonwealth's Healthcare Internal Service Fund. Benefit payments are recognized when due and payable in accordance with the benefit terms. Pre-Medicare Retiree Healthcare is a single-employer defined benefit OPEB plan that is treated like a cost-sharing plan for financial reporting purposes, and is administered by the Department of Human Resource Management. There were approximately 5,600 retirees and 91,000 active employees in the program in fiscal year 2017. There are no inactive employees entitled to future benefits who are not currently receiving benefits. There are no assets accumulated in a trust to pay benefits.

#### Actuarial Assumptions and Methods

The total Pre-Medicare Retiree Healthcare OPEB liability was based on an actuarial valuation with a valuation date of June 30, 2017. The Department of Human Resource Management selected the economic, demographic and healthcare claim cost assumptions. The actuary provided guidance with respect to these assumptions. Initial healthcare costs trend rates used were 8.62 percent for medical and pharmacy and 4.0 percent for dental. The ultimate trend rates used were 5.0 percent for medical and pharmacy and 4.0 percent for dental.

Valuation Date	Actuarially determined contribution rates are calculated as of June 30, one year prior to the end of the fiscal year in which contributions are reported.
Measurement Date	June 30, 2017 (one year prior to the end of the fiscal year)
Actuarial Cost Method	Entry Age Normal
Amortization Method	Level dollar, Closed
Effective Amortization Period	6.43 years
Discount Rate	3.58%
Projected Salary Increases	4.0%
Medical Trend Under 65	Medical & Rx: 8.62% to 5.00% Dental: 4.00% Before reflecting Excise tax
Year of Ultimate Trend	2025
Mortality	Mortality rates vary by participant status
Pre-Retirement:	RP-2014 Employee Rates to age 80, Healthy Annuitant Rates at ages 81 and older projected with Scale BB to 2020; males setback 1 year, 85% of rates; females setback 1 year
Post-Retirement	RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females setback 1 year with 1.5% increase compounded from ages 70 to 85
Post-Disablement:	RP-2014 Disabled Mortality Rates projected with Scale BB to 2020; males 115% of rates; females 130% of rates

The discount rate was based on the Bond Buyers GO 20 Municipal Bond Index as of the measurement date which is June 30, 2017.

*Changes of Assumptions:* The following assumptions were updated since the July 1, 2016 valuation based on the results of a Virginia Retirement System actuarial experience study performed for the period of July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

- Mortality rates -updated to a more current mortality table – RP-2014 projected to 2020
- Retirement rates - lowered rates at older ages and changed final retirement from 70 to 75

- Withdrawal rates - adjusted rates to better fit experience at each year age and service through 9 years of service

The discount rate was increased from 2.85% to 3.58% based on the Bond Buyers GO 20 Municipal Bond Index. Spousal coverage was reduced from 70% to 50% based on a blend of recent spousal coverage election rates and the prior year assumption. Based on the 2017 census, new retirees since 1/1/2015 have chosen to cover their spouses approximately 20% of the time. However, active employees cover their spouses at a rate close to 53%.

**Pre-Medicare Retiree Healthcare OPEB Liabilities, OPEB Expense, and Deferred Outflow of Resources and Deferred Inflows of Resources**

At June 30, 2018, the University reported a liability of \$34,705,511 for its proportionate share of the collective total Pre-Medicare Retiree Healthcare OPEB liability of \$1.3 billion. The Pre-Medicare Retiree Healthcare OPEB liability was measured as of June 30, 2017 and was determined by an actuarial valuation as of June 30, 2017. The University's proportion of the Pre-Medicare Retiree Healthcare OPEB liability was based on each employer's healthcare premium contributions as a percentage of the total employer's healthcare premium contributions for all participating employers. At June 30, 2017, the participating employer's proportion was 2.20 % for William & Mary, 0.34% for VIMS, and 0.13% for RBC as compared to 2.12% for William & Mary, 0.33% for VIMS, and 0.11% for RBC at June 30, 2016. For the year ended June 30, 2018, the participating employer recognized Pre-Medicare Retiree Healthcare OPEB expense of \$3,029,956.

At June 30, 2018, the University reported deferred outflows or resources and deferred inflows of resources related to Pre-Medicare Retiree Healthcare from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	-	1,395,906.00
Change in assumptions	-	7,357,600
Changes in proportion	1,416,219.00	-
Amounts associated with transactions subsequent to the measurement date	920,353	-
Total	<u>\$ 2,336,572</u>	<u>\$ 8,753,506</u>

The University had \$920,353 reported as deferred outflows of resources related to the Pre-Medicare Retiree Healthcare OPEB resulting from amounts associated with transactions subsequent to the measurement date that will be recognized as a reduction of the total OPEB Liability in the fiscal year ending June 30, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the Pre-Medicare Retiree Healthcare OPEB will be recognized in the Pre-Medicare Retiree Healthcare OPEB expense as follows:

**Year End June 30:**

2019	\$(1,351,251)
2020	\$(1,351,251)
2021	\$(1,351,251)
2022	\$(1,351,251)
2023	\$(1,351,251)
Total Thereafter	\$ (581,032)

Sensitivity of the University's Proportionate Share of the OPEB Liability to Changes in the Discount Rate

The following presents the University's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability using the discount rate of 3.58%, as well as what the employer's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (2.58%) or one percentage point higher (4.58%) than the current rate:

	<b>1% Decrease (2.58%)</b>	<b>Current Rate (3.58%)</b>	<b>1% Increase (4.58%)</b>
OPEB Liability	\$37,177,521	\$34,705,511	\$32,337,055

Sensitivity of the University's Proportionate Share of the OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following presents the University's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability using healthcare cost trend rate of 8.62% decreasing to 5%, as well as what the employer's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability would be if it were calculated using a healthcare cost trend rate that is one percentage point lower (7.62% decreasing to 4.0%) or one percentage point higher (9.62% decreasing to 6.0%) than the current rate:

	<b>1% Decrease (7.62% decreasing to 4.00%)</b>	<b>Trend Rate (8.62% decreasing to 5.00%)</b>	<b>1% Increase (9.62% decreasing to 6.00%)</b>
OPEB Liability	\$30,879,101	\$34,705,511	\$39,191,216

## 16. CONTINGENCIES

### Grants and Contracts

The University receives assistance from non-state grantor agencies in the form of grants and contracts. Entitlement to these resources is conditional upon compliance with the terms and conditions of the agreements, including the expenditure of resources for eligible purposes. Substantially all grants and contracts are subject to financial and compliance audits by the grantors. Any disallowances as a result of these audits become a liability. As of June 30, 2018, the University estimates that no material liabilities will result from such audits.

### Litigation

The University is not involved in any litigation at this time.

## 17. RISK MANAGEMENT

The University is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; non-performance of duty; injuries to employees; and natural disasters. The University participates in insurance plans maintained by the Commonwealth of Virginia. The state employee health care and worker's compensation plans are administered by the Department of Human Resource Management and the risk management insurance plans are administered by the Department of Treasury, Division of Risk Management. Risk management insurance includes property, general liability, medical malpractice, faithful performance of duty bond, automobile, and air and watercraft plans. The University pays premiums to each of these departments for its insurance coverage. Information relating to the Commonwealth's insurance plans is available at the statewide level in the Commonwealth of Virginia's Comprehensive Annual Financial Report.

## 18. ADVANCE FROM THE TREASURER OF VIRGINIA

Section 4-3.02 of the Appropriation Act describes the circumstances under which agencies and institutions may borrow funds from the state treasury, including prefunding for capital projects in anticipation of bond sale proceeds and operating funds in anticipation of federal revenues. As of June 30, 2018, there was \$3,674,524 in outstanding Advances from the Treasurer. These funds represent an advance to William & Mary from the Commonwealth of Virginia for working capital pending the receipt of funds from bond sale proceeds. These funds were used to renovate Landrum Hall Dormitory.

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>
Zable Stadium	\$ 3,554,926	\$ -	\$ (3,554,926)	\$ -
Busch Field	691,666	-	(691,666)	-
Renovate Landrum	<u>-</u>	<u>3,674,524</u>	<u>-</u>	<u>3,674,524</u>
Total anticipation loans	<u>\$ 4,246,592</u>	<u>\$ 3,674,524</u>	<u>\$ (4,246,592)</u>	<u>\$ 3,674,524</u>

## 19. SUBSEQUENT EVENTS

In August of 2018, the Commonwealth of Virginia issued Series 2018A General Obligation Bonds in which William & Mary was a participating institution. The University received \$13,405,000 in proceeds to finance renovations of Landrum Hall Dormitory. The bonds were issued with interest rates varying from 3 to 5 percent and will mature in 20 years.

**Required Supplementary Information (RSI)**  
**For the Fiscal Year Ended June 30, 2018**

**Required Supplementary Information (RSI)**  
**Cost-Sharing Employer Plans – VRS State Employee Retirement Plan**  
**And VaLORS Retirement Plan**  
**For the Fiscal Year Ended June 30, 2018**

**Schedule of Employer's Share of Net Pension Liability**

**VRS State Employee Retirement Plan**

**For the Years Ended June 30, 2018, 2017, 2016 and 2015\***

	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Employer's Proportion of the Net Pension Liability (Asset)	1.94%	1.93%	1.87%	1.78%
Employer's Proportionate Share of the Net Pension Liability (Asset)	\$112,835,000	\$127,302,000	\$114,809,000	\$99,411,000
Employer's Covered Payroll	\$69,557,841	\$73,645,076	\$70,307,029	\$66,605,228
Employer's Proportionate Share of the Net Pension Liability (Asset) as a Percentage of its Covered Payroll	162.22%	172.86%	163.30%	149.25%
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	75.33%	71.29%	72.81%	74.28%

*Schedule is intended to show information for 10 years. Since 2018 is the fourth year for this presentation, there are only four years available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.

**Schedule of Employer's Share of Net Pension Liability****VaLORS Retirement Plan****For the Years Ended June 30, 2018, 2017, 2016 and 2015\***

	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Employer's Proportion of the Net Pension Liability (Asset)	0.34%	0.28%	0.28%	0.30%
Employer's Proportionate Share of the Net Pension Liability (Asset)	\$2,192,000	\$2,180,000	\$1,968,000	\$2,024,000
Employer's Covered Payroll	\$1,147,028	\$1,048,421	\$989,861	\$1,101,243
Employer's Proportionate Share of the Net Pension Liability (Asset) as a Percentage of its Covered Payroll	191.10%	207.93%	198.82%	183.79%
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	67.22%	61.01%	62.64%	63.05%

*Schedule is intended to show information for 10 years. Since 2018 is the fourth year for this presentation, there are only four years available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.



**Schedule of Employer Contributions**  
**VRS State Employee Retirement Plan**  
**For the Years Ended June 30, 2015 through 2018**

		<b>Contributions in Relation to</b>			<b>Contributions</b>
	<b>Contractually Required Contribution</b>	<b>Contractually Required Contribution</b>	<b>Contribution Deficiency (Excess)</b>	<b>Employer's Covered Payroll</b>	<b>as a % of Covered Payroll</b>
<b>Date</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>
2018	10,190,870	10,190,870	-	75,543,886	13.49%
2017	9,383,353	9,383,353	-	69,557,841	13.49%
2016	10,163,204	10,163,204	-	73,645,076	13.80%
2015	8,668,857	8,668,857	-	70,307,029	12.33%

**Schedule of Employer Contributions**  
**VaLORS Retirement Plan**  
**For the Years Ended June 30, 2015 through 2018**

		<b>Contributions in Relation to</b>			<b>Contributions</b>
	<b>Contractually Required Contribution</b>	<b>Contractually Required Contribution</b>	<b>Contribution Deficiency (Excess)</b>	<b>Employer's Covered Payroll</b>	<b>as a % of Covered Payroll</b>
<b>Date</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>
2018	217,273	217,273	-	1,032,174	21.05%
2017	241,450	241,450	-	1,147,028	21.05%
2016	196,427	196,427	-	1,048,421	18.74%
2015	174,908	174,908	-	989,861	17.67%

**Notes to Required Supplementary Information  
For the Year Ended June 30, 2018**

Changes of benefit terms

There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation. The 2014 valuation includes Hybrid Retirement Plan members for the first time. The hybrid plan applies to most new employees hired on or after January 1, 2014 and not covered by enhanced hazardous duty benefits. Because this is still a fairly new benefit and the number of participants was relatively small, the impact on the liabilities as of the measurement date of June 30, 2017 are not material.

Changes of assumptions

The following changes in actuarial assumptions were made for the VRS - State Employee Retirement Plan effective June 30, 2016 based on the most recent experience study of the System for the four-year period ending June 30, 2016:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increase rate from 14% to 25%

The following changes in actuarial assumptions were made for the VaLORS Retirement Plan effective June 30, 2016 based on the most recent experience study of the System for the four-year period ending June 30, 2016:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decrease rate from 50% to 35%

**Required Supplementary Information (RSI)**  
**Cost-Sharing Employer Plans – Group Life Insurance Program**  
**For the Fiscal Year Ended June 30, 2018**

**Schedule of Employer's Share of Net OPEB Liability**  
**Group Life Insurance Program**  
**For the Year Ended June 30, 2018 \***

	<b>2018</b>
Employer's Proportion of the Net GLI OPEB Liability (Asset)	0.97%
Employer's Proportionate Share of the Net GLI OPEB Liability (Asset)	\$ 14,527,000
Employer's Covered Payroll	\$ 167,630,886
Employer's Proportionate Share of the Net GLI OPEB Liability (Asset) as a Percentage of its Covered Payroll	8.67%
Plan Fiduciary Net Position as a Percentage of the Total GLI OPEB Liability	48.86%

*Schedule is intended to show information for 10 years. Since 2018 is the first year for this presentation, only one year of data is available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.

Schedule of Employer Contributions For the Years Ended June 30, 2017 through 2018					
Date	Contractually Required Contribution (1)	Contributions in Relation to Contractually Required Contribution (2)	Contribution Deficiency (Excess) (3)	Employer's Covered Payroll (4)	Contributions as a % of Covered Payroll (5)
2018	965,839	965,839	-	167,630,886	0.58%

**Notes to Required Supplementary Information  
For the Year Ended June 30, 2018**

**Changes of benefit terms** – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

**Changes of assumptions** – The following changes in actuarial assumptions were made effective June 30, 2016 based on the most recent experience study of the System for the four-year period ending June 30, 2016:

**General State Employees**

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

**VaLORS Employees**

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

**Required Supplementary Information (RSI)**  
**Cost-Sharing Employer Plans –**  
**VRS State Employee Health Insurance Credit Program**  
**For the Fiscal Year Ended June 30, 2018**

**Schedule of Employer's Share of Net OPEB Liability**  
**Health Insurance Credit Program (HIC)**  
**For the Year Ended June 30, 2018\***

	<b>2018</b>
Employer's Proportion of the Net HIC OPEB Liability (Asset)	2.75%
Employer's Proportionate Share of the Net HIC OPEB Liability (Asset)	\$ 25,046,000
Employer's Covered Payroll	\$ 167,630,886
Employer's Proportionate Share of the Net HIC OPEB Liability (Asset) as a Percentage of its Covered Payroll	14.94%
Plan Fiduciary Net Position as a Percentage of the Total HIC OPEB Liability	8.03%

*Schedule is intended to show information for 10 years. Since 2018 is the first year for this presentation, only one year of data is available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.

**Schedule of Employer Contributions**  
**For the Years Ended June 30, 2017 through 2018**

Date	Contributions in Relation to			Employer's Covered Payroll	Contributions as a % of Covered Payroll
	Contractually Required Contribution	Contractually Required Contribution	Contribution Deficiency (Excess)		
(1)	(2)	(3)	(4)	(5)	
2018	2,053,889	2,053,889	-	167,630,886	1.23%

**Notes to Required Supplementary Information**  
**For the Year Ended June 30, 2018**

**Changes of benefit terms** – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

**Changes of assumptions** – The following changes in actuarial assumptions were made effective June 30, 2016 based on the most recent experience study of the System for the four-year period ending June 30, 2016:

**General State Employees:**

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

**VaLORS Employees:**

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

**Required Supplementary Information (RSI)**  
**Cost-Sharing Employer Plans – Disability Insurance Program (VSDP)**  
**For the Fiscal Year Ended June 30, 2018**

**Schedule of Employer's Share of Net OPEB Liability**  
**Disability Insurance Program (VSDP)**  
**For the Year Ended June 30, 2018\***

	<b>2018</b>
Employer's Proportion of the Net VSDP OPEB Liability (Asset)	1.40%
Employer's Proportionate Share of the Net VSDP OPEB Liability (Asset)	\$ (2,878,000)
Employer's Covered Payroll	\$ 167,630,886
Employer's Proportionate Share of the Net VSDP OPEB Liability (Asset) as a Percentage of its Covered Payroll	1.72%
Plan Fiduciary Net Position as a Percentage of the Total VSDP OPEB Liability	186.63%

*Schedule is intended to show information for 10 years. Since 2018 is the first year for this presentation, only one year of data is available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.

**Schedule of Employer Contributions**  
**For the Years Ended June 30, 2017 through 2018**

Date	Contributions in Relation to			Employer's Covered Payroll	Contributions as a % of Covered Payroll
	Contractually Required Contribution	Contractually Required Contribution	Contribution Deficiency (Excess)		
(1)	(2)	(3)	(4)	(5)	
2018	423,312	423,312	-	167,630,886	0.25%

**Notes to Required Supplementary Information**  
**For the Year Ended June 30, 2018**

**Changes of benefit terms** – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

**Changes of assumptions** – The following changes in actuarial assumptions were made effective June 30, 2016 based on the most recent experience study of the System for the four-year period ending June 30, 2016:

General State Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

VaLORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%



**Required Supplementary Information (RSI)**  
**Cost-Sharing Employer Plans – Line of Duty Act Program (LODA)**  
**For the Fiscal Year Ended June 30, 2018**

**Schedule of Employer's Share of Net OPEB Liability**  
**Disability Insurance Program (VSDP)**  
**For the Year Ended June 30, 2018\***

	<b>2018</b>
Employer's Proportion of the Net LODA OPEB Liability (Asset)	0.12%
Employer's Proportionate Share of the Net LODA OPEB Liability (Asset)	\$ 318,000
Employer's Covered Payroll	N/A **
Employer's Proportionate Share of the Net LODA OPEB Liability (Asset) as a Percentage of its Covered Payroll	N/A **
Plan Fiduciary Net Position as a Percentage of the Total LODA OPEB Liability	1.30%

*Schedule is intended to show information for 10 years. Since 2018 is the fourth year for this presentation, only one additional year of data is available. However, additional years will be included as they become available.*

\* The amounts presented have a measurement date of the previous fiscal year end.

\*\* The contributions for the Line of Duty Act Program are based on the number of participants in the Program using a per capita-based contribution versus a payroll-based contribution.

**Schedule of Employer Contributions**  
**For the Years Ended June 30, 2017 through 2018**

<b>Date</b>	<b>Contractually Required Contribution (1)</b>	<b>Contributions in Relation to Contractually Required Contribution (2)</b>	<b>Contribution Deficiency (Excess) (3)</b>	<b>Employer's Covered Payroll (4)</b>	<b>Contributions as a % of Covered Payroll (5)</b>
2018	15,319	15,319	-	N/A *	N/A *
* The Line of Duty Act Program (LODA) includes full-time employees, part-time employees and volunteers. Contributions for the Program are based on the number of full-time equivalent employees in the Program using a per capita-based contribution versus a payroll-based contribution.					

**Notes to Required Supplementary Information**  
**For the Year Ended June 30, 2018**

**Changes of benefit terms** – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

**Changes of assumptions** – The following changes in actuarial assumptions were made effective June 30, 2016 based on the most recent experience study of the System for the four-year period ending June 30, 2016:

General State Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

VaLORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

## Required Supplementary Information

### Commonwealth of Virginia State Health Plans Program for Pre-Medicare Retirees

For the Fiscal Year Ended June 30, 2018

Schedule of Employer's Share of Total OPEB Liability	2018*
Employer's proportion of the collective total OPEB liability	2.67%
Employer's proportionate share of the collective total OPEB liability	\$34,705,511
Employer's covered-employee payroll	\$167,630,886
Employer's proportionate share of the collective total OPEB liability as a percentage of its covered-employee payroll	21.70%
<i>Schedule is intended to show information for 10 years. Since 2018 is the first year for this presentation, only one year of data is available. However, additional years will be included as they become available.</i>	
<i>* The amounts presented have a measurement date of the previous fiscal year end.</i>	

### Notes to Required Supplementary Information For the Fiscal Year Ended June 30, 2018

There are no assets accumulated in a trust to pay related benefits.

**Changes of benefit terms** – There have been no changes to the benefit provisions since the prior actuarial valuation.

**Changes of assumptions** – The following assumptions were updated since the July 1, 2016 valuation based on the results of a Virginia Retirement System actuarial experience study performed for the period of July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

- Mortality rates – updated to a more current mortality table – RP-2014 projected to 2020
- Retirement rates – lowered rates at older ages and changed final retirement from 70 to 75
- Withdrawal rates – adjusted rates to better fit experience at each year age and service through 9 years of service

The discount rate was increased from 2.85% to 3.58% based on the Bond Buyers GO 20 Municipal Bond Index and spousal coverage was reduced from 70% to 50% based on a blend of recent spousal coverage election rates and the prior year assumption. Based on the 2017 census, new retirees since 1/1/2015 have chosen to cover their spouses approximately 20% of the time. However, active employees cover their spouses at a rate close to 53%.

**WILLIAM & MARY  
RECEIPT OF THE FINANCIAL REPORT OF  
THE INTERCOLLEGIATE ATHLETIC DEPARTMENT  
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The summarized Financial Report of William & Mary's Intercollegiate Athletic Department for the fiscal year ended June 30, 2018, is presented by the Senior Vice President for Finance and Administration to the President, Rector, and the Board of Visitors of the university.

RESOLVED, That the Unaudited Financial Report of William & Mary's Intercollegiate Athletics Department for the Year Ended June 30, 2018 (*see separate booklet*), is hereby received by the Board of Visitors.



# WILLIAM & MARY

CHARTERED 1693

UNAUDITED  
FINANCIAL REPORT OF INTERCOLLEGIATE ATHLETICS  
FOR THE YEAR ENDED  
JUNE 30, 2018

THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA  
Williamsburg, VA

BOARD OF VISITORS

As of June 30, 2018

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

Mirza Baig  
Warren W. Buck III  
S. Douglas Bunch  
Thomas R. Frantz  
James A. Hixon  
Barbara L. Johnson  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little  
William H. Payne II  
Lisa E. Roday  
J.E. Lincoln Saunders  
Karen Kennedy Schultz  
Brian P. Woolfolk

COLLEGE OFFICIALS

W. Taylor Reveley III, President

Samantha K. Huge, Director of Intercollegiate Athletics Programs

Chelsey P. Burk, Associate Athletic Director for Business Affairs

The College of William and Mary  
SCHEDULE OF REVENUES AND EXPENSES OF  
INTERCOLLEGIATE ATHLETICS PROGRAMS  
For the year ended June 30, 2018

	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Total
<u>Operating revenues:</u>						
Ticket sales	\$ 639,544	\$ 266,121	\$ 12,107	\$ 42,955	\$ -	\$ 960,727
Student fees	175,665	-	-	-	14,375,737	14,551,402
Direct institutional support	2,076	10,279	27,288	174,224	83,999	297,866
Indirect institutional support	1,152	(6,613)	5,260	3,512	4,455	7,766
Indirect institutional support - athletic facilities debt service, lease and rental fees	53,403	37,413	35,735	57,378	1,052,268	1,236,197
Guarantees	325,000	241,188	-	48,150	-	614,338
Contributions (Note 2)	1,848,911	742,918	502,288	2,293,863	368,205	5,756,185
In-Kind	22,305	19,414	8,048	838	8,837	59,442
Media rights	-	-	-	-	1,500	1,500
NCAA distributions	158,022	73,983	47,813	589,707	394,938	1,264,463
Conference distributions (non-media or bowl)	-	-	-	-	1,500	1,500
Program, novelty, parking, and concession sales	70,380	8,488	1,140	882	2,574	83,464
Royalties, licensing, advertisement and sponsorships	360,322	96,831	54,897	228,921	318,031	1,059,002
Athletics restricted endowment and investments income (Note 3)	1,588,553	264,595	135,425	1,033,011	116,112	3,137,696
Other operating revenue	144,090	300	-	220,550	26,530	391,470
Total operating revenues	5,389,423	1,754,917	830,001	4,693,991	16,754,686	29,423,018
<u>Operating expenses:</u>						
Athletic student aid	2,880,719	578,495	711,794	5,177,976	16,824	9,365,808
Guarantees	-	8,000	-	8,634	-	16,634
Coaching salaries, benefits, and bonuses paid by the University and related entities	1,339,292	772,671	480,107	2,691,862	9,900	5,293,832
Support staff/administrative compensation, benefits, and bonuses paid by the University and related entities	111,799	57,599	44,766	18,150	4,533,315	4,765,629
Recruiting	155,780	113,204	56,778	193,131	1,772	520,665
Team travel	340,243	200,174	141,458	1,006,114	112,639	1,800,628
Sports equipment, uniforms, and supplies	277,132	51,977	48,357	590,965	156,334	1,124,765
Game expenses	307,310	190,654	93,138	569,688	-	1,160,790
Fundraising, marketing and promotion	-	-	-	-	576,518	576,518
Spirit groups	-	-	-	10	56,438	56,448
Athletic facility leases and rental fees	-	37,413	35,735	57,378	70,359	200,885
Athletic facility debt service	484,664	-	-	328,314	428,501	1,241,479
Direct overhead and administrative expenses	759,298	-	-	412,089	280,435	1,451,822
Indirect cost paid to the institution by athletics	68,064	-	-	14,898	336,252	419,214
Indirect institutional support	1,152	(6,613)	5,260	3,512	4,455	7,766
Medical expenses and insurance	-	-	572	195	242,046	242,813
Memberships and dues	-	1,365	1,443	8,795	101,097	112,700
Student-Athlete Meals (non-travel)	84,626	24,492	29,706	74,186	-	213,010
Other operating expenses	94,895	50,008	22,576	108,185	458,906	734,570
Total operating expenses	6,904,974	2,079,439	1,671,690	11,264,082	7,385,791	29,305,976
Excess (deficiency) of revenues over (under) expenses	\$ (1,515,551)	\$ (324,522)	\$ (841,689)	\$ (6,570,091)	\$ 9,368,895	\$ 117,042

Other Reporting Items:

Total athletics-related debt	\$ 10,350,500
Total institutional debt	\$ 226,712,407
Value of athletics-dedicated endowments	\$ 92,276,498
Value of institutional endowments	\$ 935,543,672
Total athletics-related capital expenditures	\$ 1,633,970

The accompanying Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs are an integral part of this Schedule.

WILLIAM & MARY  
NOTES TO SCHEDULE OF REVENUES AND EXPENSES OF  
INTERCOLLEGIATE ATHLETIC PROGRAMS  
AS OF JUNE 30, 2018

1. BASIS OF PRESENTATION

The accompanying Schedule of Revenues and Expenses of Intercollegiate Athletic Programs has been prepared on the accrual basis of accounting. The purpose of the Schedule is to present a summary of revenues and expenses of the Intercollegiate Athletics Programs of the university for the year ended June 30, 2018 and includes both those intercollegiate athletics revenues and expenses under the direct accounting control of the university and those on behalf of the University's Intercollegiate Athletics Programs by outside organizations not under the university's control. Because the Schedule presents only a selected portion of the university's activities, it is not intended to, and does not present the financial position, changes in financial position, or cash flows for the year ended June 30, 2018. Revenues and expenses directly identifiable with each category of sport are presented and reported accordingly. Revenues and expenses not directly identifiable to a specific sport are reported under the category "Non-Program Specific."

2. CONTRIBUTIONS

The Athletic Educational Foundation (AEF) of the College of William and Mary in Virginia, Incorporated, also referred to as the Tribe Club, raises funds and collects contributions for the benefit of the Intercollegiate Athletics Department. The university received \$5,756,184 from the AEF during the year ended June 30, 2018.

The university received \$591,375 through the College of William and Mary Foundation for capital improvements to Zable Stadium which serves the Football and Men's and Women's Track programs, and for construction of the Plumeri Indoor Batting Cage and Busch Field Team Facility. Capital contributions are not reported in the Intercollegiate Athletics Schedule of Revenues and Expenses.

3. ENDOWMENT AND INVESTMENT INCOME

The College of William and Mary Foundation is authorized to receive and administer gifts and bequests of all kinds. The Foundation makes such resources available to the university, which may be drawn as needed by the university within the Foundation's budgetary restrictions. The university received \$2,890,197 of endowment and investment income from the Foundation for the benefit of the Intercollegiate Athletics Department for the year ended June 30, 2018.



#### 4. CAPITAL ASSETS

Capital assets are recorded at historical cost at the date of acquisition or fair market value at the date of donation in the case of gifts. Construction expenses for capital assets and improvements are capitalized when expended. The university's capitalization policy on equipment includes all items with an estimated useful life of two years or more. The William & Mary campus capitalizes all items with a unit price greater than or equal to \$5,000. Capital assets at the time of disposal revert to the Commonwealth of Virginia for disposition.

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

Buildings	40-50 years
Improvements other than Buildings	10-50 years
Infrastructure	10-50 years
Equipment	2-30 years
Library Books	10 years

A summary of the capital asset ending balances net of accumulated depreciation for the year ending June 30, 2018 is as follows:

Depreciable capital assets:	
Buildings	\$ 59,638,778
Improvements other than Buildings	2,002,046
Infrastructure	2,628,105
Equipment	<u>3,690,615</u>
Total depreciable capital assets	<u>67,959,544</u>
Less Accumulated depreciation for:	
Buildings	\$15,131,506
Improvements other than Buildings	890,525
Infrastructure	2,628,105
Equipment	<u>2,572,289</u>
Total accumulated depreciation	<u>21,222,425</u>
Total capital assets, net	<u>\$ 46,737,119</u>

## 5. LONG-TERM DEBT

Long-term debt relating to intercollegiate athletics is shown below.

### Description

	Interest Rates (%)	Fiscal Year Maturity	Balance as of June 30, 2018	% used by Athletics	Athletics Balance June 30, 2018
Section 9(d) Bonds:					
Recreation Sports Center, Series 2010B	5.000	2021	165,000	15%	24,750
Recreation Sports Center, Series 2012A	5.000	2024	180,000	15%	27,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	3,440,000	15%	516,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	1,095,000	15%	164,250
Recreation Sports Center, Series 2014B	4.000	2026	190,000	15%	28,500
Improve Athletics Facilities, Series 2012A	3.000 - 5.000	2025	1,480,000	100%	1,480,000
Improve Athletics Facilities, Series 2014B	4.000	2026	260,000	100%	260,000
Improve Athletics Facilities, Series 2014B	5.000	2024	245,000	100%	245,000
Improve Athletics Facilities, Series 2016A	3.000	2027	150,000	100%	150,000
Improve Athletics Facilities II, Series 2013A&B	2.000 - 5.000	2034	1,380,000	100%	1,380,000
Improve Athletics Facilities II, Series 2017A	2.125 - 5.000	2038	2,145,000	100%	2,145,000
J. Laycock Football Facility, Series 2014B	5.000	2024	1,840,000	100%	1,840,000
J. Laycock Football Facility, Series 2016A	3.000	2027	1,100,000	100%	1,100,000
Busch Field Astroturf Replacement, Series 2009B	5.000	2020	130,000	100%	130,000
Busch Field Astroturf Replacement, Series 2016A	3.000 - 5.000	2030	860,000	100%	<u>860,000</u>
Total					<u>\$ 10,350,500</u>

Long-term debt matures as follows:

<u>Year Ended</u>	<u>Principal</u>	<u>Interest</u>
2019	780,750	417,751
2020	816,000	379,458
2021	857,000	339,308
2022	890,000	296,333
2023-2027	4,616,750	842,893.21
2028-2032	1,345,000	296,565.65
2033-2037	895,000	83,825.00
2038	<u>150,000</u>	<u>2,250.00</u>
Total	<u>\$ 10,350,500</u>	<u>\$ 2,658,383</u>

## 6. INDIRECT COSTS

The university charges the Athletic Department an administrative fee. During the fiscal year, the Department paid \$419,214 to the university. This amount is included on the Indirect Cost Paid to the Institution by Athletics line item.

**WILLIAM & MARY  
APPROVAL OF INTERIM USE OF FUNDS AND  
ESTABLISHMENT OF RUSSELL AND JEANNE BAKER QUASI-ENDOWMENT**

WHEREAS, after a long and full life, Jeanne Baker passed away in February 2018 at the age of 102, leaving William & Mary as a 1/3 beneficiary of a trust established by her husband, Russell; and

WHEREAS, the trust, valued at \$3,155,432 as the university share, has no restriction as to use; and

WHEREAS, the administration recommends that \$155,432 be set aside as an expendable fund in support of campus beautification efforts, recognizing the Baker's interest in the campus grounds; and

WHEREAS, the administration recommends that, as an interim use, \$3.0 million be used to support detailed planning for the Integrated Science Center 4 project, with the funds to be reimbursed by the Commonwealth of Virginia once working drawings are complete and the project moves to construction; and

WHEREAS, the administration recommends that, once reimbursement from the Commonwealth occurs, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university's Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary's impact on the environment and to improve efficiency in ways that create measurable returns on investment,

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William & Mary in Virginia, expresses its deep gratitude to the Baker Family for this most generous gift and approves the creation of an expendable fund in support of campus beautification and an interim use of funds to support the planning of Integrated Science 4 as previously described; and

BE IT FURTHER RESOLVED, That once the ISC 4 planning funds are reimbursed by the Commonwealth, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university's Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary's impact on the environment and to improve efficiency in ways that create measurable returns on investment.

AD HOC COMMITTEE ON  
ORGANIZATIONAL SUSTAINABILITY & INNOVATION

November 16, 2018

8:45 – 10:15 a.m.

Board Room – Blow Memorial Hall

Todd A. Stottlemeyer, Co-Chair

Thomas R. Frantz, Co-Chair

- I. Opening Remarks – Mr. Stottlemeyer and Mr. Frantz
  - II. Strategic Planning Dashboard *Pre-Read*
  - III. Closed Session (if necessary)
  - V. Discussion
  - VI. Adjourn
-

**WILLIAM & MARY BOARD OF VISITORS  
OFFICERS AND COMMITTEES  
2018-2019**

***STANDING COMMITTEES:***

**EXECUTIVE COMMITTEE**

John E. Littel, Rector  
William H. Payne II, Vice Rector  
Sue H. Gerdelman, Secretary  
Thomas R. Frantz  
James A. Hixon  
Lisa E. Roday  
Brian P. Woolfolk  
*Michael J. Fox*

**COMMITTEE ON ACADEMIC AFFAIRS**

Karen Kennedy Schultz, Chair  
S. Douglas Bunch, Vice Chair  
Mirza Baig  
Warren W. Buck III  
Anne Leigh Kerr  
Catherine A. Forestell, faculty representative  
Brendan J. Boylan, student representative  
*Michael R. Halleran*

**COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

William H. Payne II, Chair  
Warren W. Buck III, Vice Chair  
James A. Hixon  
Barbara L. Johnson  
J.E. Lincoln Saunders  
Christopher Abelt, faculty representative  
Camryn Easley, student representative  
*Samuel E. Jones*

(Design Review Board – William H. Payne II, Warren W. Buck III)

### **COMMITTEE ON THE STUDENT EXPERIENCE**

H. Thomas Watkins III, Chair  
 Lisa E. Roday, Vice Chair  
 S. Douglas Bunch  
 Thomas R. Frantz  
 Sue H. Gerdelman  
 Karen Kennedy Schultz  
 Todd A. Stottlemeyer  
 Rowan Lockwood, faculty representative  
 Samir Talaware, student representative  
*Virginia M. Ambler*  
*Samantha K. Huge*

### **COMMITTEE ON AUDIT, RISK AND COMPLIANCE**

Brian P. Woolfolk, Chair  
 Barbara L. Johnson, Vice Chair  
 Mirza Baig  
 Victor K. Branch  
 William H. Payne II  
 J.E. Lincoln Saunders  
*Kent B. Erdahl*  
*Pamela H. Mason*  
*Samuel E. Jones*

### **COMMITTEE ON FINANCIAL AFFAIRS**

James A. Hixon, Chair  
 Mirza Baig, Vice Chair  
 S. Douglas Bunch  
 Anne Leigh Kerr  
 Todd A. Stottlemeyer  
 H. Thomas Watkins III  
 Thomas Ward, faculty representative  
 Patrick Canteros, student representative  
*Samuel E. Jones*  
*Amy S. Sebring*

### **Investments Subcommittee:**

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

### **COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

Sue H. Gerdelman, Chair  
 Anne Leigh Kerr, Vice Chair  
 Victor K. Branch  
 Thomas R. Frantz  
 Todd A. Stottlemeyer  
 H. Thomas Watkins III  
 David Armstrong, faculty representative  
 Rachel Becker, student representative  
*Henry R. Broaddus*  
*Matthew T. Lambert*

### **RICHARD BLAND COLLEGE COMMITTEE**

Barbara L. Johnson, Chair  
 J.E. Lincoln Saunders, Vice Chair  
 Victor K. Branch  
 Warren W. Buck III  
 Lisa E. Roday  
 Karen Kennedy Schultz  
 Brian P. Woolfolk  
 Matthew J. Smith, faculty representative  
 Kayla M. Hand, student representative  
*Debbie L. Sydow*

### **AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY AND INNOVATION**

Todd A. Stottlemeyer, Co-Chair  
 Thomas R. Frantz, Co-Chair  
*Michael R. Halleran*  
*Henry R. Broaddus*  
*Samuel E. Jones*

Board Liaison to MONROE LEGACY WORKING GROUP – Warren Buck  
 Board Liaison to 1619-2019 COMMEMORATION COMMISSION – Warren Buck  
 Board Representatives on INAUGURATION COMMITTEE – Sue Gerdelman & Lisa Roday  
 Board Representative on PROVOST SEARCH COMMITTEE – Doug Bunch

# BOARD OF VISITORS WILLIAM & MARY

---



---

## BOARD MEETING

*Board Room - Blow Memorial Hall*

November 18, 2018



## MEETING AGENDA

Board of Visitors - William & Mary

November 16, 2018 – 10:30 a.m. - 12:15 p.m.

Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector John E. Littel
- II. Approval of Minutes – September 26-28, 2018 Mr. Littel
- III. Opening Remarks Mr. Littel  
President Katherine A. Rowe
- IV. Closed Session (if necessary) Mr. Littel
- V. Reports of Standing Committee chairs
  - A. Richard Bland College Committee Barbara L. Johnson
    - 1. **Resolution 1:** Resolution to Approve Request for FY20 Budget Amendment *tab #1*
    - 2. **Resolution 2:** Resolution to Approve Weapons on Campus Regulation *tab #2*
    - 3. **Resolution 3:** Resolution to Approve Open Flames on Campus Regulation *tab #3*
    - 4. **Resolution 4:** Resolution to Approve Naming of the Mary Morton Parsons Cafe *tab #4*
    - 5. **Resolution 15:** Receipt of the Consolidated Financial Report of The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2018  
(joint with William & Mary) *tab #15*
  - B. Committee on Institutional Advancement Sue H. Gerdelman
  - C. Committee on the Student Experience H. Thomas Watkins III
  - D. Committee on Audit, Risk and Compliance Brian P. Woolfolk
    - 1. **Resolution 8:** Approval of 2019 Internal Audit Work Plan *tab #8*

Board of Visitors  
MEETING AGENDA  
November 16, 2018

E. Committee on Administration, Buildings and Grounds William H. Payne II

1. **Resolution 9:** Resolution to Approve Demolition of Multiple Structures at the Eastern Shore Laboratory *tab #9*
2. **Resolution 10:** Resolution to Approve Demolition of Multiple Structures within the Facilities Maintenance Complex *tab #10*
3. **Resolution 11:** Resolution to Approve the Naming of the Acuff Center for Aquaculture *tab #11*
4. **Resolution 12:** Resolution to Approve the Crisis and Emergency Management Plan *tab #12*
5. **Resolution 13:** Resolution to Approve the Naming of the Tribe Field Hockey Center *tab #13*

F. Committee on Financial Affairs James A. Hixon

1. **Resolution 14:** Maintain Four-Year Tuition Guarantee for In-State Undergraduate Students *tab #14*
2. **Resolution 15:** Receipt of the Consolidated Financial Report of The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2018  
(*joint with Richard Bland College*). *tab #15*
3. **Resolution 16:** Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2018 *tab #16*
4. **Resolution 17:** Approval of Interim Use of Funds and Establishment of Russell and Jeanne Baker Quasi-Endowment *tab #17*

G. Committee on Academic Affairs Karen Kennedy Schultz

1. **Resolution 5:** Appointment to Fill Vacancies in the Instructional Faculty *tab #5*
2. **Resolution 6:** Designated Professorships *tab #6*
3. **Resolution 7:** Faculty Leave of Absence *tab #7*

H. Ad Hoc Committee on Organizational Sustainability and Innovation Todd A. Stottlemeyer  
Thomas R. Frantz

Board of Visitors  
MEETING AGENDA  
November 16, 2018

- |   |            |
|---|------------|
| VI. Monroe Legacy Working Group         | Mr. Buck   |
| VII. 1619-2019 Commemoration Commission | Mr. Buck   |
| VIII. Old Business                      | Mr. Littel |
| IX. New Business                        | Mr. Littel |
| X. Executive Session (if necessary)     | Mr. Littel |
| XI. Closing remarks                     |            |
| XII. Adjournment                        | Mr. Littel |

**BOARD DINING ROOM**

12:15-1:15 p.m. Lunch

**FULL BOARD MEETING  
MINUTES – SEPTEMBER 26-28, 2018**

## **MINUTES**

Meeting of the Board of Visitors  
September 26-28, 2018  
Board Room - Blow Memorial Hall

The Board of Visitors of The College of William & Mary in Virginia met on the campus in Williamsburg on Wednesday, Thursday and Friday, September 26-28, 2018.

On Wednesday, September 26, the Committee on Academic Affairs met in the Board Room from 2:31 to 4:36 p.m. The Executive Committee met from 4:30 to 6:13 p.m. in the Board Conference Room. That evening the full Board convened for dinner in the Business School.

Those present on Wednesday were:

Victor K. Branch  
Warren W. Buck III  
S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman  
James A. Hixon  
Barbara L. Johnson  
Anne Leigh Kerr

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

Absent: Mirza Baig

Also present was William and Mary President Katherine A. Rowe.

On Thursday, September 27, the Investments Subcommittee met from 8:00 to 9:00 a.m., the Committee on Financial Affairs met from 9:15 to 10:30 a.m., the Committee on Institutional Advancement met from 10:30 to 11:20 a.m., and the Committee on Athletics and Student Affairs met from 2:00 to 3:30 a.m. in Blow Hall Room 201, while the Richard Bland College Committee met from 8:30 to 10:25 a.m., the Committee on Administration, Buildings and Grounds met from 10:30 to 11:20 a.m. and the Committee on Audit, Risk and Compliance met from 2:00 to 3:33 p.m. in the Board Room.

Those present on Thursday were:

Mirza Baig  
Victor K. Branch  
Warren W. Buck III  
S. Douglas Bunch  
Sue H. Gerdelman  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
William H. Payne II

Lisa E. Roday  
J.E. Lincoln Saunders  
Karen Kennedy Schultz  
Todd A. Stottlemeyer  
H. Thomas Watkins III  
Brian P. Woolfolk  
Faculty Representative: Catherine Forestell  
Student Representative: Brendan Boylan

Board of Visitors  
MINUTES  
Page 2

Others present were:

Katherine A. Rowe  
Michael R. Halleran  
Virginia M. Ambler  
Henry R. Broaddus  
Samantha K. Huges  
Samuel E. Jones  
Kent B. Erdahl  
Michael J. Fox

W. Fanchon Glover  
Matthew T. Lambert  
Jeremy P. Martin  
John M. Poma  
Amy S. Sebring  
Brian W. Whitson  
Sandra J. Wilms

Also in attendance were Staff Liaison Jennifer C. Fox, University Counsel Deborah Love, Dean Carrie Cooper and other William & Mary faculty and staff.

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

On Friday, September 28, the Rector convened the Board as a committee of the whole. at 8:00 a.m. in the Board Room.

Those present on Friday were:

Mirza Baig  
Victor K. Branch  
Warren W. Buck III  
S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdeman  
Barbara L. Johnson  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel

William H. Payne II  
Lisa E. Roday  
J.E. Lincoln Saunders  
Karen Kennedy Schultz  
Todd A. Stottlemeyer  
H. Thomas Watkins III  
Brian P. Woolfolk  
Faculty Representative: Catherine Forestell  
Student Representative: Brendan Boylan

Others present were:

Katherine A. Rowe  
Michael R. Halleran  
Virginia M. Ambler  
Henry R. Broaddus  
Samantha K. Huges  
Samuel E. Jones  
Kent B. Erdahl  
Michael J. Fox

W. Fanchon Glover  
Matthew T. Lambert  
Jeremy P. Martin  
John M. Poma  
Amy S. Sebring  
Brian W. Whitson  
Sandra J. Wilms  
Timothy A. Wolfe

Also in attendance were Staff Liaison Jennifer C. Fox, University Counsel Deborah Love, Dean Kate Conley, Dean John Wells and other William & Mary and VIMS staff.

Mr. Stottlemeyer presided as chair of the ad hoc **Committee on Organizational Sustainability and Innovation** and briefly outlined the charge of the committee, then called on President Rowe who outlined three strategic areas on which she is concentrating:

- focus on innovative teaching and learning
- explore emerging directions in liberal arts
- explore entrepreneurial thinking

Following brief discussion, Mr. Stottlemeyer moved that the Committee on Organizational Sustainability and Innovation convene in Closed Session to discuss the evaluation of the performance of departments or schools, as provided for in Section 2.2-3711.A. 1., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 8:13 a.m.

The Committee reconvened in open session at 9:12 a.m. Mr. Stottlemeyer reviewed the topic discussed during closed session, then moved to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Hixon and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the ad hoc Committee adjourned at 9:13 a.m.

Following a short break, the Rector convened the full Board at 9:30 a.m.

Those present were:

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

William H. Payne II  
Lisa E. Roday  
J.E. Lincoln Saunders  
Karen Kennedy Schultz  
Todd A. Stottlemeyer  
H. Thomas Watkins III  
Brian P. Woolfolk  
Faculty Representative: Catherine A. Forestell  
Student Representative: Brendan J. Boylan

Others present were:

President Katherine A. Rowe  
Michael R. Halleran  
Virginia M. Ambler  
Henry R. Broaddus  
Samantha K. Huge  
Samuel E. Jones  
Matthew T. Lambert  
Amy S. Sebring

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

Also in attendance were Staff Liaison Jennifer C. Fox, Richard Bland College Chief Development Officer J. Tyler Hart, University Counsel Deborah Love, Dean Kate Conley, Dean Carrie Cooper, Dean Davison Douglas, Dean Spencer Niles, other William & Mary staff, and Senior Assistant Attorney General Carrie S. Nee.

Welcome and call to order - Rector John E. Littel

Moment of silence was held for incoming student Raymond McGavin '22, who passed away in June, Virginia Pate Wetter Class of 1940, Doctor of Public Service '06, who passed away earlier this week, as well as faculty emeriti, alumni and friends of the university during the year.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the annual meeting of April 18-20, 2018, and the Board Retreat on August 9-10, 2018. Motion was made by Mr. Stottlemeyer, seconded by Ms. Roday and approved by voice vote

Opening Remarks:

- Mr. Littel thanked Mr. Stottlemeyer and Mr. Watkins for their leadership as Rector and Vice Rector. He welcomed new member Victor Branch, new W&M faculty representative Cathy Forestell, new W&M staff liaison Jennifer Fox, new W&M student representative Brendan Boylan and new President Katherine Rowe. The Rector reiterated that the Board will focus on making more efficient use of time and resources in support of the three priorities established at the August retreat; namely, supporting the successful transition to the presidency for Katherine Rowe; assuring the successful completion of the *For the Bold* capital campaign and participating in efforts to assure financial sustainability.
- W&M President Katherine A. Rowe commented on her goals and strategic planning initiatives, changes currently underway to join the university's academic and administrative leadership to facilitate strategy throughout the university, and her efforts to hear from William & Mary in its entirety through listening sessions with alumni, faculty, staff and students.



- Sue Gerdelman and Val Cushman from the Advancement office reviewed the Women's Weekend events.
- The Rector advised that Richard Bland President Debbie Sydow was in Australia and called on Chief Development Officer Tyler Hart for a brief report on Richard Bland.

Mr. Littel moved that the Board of Visitors convene in Closed Session for the purpose of approving personnel actions involving specific employees pertaining to the appointments, promotions, tenure and leaves of specific instructional faculty; discussing specific personnel matters; discussing the evaluation of the performance of departments or schools; discussing internal investigations involving identifiable students and/or employees; discussing investment matters relating to the investment of public funds; and discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.1., 2., 6. and 9. 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 Board went into closed session at 10:12 a.m.

The Board reconvened in Open Session at 10:15 a.m. Mr. Littel reviewed the topics discussed during closed session for the benefit of the observers, then moved to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Schultz and approved by roll call vote conducted by Secretary to the Board Michael Fox (Certification **Resolution** is appended).

The Rector called for the reports of the standing committees.

Ms. Johnson reported for the Richard Bland College Committee, briefly reviewed the agenda, and asked Tyler Hart for a brief report.

Mr. Hart briefly reviewed **Resolution 1**, Approval of 2018-2019 Revised Operating Budget; **Resolution 2**, Resolution to Approve Six-Year Plan Update; **Resolution 3**, Resolution to Revise the Code of Ethics of Richard Bland College; **Resolution 4**, Resolution of Appreciation – Hays T. Watkins, Jr. and Betty Wright Watkins; **Resolution 5**, Resolution to Approve the College Succession Plan; **Resolution 6**, Appointments to Fill Vacancy in the Instructional Faculty, and **Resolution 7**, Appointments to Fill Vacancy in the Professional Faculty.

Ms. Johnson moved adoption of **Resolutions 1 through 7** as a block. Motion was seconded by Ms. Roday and approved by voice vote.

Mr. Woolfolk reported for the Committee on Audit, Risk and Compliance and briefly reviewed the agenda. There were no action items.

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

Mr. Watkins reported for the Committee on the Student Experience and briefly reviewed the agenda. There were no action items.

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

Mr. Payne moved adoption as a block of **Resolution 22**, Resolution of the Board of Visitors of the College of William and Mary 2018 9(C) Revenue Bond Program Participation: Renovate Dormitories (Landrum Hall), **Resolution 23**, Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/Landrum Hall, **Resolution 24**, Resolution to Approve the 9(D) Debt Resolution of the Board of Visitors of the College of William and Mary Virginia College Building Authority Financing Authorization: Construct the Sadler Center West Addition, **Resolution 25**, Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures: Sadler Center West Addition, **Resolution 26**, Resolution to Approve the University Succession Plan, and **HANDOUT Resolution 27**, Naming of Munford Plaza.

Motion was seconded by Mr. Stottlemeyer and approved by voice vote (**Resolution 27** is appended).

Mr. Hixon reported for the Committee on Financial Affairs and briefly reviewed the agenda.

Mr. Hixon moved adoption as a block of **Resolutions 17(REVISED)**, William & Mary 2018-2024 Six-Year Plan Update, **Resolution 18**, William & Mary FY 20 Operating and Capital Budget Amendments, **Resolution 19**, Corporate Resolution to Transact Business and Confirm Authorized Business Agents for the College of William & Mary, **Resolution 20**, Virginia Institute of Marine Science 2018-2024 Six-Year Plan Update, and **Resolution 21**, Virginia Institute of Marine Science FY 20 Operating and Capital Budget Amendments.

Motion was seconded by Ms. Kerr and approved by voice vote (**Resolution 17(R)** is appended).

Mr. Baig reported for the Investments Subcommittee and briefly reviewed the agenda. There were no action items.

Ms. Schultz reported for the Committee on Academic Affairs and briefly reviewed the agenda.

Ms. Schultz moved adoption as a block of **Resolutions 8**, Appointments to Fill Vacancies in the Instructional Faculty, **Resolution 9**, Designated Professorships, **Resolution 10**, Faculty Leaves of Absence, **Resolution 11**, Faculty Promotions, **Resolution 12**, Award of Academic Tenure, **Resolution 13**, Resolution to Approve a Bachelor of Arts Program in Japanese Studies, and **Resolution 14**, Resolution to Approve a Master of Science Program in Psychological Sciences

Motion was seconded by Ms. Kerr and approved by voice vote.

Faculty representative to the Board Cathy Forestell gave brief report on the activities of the Faculty Assembly.

Student representative to the Board Brendan Boylan gave a brief report on the activities of the Student Assembly.

Staff Liaison Jennifer Fox gave a brief report on the activities of the Staff Assembly and the Professionals and Professional Faculty Assembly.

Warren W. Buck III reported as the Board representative on the Monroe Legacy Working Group and the 1619-2019 Commemoration Commission

Under Old Business, the Rector noted that the visit to the Wellness Center had been deferred from the April meeting and thanked Ms. Roday, Vice President Ambler, the donors, staff and students for an awesome visit.

Under New Business, the Rector advised that revisions to the Bylaws as detailed in **Resolution 15**, Revisions to the *Bylaws* of the Board of Visitors, had been circulated within the 30-day notice as required. Three amendments have been suggested:

1. Article V, Section B. 1. C. and E. regarding the designation of the standing committees – the Committee on Athletics and Student Affairs shall be renamed the *Committee on the Student Experience* to communicate a focus on student engagement. This change shall be reflected throughout the document.
2. Article V, Section B. 5. and 6. and Section H. regarding appointment of faculty and student representative members of committees to add a faculty and a student committee representative to the Committee on Institutional Advancement:
3. Article XII, Section B. regarding the Code of Ethics of Richard Bland College (Resolution 3) which has been revised to be more consistent with that of William & Mary and is recommended by President Sydow.

The Rector asked for a motion to accept these amendments. Motion was made by Ms. Johnson, seconded by Ms. Gerdelman and approved by voice vote.

The Rector then asked for a motion to adopt **Resolution 15** as revised. Motion was made by Mr. Watkins, seconded by Mr. Stottlemeyer and approved by **voice vote**. (**Resolution 15(R)** is appended.)

The Rector asked for a motion to adopt **Resolution 16**, Appointment of Chancellor of the College. Motion was made by Ms. Gerdelman, seconded by Mr. Stottlemeyer and approved by voice vote

The Rector announced that the Board has set the date of Friday, February 8, 2019, in conjunction with the Charter Day ceremony, to officially inaugurate the 28<sup>th</sup> President of William & Mary and to have the re-investiture of Chancellor Robert Gates. Lisa Roday and Sue Gerdelman will represent the Board on the Inauguration Committee.

The Rector advised that the Code of Virginia now requires that 30 days prior to approval of each year's tuition and mandatory fees, the Board of Visitors of Virginia's higher education institutions announce the range of increase under consideration and the proposed use of any incremental revenue. In addition to the regular practice of issuing an announcement, the Rector envisions an opportunity in mid-October for a public comment opportunity.

Mr. Littel moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees; and for consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation; and for consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, as provided for in Section 2.2-3711.A.1., 7. and 8., of the Code of Virginia. Motion was seconded by Mr. Payne and approved by voice vote. Observers were asked to leave the room and the Board went into Executive Session at 11:40 a.m.

The Board reconvened in open session at 12:22 p.m. Mr. Littel asked for a motion that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was made by Ms. Gerdelman, seconded by Mr. Watkins and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Following brief closing remarks, and there being no further business, the Board adjourned at 12:25 p.m.

September 28, 2018

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Organizational Sustainability and Innovation 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 Organizational Sustainability and Innovation, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Financial Affairs.

VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Co-Chair  
Committee on Organizational Sustainability  
and Innovation

Board of Visitors

September 28, 2018

### 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:

  
\_\_\_\_\_  
John E. Littel  
Rector of the College

COLLEGE OF WILLIAM AND MARY  
NAMING OF MUNFORD PLAZA

The Committee celebrating 100 years of co-education at William & Mary, led by Professor Emerita Jayne Barnard and Ms. Val Cushman, have given considerable thought to how best to recognize and honor the contributions of Mary-Cooke Branch Munford to William & Mary. Mary-Cooke Branch Munford (1865–1938) devoted her life to the improvement of public education in the South, to the advancement of women in higher education, and to the improvement of race relations, and was instrumental to the introduction of co-education to the university in 1918. She was also the first woman member of the William & Mary Board of Visitors, where she served from 1920 to 1924. Mrs. Munford also served on the board of the National Urban League, was a founding member of the Virginia Inter-Racial League and a trustee at Fisk University in Nashville, Tennessee.

Throughout her life, Mary-Cooke Branch Munford was an advocate for women and for women's education. She was a founder of the Richmond Women's Club. She advocated universal public education (K-8), traveling and lobbying with an interracial team throughout the South. She was a founder and leader of the Richmond Education Association, which lobbied for education for both black and white children. Under her direction as president, this organization worked for such goals as rural high schools, improved teacher training, agricultural and industrial education, and the establishment of local school improvement leagues. She was also a founder of the Cooperative Education Association of Virginia, an organization with similar goals, focusing particularly on rural Virginia schools. Her career as a social and educational reformer directly affected the lives of many Virginians

On the William & Mary campus, at the heart of the new campus, there is a clearly defined “diamond within a square” situated between Swem Library, Andrews Hall, the Integrated Science Center and Small Hall. Barksdale Field is in plain view. This area connects – physically via brick walkways – the fine arts, the sciences, literature, history, social sciences and more. These were the opportunities that Mary-Cooke Branch Munford longed for as a young woman and fought for in her advocacy for co-education. This area is traversed by thousands of students and alumni each year.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President and in recognition of Mary-Cooke Branch Munford’s lifetime of support of higher education and tireless advocacy on behalf of women that helped bring co-education to William & Mary in 1918, the Board of Visitors of the College of

September 28, 2018

Page 2 of 2

William & Mary hereby names the area between Swem Library, Andrews Hall, the Integrated Science Center and Small Hall in her honor; it shall henceforth be known exclusively as "Mary-Cooke Branch Munford Plaza;" and

BE IT FURTHER RESOLVED, That a copy of this resolution be presented to the family of Mary-Cooke Branch Munford, with the best wishes and grateful thanks of the Board of Visitors and the entire College community.



**COLLEGE OF WILLIAM AND MARY**  
**2018-2024 SIX-YEAR PLAN UPDATE**

WHEREAS, the College of William & Mary has a long tradition of providing an excellent liberal arts education to the citizens of the Commonwealth and the nation.

WHEREAS, the Governor's Commission on Higher Education has indicated "the Commonwealth's commitment . . . to having a distinctive 'public ivy' at William & Mary;"

WHEREAS, consistent with the requirement of the Higher Education Opportunity Act (the Act), William & Mary developed its 2018-24 Six-Year Plan rooted in this commitment, the goals set out in its Strategic Plan, and the objectives of the Act. This Six-Year Plan was approved by the Board of Visitors of the College of William & Mary in September 2017.

WHEREAS, the Board of Visitors remains committed to the William & Mary Promise as a business model to enhance the quality of its education while improving predictability and affordability for in-state undergraduate students.

WHEREAS, the Commonwealth's planning process requires an update to the Six-Year Plan on an annual basis, incorporating the most recent funding actions by the Commonwealth and the most recent (FY 2019) operating budget approved by the Board of Visitors in April 2018.

WHEREAS, the university has reviewed those expenditures necessary to support and enhance its instructional, research, student service, and administrative operations, prioritized those expenditures, and recommended funding through a combination of Commonwealth, university, and reallocated revenue.

WHEREAS, the university continues to evaluate opportunities to improve the effectiveness and efficiency of its academic/administrative programs and activities.

THEREFORE, BE IT RESOLVED That upon recommendation of the President, the Board of Visitors of the College of William & Mary, approves William & Mary's Six-Year Plan Update to reflect the university's FY 2019 operating budget as approved by the Board in April 2018.

BE IT FURTHER RESOLVED, That the Board of Visitors recognizes the incremental state support for operations appropriated by the Commonwealth for the 2018-2020 biennium and as a result, the update reduces the projected four-year guaranteed in-state undergraduate tuition and mandatory E&G fee increase for new in-state undergraduate students from 6.4% (or 1.58% on a compounded, annualized basis) as contained in the original plan to 5.4% (or 1.31% on a compounded annualized basis) as contained in the updated Six-Year Plan. Under the William & Mary Promise there is no increase in the tuition charged to continuing in-state undergraduate students. The Board will take formal action on in-state undergraduate tuition for FY 2020 at its November 2018 meeting.

**REVISIONS TO THE BYLAWS OF  
THE BOARD OF VISITORS**

Amendments and revisions to the *Bylaws of the Board of Visitors* have been proposed in order to (1) streamline the Board's committee structure and focus; (2) give flexibility to the new President of William & Mary to implement organizational changes; and (3) clean up typographical errors.

BE IT RESOLVED, That on the recommendation of the Rector of the College, officials at both William and Mary and Richard Bland College, and University Counsel, the *Bylaws of the Board of Visitors* are hereby amended, effective immediately, as shown on the following pages.

## **BYLAWS OF THE BOARD OF VISITORS**

### **ARTICLE I**

#### **I. Board Authority**

- A. The Board of Visitors (Board) of The College of William & Mary in Virginia (the University or William & Mary) is the corporate body established by the Royal Charter and the Code of Virginia to govern William & Mary (including the Virginia Institute of Marine Science). The Board is also established by the Code of Virginia to govern Richard Bland College (the College or RBC).
- B. The Board has the powers and duties conferred upon it by the Royal Charter, the Code of Virginia, and the Management Agreement with the Commonwealth of Virginia.
- C. The Board has adopted these Bylaws to set forth the workings of the Board, the University and the College, and to fulfill its obligations under the law. The Board adopted codes of ethics for the University and the College that apply to all members of the institutional community – board members, employees, students, and volunteers (see Section XII. A. and B.). The Board strives to preserve the ideals and traditions of the institutions under its jurisdiction, including the student-administered Honor System that originated in the earliest years of the University.

### **ARTICLE II**

#### **II. Membership**

- A. **Board of Visitors Members:** The Board consists of seventeen members appointed by the Governor of Virginia and confirmed by the General Assembly of Virginia.
- B. **Advisory representatives:** The Board is assisted by various non-voting advisory representatives who may attend committee meetings and the full meetings of the Board and any closed sessions of Board committees, as determined by the respective committee chair or the full Board, as determined by the Rector. In the event an advisory representative is unable to complete the term, the Rector will, in consultation with the President of William & Mary or the President of RBC, as appropriate, appoint a replacement representative to complete the term, with no effect on eligibility to serve a full term. The representatives will be appointed by the Rector annually, as follows:

1. **Student Representative of William & Mary:** The President of the Student Assembly for a one-year term.
2. **Student Representative of Richard Bland:** A student nominated by the President of RBC for a one-year term.
3. **Faculty Representative of William & Mary:** A faculty member selected, in consultation with the chair of the Committee on Academic Affairs and recommended by the President and Provost, from among the former presidents of the William & Mary Faculty Assembly, for no more than two consecutive one-year terms.
4. **Faculty Representative of Richard Bland College:** A faculty member recommended by the President of RBC, in consultation with the chair of the RBC Faculty Assembly, for no more than two consecutive one-year terms.
5. **Staff Liaison of William & Mary:** The President of the professional or operational/classified staff Assembly for a one-year term. Such appointments alternate each year between the professional and operational/classified staffs.

**C. Terms of Board members**

1. Members of the Board of Visitors have such terms as provided by law.
2. The terms of student and faculty advisory representatives begin on the day following Commencement at each institution and continue through Commencement the following year.
3. The term of the staff liaison begins on July 1 and continues until June 30 of the following year.

**D. Removal of Board members**

1. If any member of the Board fails to perform the duties of the office for one year without written justification to the Rector, the Rector may, after notifying that member, report such failure to the Governor and may request that the Governor exercise the authority under § 2.2-108 of the Code of Virginia to remove the member from the Board. Such action must be recorded in the minutes of the next meeting.

The Governor may remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board of

Visitors, and fill the resulting vacancy, subject to confirmation by the General Assembly.

2. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs required by § 23.1-1304 of the Code of Virginia during the first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members will record such failure in the minutes of the next meeting, and the Rector will notify the Governor. Pursuant to § 23.1-1300.E of the Code of Virginia, the member's office is vacated upon such notification.

## ARTICLE III

### III. Meetings

- A. **Regular meetings:** The Board meets regularly at least four times each year on dates selected by the Rector. The last meeting of the academic year is the annual meeting.
- B. **Special meetings:** Special meetings, including emergency meetings and annual retreats, may be called by the Rector, or in the Rector's absence or inability, by the Vice Rector, or at the request of five members of the Board.
- C. **Electronic meetings:** The Board may conduct meetings electronically in accordance with the requirements of the law.
- D. **Remote location participation:** Pursuant to § 2.2-3708.2 of the Code of Virginia, a member who is unable to attend a meeting of the Board may participate from a remote location, as follows:
  1. The member must disclose to the Rector on or before the date of the meeting that the member is unable to attend due to:
    - a. a personal matter, the nature of shall be identified with specificity. A member's remote participation due to a personal matter is limited to two meetings per calendar year; or
    - b. a temporary or permanent disability or other medical condition that prevents the member's physical attendance;
  2. The Board will determine by majority vote whether the member has satisfied that the requirements for remote participation.

3. If the Board approves the member's participation, the Board shall arrange for the voice of the remote participant to be heard by all persons at the Board's meeting location. The minutes of the meeting shall note the remote location from which the member participated. If the member was unable to attend the meeting due to a temporary or permanent disability or other medical condition, the minutes shall note this. If the member was unable to attend due to a personal matter, the minutes shall note the specific nature of the personal matter.
  4. If the Board disapproves the member's participation, such disapproval shall be recorded in the minutes with specificity. If a member's participation is not approved, the member may continue to monitor the meeting from the remote location, but may not participate in the proceeding and may not be counted as present at the meeting.
  5. Committees or subcommittees of the Board, or those committee or subcommittees appointed by the Board or the Rector to perform a delegated function or to advise the Board, are authorized to allow members to participate remotely, subject to the same requirements as the Board has imposed on itself.
- E. **Notice of meetings:** Notice of meetings is provided in accordance with relevant provisions of the Virginia Freedom of Information Act, Chapter 37 of Title 2.2. The appointee or representative of the Virginia Attorney General is notified and may attend meetings of the Board and all Board committees.
- F. **Quorum:** A simple majority of the voting members of the Board (or of a committee, in the case of a committee meeting) serving at any time constitutes a quorum. The Rector is a member of each Board committee for purposes of a quorum. The Rector may appoint members to a committee on an ad-hoc basis in the event a quorum is needed for a specific meeting.
- G. **Resolutions of the Board:** All proposed resolutions of the Board are presented to the Board-appointed Secretary to the Board prior to the meeting at which they are to be considered, with mailing to the members and non-voting advisory representatives at least six calendar days prior to the meeting, except that the introduction of a motion and/or resolution for Board action may be offered at any time at the request of the Rector, the President of the University or the President of the College, or on those occasions when a two-thirds majority of the members present at the meeting vote in the affirmative to suspend this rule. At the same time such resolutions and all materials are furnished to members of the Board, they are made available for review by members of the public.

- H. **Public and closed meetings:** The discussions of the Board and any actions taken by it are conducted in open meeting, unless a closed or executive session is authorized by law. Any action taken in a closed meeting must be officially approved in open meeting before it has effect. Attendance at meetings of the Board during closed or executive sessions is determined by the Rector in consultation with the President of the University or the President of the College and in coordination with the Secretary to the Board. Attendance at committee meetings during closed or executive sessions is determined by the committee chair in consultation with the Rector.
- I. **Minutes:** The Board-appointed Secretary to the Board maintains minutes of all open meetings of the Board. The Secretary ensures that minutes are posted on the Board's website and made available as required by law.
- J. **Annual Executive Summary:** The Board submits to the General Assembly and the Governor an annual executive summary of its work no later than the first day of each regular session of the General Assembly, in accordance with procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports for publication on the General Assembly's website.
- K. **Board Evaluation:** The Board shall conduct a self-evaluation biennially during the Board Retreat with a process discussed by the Executive Committee and approved by the Rector. The Board may occasionally have a formal evaluation of its processes and procedures conducted by an external evaluator at the discretion of the Executive Committee.

## ARTICLE IV

### IV. Officers of the Board

#### A. The officers of the Board are:

1. **Rector of the College:** The Rector presides over all meetings of the Board and determines the order of its business. The Rector serves as the spokesperson for the Board and its designated representative. The Rector performs other duties as prescribed by law or these Bylaws, or as expressly authorized by the Board, including the appointment of members to all committees of the Board, special committees, and ad hoc committees.

2. **Vice Rector of the College:** The Vice Rector performs the duties of the Rector when the Rector is absent or unable to discharge the duties of the office.
  3. **Secretary of the Board (elected):** The Secretary performs the duties of the Rector when neither the Rector nor the Vice Rector is present or able to discharge such duties.
- B. **Election of officers:** Prior to the annual meeting in every even year, the Rector appoints a committee of at least three members of the Board to nominate candidates for the offices of Rector, Vice Rector, and Secretary. Nominations will also be accepted from the floor. The Board elects officers from any members nominated at the annual meeting. By statute, either the Rector or the Vice Rector must be a resident of Virginia (§23.1-1300).
- C. **Term of office:** Each officer serves a two-year term beginning July 1 following the annual meeting. Officers are eligible for re-election for one additional term.
- D. **Vacancy of office:** Should an office be vacated prior to the conclusion of an elected term, the Rector, or officer pursuant to IV.A.2. and 3., appoints a committee of at least three members of the Board to nominate a candidate to stand for election at the next meeting of the Board to complete the unexpired portion of such term.

## ARTICLE V

### V. Organization of the Board

#### A. Executive committee:

1. **Membership:** The Executive Committee consists of: (1) the Rector, who serves as chair; (2) the Vice Rector; (3) the Secretary of the Board; (4) the chair of the Committee on Financial Affairs; and (5) three members of the Board at large appointed by the Rector.
2. **Delegation of the authority of the Board:** Except as provided otherwise by law or these Bylaws, the Executive Committee exercises the powers and transacts the business of the Board of Visitors between meetings of the full Board as needed. All members of the Board will be informed promptly of any action taken.
3. **Responsibilities:** The Executive Committee organizes the working processes of the Board and recommends best practices for Board



governance, consistent with relevant provisions of Title 23.1, § 23.1-1306, of the Code of Virginia.

4. **Staffing:** The Board-appointed Secretary to the Board staffs the Committee.

**B. Standing committees**

1. **Designation:** The Board has the following standing committees with members appointed by the Rector:

- a) Committee on Academic Affairs
- b) Committee on Administration, Buildings and Grounds
- c) Committee on ~~Athletics and Student Affairs~~ the Student Experience
- d) Committee on Audit, Risk and Compliance
- e) Committee on Financial Affairs
- f) Committee on Institutional Advancement
- g) Richard Bland College Committee

2. **Membership:**

- a) The Rector appoints one or more members of the Board to chair each committee, and may appoint one or more Board members to serve as vice chair(s) of each committee.
- b) The Rector appoints at least three members of the Board to each standing committee, and may designate committees of the whole.
- c) The Rector may replace chairs as necessary and remove members from committees or fill committee vacancies as necessary.

3. **Subcommittees:** Upon approval of the Rector, committees may appoint subcommittees of not less than three voting Board members from within their memberships to consider such specific matters as will facilitate the business of the committee. All subcommittee action is subject to ratification by the committee.

4. **Meetings of committees:** The chair, or vice chair acting when the chair is absent or unable to perform the duties of the chair, or a majority of the membership of the committee or subcommittee, may call meetings after

consultation and approval by the Rector. Notice of meetings of committees and subcommittees is published as required by law.

5. **Faculty representative members of committees:** Annually, the Rector in consultation with the President, Provost, and chair of the Academic Affairs Committee appoints a faculty member from those nominated by the William & Mary Faculty Assembly Executive Committee, to the positions of non-voting faculty representative to each of the Committees on Administration, Buildings and Grounds, *Athletics and Student Affairs, the Student Experience, Institutional Advancement* and Financial Affairs. No faculty member may serve on more than one committee. The William & Mary faculty representative to the Board (Section II.B.3.) serves as a non-voting advisory member of the Committee on Academic Affairs.
  6. **Student representative members of committees:** Annually, the Rector in consultation with the W&M President, Vice President for Student Affairs and Student Assembly President, shall appoint one W&M student from among the Student Assembly President, Vice President of the Student Assembly and the two student liaisons to the Board to the position of non-voting student representative to each of the Committees on Academic Affairs, Administration, Buildings and Grounds, *Athletics and Student Affairs the Student Experience, Institutional Advancement* and Financial Affairs, with the understanding that such student shall serve for a term of one academic year.
- C. **Committee on Academic Affairs:** The Committee on Academic Affairs considers and makes recommendations on matters affecting educational policies and new degrees or programs, instructional faculty affairs, including academic tenure, and the academic organization of William & Mary, and advises the President of the University on matters of personnel policy in regard to members of the instructional faculty. The Committee meets on a regular basis with representatives of the faculties. The William & Mary faculty representative to the Board serves as a non-voting advisory member of the Committee. The Rector may appoint a student, as detailed in Section V.B.6., to the position of non-voting student committee representative. The Provost staffs the Committee.
- D. **Committee on Administration, Buildings and Grounds:** The Committee on Administration, Buildings and Grounds considers and makes recommendations on all matters relating to the administrative operations of the University, including human resources policy in regard to classified employees, university employees

and other non-instructional faculty members; the buildings and grounds of William & Mary, including the naming of buildings; information technology; procurement; and any other matters referred to it by the Rector or the President particularly regarding authority granted under The Restructured Higher Education Financial and Administrative Operations Act (Title 23.1 Chapter 10). The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives. The Senior Vice President for Finance and Administration staffs the Committee.

The Chair and Vice Chair of the Committee serve on the Design Review Board, of which the Committee Chair serves as chair. The Design Review Board is advisory to the President of William & Mary.

- E. **Committee on ~~Athletics and Student Affairs~~ the Student Experience:** The Committee on ~~Athletics and Student Affairs~~ the Student Experience considers and makes recommendations on matters affecting the University's intercollegiate and recreational athletic policies, plans, and personnel, as well as student life, discipline, extracurricular activities and physical and behavioral health. The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives. The Committee meets on a regular basis with student representatives of the University designated by the President of the Student Assembly. The Director of Athletics and the Vice President for Student Affairs staff the Committee.
- F. **Committee on Audit, Risk and Compliance:** The Committee considers and makes recommendations on policy matters pertaining to compliance, campus safety and security, and enterprise risk management, including financial, operational and reputational risks. The Committee on Audit, Risk and Compliance supervises the Director of Internal Audit, who is charged with auditing William & Mary and Richard Bland. The Committee reviews and approves the annual Audit Plan recommended by the Director of Internal Audit. The Committee performs an annual evaluation of the Director of Internal Audit during the Board's annual meeting for recommendation to the full Board. The Committee provides oversight of the compliance program and approves the Compliance Charter. The Presidents of the University and of the College may advise and consult with the Committee on any matter pertaining to internal auditing. The Director of Internal Audit, the Chief Compliance Officer, the Senior Vice President for Finance and Administration, and the RBC President or designee staff the Committee.

- G. Committee on Financial Affairs:** The Committee on Financial Affairs considers and makes recommendations concerning the financial affairs of William & Mary and the Virginia Institute of Marine Science, which includes the submission and approval of all budgets and the administration of the financial policies and procedures established by the Board. The Committee has power and authority, subject to the guidelines set by the Board, to invest and reinvest all funds held by the Board as an endowment or in trust for the uses and purposes of William & Mary, the Virginia Institute of Marine Science, and Richard Bland, with the assistance of the Presidents; and the Committee directs and controls the handling of investments by an investment counsel or depository agent at any time employed by the Board. The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives. The Senior Vice President for Finance and Administration and the Vice President for Finance and Chief Financial Officer staff the Committee.
- H. Committee on Institutional Advancement:** The Committee on Institutional Advancement consults with the President to promote William & Mary and foster the relationship between the University and its communities and friends. The Committee considers and makes recommendations on policies fostering lifelong relationships and connections between William & Mary and its alumni and fundraising, as well as legislative affairs, branding and communications. A representative of the Alumni Association and a representative of the William & Mary Foundation may meet with the Committee during Board meetings. *The Rector may appoint a faculty member and student, as detailed in Section V.B.5. and 6., to the positions of non-voting faculty and student committee representatives.* The Vice President for University Advancement and the Vice President for Strategic Initiatives & Public Affairs staff the Committee.
- I. Richard Bland College Committee:** The Richard Bland College Committee considers and makes recommendations on matters affecting educational and faculty policies, new degrees or programs, instructional faculty affairs and appointments, including academic tenure, executive appointments, and the academic organization of the College, and advises the President of the College on matters of personnel policy in regard to all classes of employees. The Committee considers and makes recommendations concerning the financial affairs of the College, which includes the submission and approval of all budgets and the administration of the financial policies and procedures established by the Board, as well as internal audits and compliance. The Committee considers and makes recommendations on all matters relating to the buildings and grounds of Richard

Bland College, including the naming of buildings; the administrative operations of the College; information technology; procurement; and any other matters referred to it by the Rector or the President. The Committee consults with the President to promote Richard Bland's advancement and foster the relationship between the College and its communities and friends. The Committee considers and makes recommendations on policies fostering lifelong relationships and connections between Richard Bland and its alumni and fundraising. The Committee performs an annual evaluation of the President of Richard Bland College during the Board's annual meeting for recommendation to the full Board. The Richard Bland student and faculty representatives serve as non-voting advisory members of the Committee. The President of the College staffs the Committee.

- J. **Special or ad hoc committees:** The Rector may appoint special or ad hoc committees of the Board as needed for the benefit of the Board and/or the University or the College.

## ARTICLE VI

### VI. **Executive positions reporting to the Board of Visitors**

- A. **President of William & Mary:** The Board elects the President of the University, who serves at its pleasure and pursuant to a contract with the Board. Any change to the President's employment contract is made only by a vote of a majority of the Board. The duties and responsibilities of the President are prescribed by law, these Bylaws, and such employment contract.

1. The President may attend all meetings of the Board of Visitors or its committees, except as otherwise directed by the Board or committee. The President brings to the attention of the Rector and the Board such matters as require the attention or action of the Board, and may participate in the discussions of the Board or its committees.
2. In case of the incapacitation, death or resignation of the President, the Board of Visitors designates as promptly as possible an Interim President to serve until a President is elected by the Board and assumes office.
3. At least annually, on a date set by the Rector of the College, the Board conducts an evaluation of the performance of the President for the preceding year. Such evaluation may be held in a closed meeting pursuant to § 2.2-3711.A.1. of the Code of Virginia.

- B. President of Richard Bland College:** The Board elects the President of Richard Bland College, who serves at its pleasure and pursuant to a contract with the Board. Any change to the President's employment contract is made only by a vote of a majority of the Board. The duties and responsibilities of the President are prescribed by law, these Bylaws, and such employment contract.
1. The President may attend all meetings of the Board of Visitors or its committees, except as otherwise directed by the Board or committee. The President brings to the attention of the Rector and the Chair of the Richard Bland College Committee such matters as require the attention or action of the Board, and may participate in the discussions of the Board or its committees.
  2. In case of the incapacitation, death or resignation of the President, the Board of Visitors designates as promptly as possible an Interim President to serve until a President is elected by the Board and assumes office.
  3. At least annually, on a date set by the Rector of the College, the Board conducts an evaluation of the performance of the President for the preceding year. Such evaluation may be held in a closed meeting pursuant to § 2.2-3711.A.1. of the Code of Virginia.

## ARTICLE VII

### VII. Administrative positions reporting to the Board of Visitors

- A. Director of Internal Audit:** On recommendation of the President of the University, the Board appoints a Director of Internal Audit. The Director is responsible for the formation of an annual Audit Plan and for the administration and operation in the Office of Internal Audit. The Director consults with the President of William & Mary and the President of Richard Bland in the administration and operation of the Office of Internal Audit. The Director reports to the Committee on Audit, Risk and Compliance, and is evaluated annually by the Committee during the Board's annual meeting for review with full Board.
- B. Building Official:** On recommendation of the President of the University, the Board appoints a Building Official certified by the Virginia Department of Housing and Community Development. The Building Official is authorized to determine the suitability for occupancy of, and to issue certifications for building occupancy for, all capital projects undertaken at William & Mary. Prior to

issuing any such certification, the Building Official ensures that the Virginia Uniform Statewide Building Code requirements are met for that capital project and that such project has been inspected by the Fire Marshal or authorized designee. The Building Official reports directly and exclusively to the Board of Visitors through the Committee on Administration, Buildings and Grounds, and is evaluated annually by the Committee during the Board's annual meeting for review with the full Board.

## ARTICLE VIII

### VIII. Administrative positions of the Board of Visitors

- A. **University Counsel:** The Attorney General of Virginia, in consultation with the President of the University, appoints an Assistant Attorney General and Special Counsel from the Office of the Attorney General as counsel to the Board, the University and the College to provide necessary legal services on both routine matters and special projects.
- B. **Secretary to the Board:** The Board-appointed Secretary to the Board provides assistance to the Rector and members of the Board of Visitors, maintains minutes of all meetings of the Board and makes them available to any member of the Board, the Presidents of the University and College, and such others as required by law, with the authority to provide certification to the minutes of the meetings of the Board when necessary. On recommendation of the President of the University, the appointment of the Secretary to the Board is approved by resolution of the Board of Visitors.

## ARTICLE IX

### IX. Chancellor

Upon recommendation of the President, the Board of Visitors may elect a Chancellor of the University. The Chancellor's position is honorary, without responsibility, authority or compensation except for those duties and responsibilities specifically assigned to that position by the Board of Visitors. The Chancellor serves for seven years, and is eligible for re-election for additional terms upon recommendation of the President.

## **ARTICLE X**

### **X. Responsibilities of the President and Officers of William & Mary**

- A. The President is the chief executive officer of the University, oversees its overall operation under the direction of the Board and in accordance with its policies, and is accountable to the Board for its performance. The President may adopt such rules and regulations as appropriate to the proper administration of the University, provided they are not inconsistent with the policies of the Board of Visitors or the requirements of law. The President is assisted in the performance of duties by officers as defined under Article X. B. The President recommends the appointment of such officers of the University, subject to the approval of the Board of Visitors.

Among other duties as the University's chief executive officer, the President:

1. Approves the salaries, appointments, promotions, and dismissals of members of the staff and faculties of the University.
2. Oversees the admission of students, seeing to their well-being and administering a student disciplinary and Honor Code.
3. Oversees the financial, budgetary, transactional and strategic activities of the University, as well as the use and maintenance of its physical facilities.
4. The President, in consultation with the Rector, recommends to the Board candidates for honorary degrees.
5. Confers all properly authorized degrees, with the exception of honorary degrees, which are conferred by the Rector or the Chancellor or their designee.
6. Has the authority to transact business in the name of the University.
7. Has the authority to further delegate such authority as has been conferred to the President, subject to guidelines for its exercise, and the President remains responsible for the delegated function.

- B. The Provost and other senior officers of the University report to the President. Such senior officers may include the Senior Vice President for Administration and Finance and the Vice Presidents for Strategic Initiatives and Public Affairs, Student Affairs, University Advancement, and the Director of Athletics.



1. The Provost serves as the chief academic officer and senior administrative officer of the University, and has general purview over all its educational programs, activities, personnel and policies. The Provost administers the affairs of the University during the temporary absence or disability of the President, except as otherwise directed by the Board.

The Provost is responsible jointly with the Senior Vice President for Finance and Administration for budgetary planning, and for submitting recommendations to the President regarding allocation of the University's resources and expenditure of its funds.

The Provost is responsible for working directly with the Deans, and the Faculty Assembly when appropriate, on academic planning, and on curricular, budgetary, personnel, and educational policy matters, for recommendation as appropriate to the President. In accordance with the provisions of the Faculty Handbook and the Code of Virginia and upon recommendation of the appropriate dean or administrative officer, the Provost submits to the President recommendations regarding salaries, appointments, promotions and dismissals of members of the staff and faculties of the University, and the establishment of new positions.

The Provost serves as the accreditation officer of William & Mary.

The Provost recommends to the President the calendar of the University, the curriculum of the faculties of the University, and the inauguration of new degrees or programs, the latter being subject to approval by the Board of Visitors. Such recommendations are formulated with due regard to the roles of the respective faculties, the Faculty Assembly, the educational mission of the University in the Virginia system of higher education, and budgetary and administrative feasibility.

Concurrently with the President, the Provost has the authority to transact business in the name of the University, with the exception of indebtedness and those particular assignments made to the Senior Vice President for Finance and Administration. The Provost has the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for its exercise.

2. The Senior Vice President for Finance and Administration administers the business affairs of the University. Under the direction of the President, the Senior Vice President is responsible jointly with the Provost for budget planning, and for recommendations to the President regarding University resource allocation and expenditure budgets.

It is the Senior Vice President's responsibility to assure that private funds under the custody of the Board are properly invested with the approval of the President and the Committee on Financial Affairs.

The Senior Vice President has custody of the University's key documents.

The Senior Vice President is responsible for the effective operation of the physical plant, the auxiliary enterprises, the general purchasing and supply system, human resources, campus security, and the buildings and grounds of the University.

Concurrently with the President, the Senior Vice President for Finance and Administration has the authority to transact business in the name of the University, including: (1) the transfer, conversion, endorsement, sale, purchase, assignment, conveyance and delivery of any and all shares of stocks, bonds, debentures, notes, and subscriptions warrants, cash or equivalent assets, and evidence of indebtedness; (2) any and all contracts for the purchase of real estate and other property, or other securities or assets now or hereafter owned by the Board, or bearing any similar designation indicating ownership by the University; (3) agreements setting forth the terms for the acceptance of gifts to the University; (4) any and all contracts for the purchase or rental of professional services, supplies and equipment, including software and hardware; the design and construction of facilities; non-disclosure and confidentiality agreements; real estate and property leases or rental agreements; capital leases; acquisition or conveyance of any other type of property interest, including easements; equipment leases or fixed asset rental agreements; use of University facilities; and (5) any other agreements necessary to carry out and support the operations of the University, with the exception of those particular assignments made to the Provost. The sale of real property requires the approval of the Board and the Commonwealth of Virginia. The Senior Vice President for Finance and Administration has the authority to further delegate such authority; such delegation must be

consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

- C. On recommendation of the President, the Board of Visitors appoints the Dean of the Faculty of Arts and Sciences and the Deans of the Schools of Business, Education, Law, and Marine Science. The Deans have general responsibility for the Faculties under their jurisdiction and for the direction of the work of the Faculty or School. The Deans report to the Provost.

The Dean of the Faculty of Arts and Sciences and the Dean of the appropriate School, except as otherwise provided, advises the Provost in the formation of the Faculty and the determination of curriculum.

Subject to the legal obligations of the University, and except as these Bylaws otherwise provide, actual instruction, including such matters as curriculum and degree requirements, is discharged by the respective faculties of the University and the College.

- D. On recommendation of the President, the Board of Visitors appoints the Dean of University Libraries. The Dean of University Libraries, under the direction of the Provost, has general purview over and administrative responsibility for the Earl Gregg Swem Library and those professional and departmental libraries of the University responsible to Swem Library, not including the Wolf Law Library.
- E. On recommendation of the President, the Board of Visitors appoints the Dean of the School of Marine Science as the Director of the Virginia Institute of Marine Science. The Dean/Director, under the direction of the President, has general purview of and administrative responsibility for the affairs of the Institute. Recognizing the integration of activities and on-going support provided to the Institute by William & Mary, the Dean/Director works in close collaboration with the Provost and Senior Vice President for Finance and Administration on financial and budgetary matters.

## **ARTICLE XI**

### **XI. Responsibilities of the President and Other Senior Officers of Richard Bland College**

- A. The President is the chief executive officer of the College, oversees its overall operation under the direction of the Richard Bland College Committee and the Board and in accordance with its policies, and is accountable to the Richard Bland

College Committee and the Board for its performance. The President may adopt such rules and regulations as may be deemed appropriate to the proper administration of the College, provided they are not inconsistent with the policies of the Board of Visitors or the requirements of law.

Among the duties as the College's chief executive officer, the President:

1. Upon the recommendation of appropriate academic officers, appoints members of the faculty.
  2. Oversees the admission of students, seeing to their well-being and administering a student disciplinary and Honor Code.
  3. Oversees the financial, budgetary, transactional and strategic activities of the University, as well as the use and maintenance of its physical facilities.
  4. The President, in consultation with the Rector, recommends to the Board candidates for honorary associate degrees.
  5. Confers all properly authorized degrees, with the exception of honorary degrees, which are bestowed by the President and the Rector of the College, or someone designated by the Rector.
  6. Has the authority to transact business in the name of Richard Bland College.
  7. Has the authority to further delegate such authority as has been conferred to the President. Such delegation must remain subject to guidelines for the exercise thereof, and the President remains responsible for the delegated function.
- B. The President, while remaining responsible for the overall administration of the College, is assisted in the performance of duties by a chief academic officer, a chief financial officer, or such other senior officers as the President deems necessary or appropriate. The President recommends the appointment of such officers of the College, subject to the approval of the Board of Visitors.

## **ARTICLE XII**

### **XII. Policies and Regulations**

Policies for the governance of William & Mary and Richard Bland as made from time to time by the Board of Visitors are binding on the appropriate communities and published within the University and the College by appropriate means.

No rule or regulation adopted by the Presidents of the University or RBC is deemed contrary to the policies of the Board of Visitors unless so determined by the Board itself after the promulgation of such rule or regulation.

**A. Code of Ethics of William & Mary**

The Board adopted this Code of Ethics for William & Mary, including the Virginia Institute of Marine Science, on April 17, 2009:

Integrity is one of the core values of the College of William & Mary. Thus, we are committed to lawful and ethical behavior in all of the University's activities. At William & Mary, we insist that all members of the University community – our board members, employees, students, and volunteers – comply with all laws, regulations, policies and ethical norms applicable to them. More generally, we are to be honest, fair, and trustworthy ourselves and to take care that other members of the University community are also.

We, as members of the William & Mary community, will:

1. Obey the laws, regulations, and policies applicable to our university activities.
2. Protect and preserve university resources and ensure their proper use.
3. Avoid both conflicts of interest and the appearance of such conflicts.
4. Safeguard confidential information.
5. Make procurement decisions impartially and objectively.
6. Maintain effective internal controls to safeguard the regularity and integrity of our activities.
7. Treat other people with dignity and respect, ensuring there is no discrimination or harassment at William & Mary.
8. Report any illegal or unethical action that comes to our attention, so the University can investigate and take corrective steps.

**B. Code of Ethics of Richard Bland College**

**The Board adopted this revised Code of Ethics for Richard Bland College on September 28, 2018:**

**At Richard Bland College of William & Mary ("College" or "RBC"), we are committed to ethical and lawful behavior in all College activities. Likewise,**

every member of the College community—employees, students, volunteers, contractors, and agents—is expected to obey all applicable laws, regulations, and policies, and to report any illegal or unethical action so that the College can investigate and take corrective steps as appropriate.

All Richard Bland College employees are expected to embrace the principles of our Code and:

1. Perform work responsibly and well for our students and other stakeholders.
2. Treat all people with dignity and respect.
3. Act with integrity in all interactions on campus and when representing the College off campus.
4. Ensure ethics in our business activities, safeguarding confidential information, avoiding conflicts of interest, and safeguarding College resources.
5. Accurately represent the mission, values, and accredited status of the College at all times.

## MISCELLANEOUS

**Adoption and Amendment of Bylaws.** All Bylaws of the Board previously adopted are hereby superseded. All bylaws of the Faculties and other organizations of the University or the College must be consistent with the Bylaws of the Board. The Board charges the President of William & Mary or the President of RBC, as appropriate, with the responsibility to recommend to the Board amendments to the bylaws of the Faculties and other organizations that are determined to be changes of significance.

The Bylaws of the Board may be amended or superseded at any regular meeting of the Board with thirty days prior written notice, or at a special meeting called for the purpose, provided that every such amendment or repeal must receive not less than nine affirmative votes.

**Suspension of Bylaws.** These Bylaws or any one of them may be temporarily suspended at any meeting of the Board by a three-fourths affirmative vote of all members present provided that no rule may be suspended until at least nine vote affirmatively therefore.

**Parliamentary Authority.** Meetings are conducted and minutes taken in accordance with the current edition of Robert's "Rules of Order Newly Revised."

*As amended by the Board of Visitors on September 28, 2018.*

Board of Visitors

September 28, 2018

### 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;

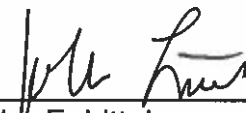
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

  
\_\_\_\_\_  
John E. Littel  
Rector of the College

AGENDA ITEMS  
Board of Visitors Meeting  
William & Mary

November 14-16, 2018  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

- |   |  |
|---|--|
| Resolution 1, <i>tab #1</i>                 | Resolution to Approve Request for FY20 Budget Amendment  |
| Resolution 2 <b>REVISED</b> , <i>tab #2</i> | Resolution to Approve Weapons on Campus Regulation   |
| Resolution 3 <b>REVISED</b> , <i>tab #3</i> | Resolution to Approve Open Flames on Campus Regulation   |
| Resolution 4, <i>tab #4</i>                 | Resolution to Approve Naming of the Mary Morton Parsons Cafe   |
| Resolution 15, <i>tab #15</i>               | 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, 2018<br><i>(joint with William and Mary)</i> |

WILLIAM & MARY

- |                               |   |
|-------------------------------|---|
| Resolution 5, <i>tab #5</i>   | Appointments to Fill Vacancies in the Instructional Faculty                                       |
| Resolution 6, <i>tab #6</i>   | Designated Professorships   |
| Resolution 7, <i>tab #7</i>   | Faculty Leave of Absence  |
| Resolution 8, <i>tab #8</i>   | Approval of 2019 Internal Audit Work Plan   |
| Resolution 9, <i>tab #9</i>   | Resolution to Approve Demolition of Multiple Structures at the Eastern Shore Laboratory           |
| Resolution 10, <i>tab #10</i> | Resolution to Approve Demolition of Multiple Structures within the Facilities Maintenance Complex |



Board of Visitors  
AGENDA ITEMS  
November 14-16, 2018

- |                               |   |
|-------------------------------|---|
| Resolution 11, <i>tab #11</i> | Resolution to Approve the Naming of the Acuff Center for Aquaculture  |
| Resolution 12, <i>tab #12</i> | Resolution to Approve the Crisis and Emergency Management Plan  |
| Resolution 13, <i>tab #13</i> | Resolution to Approve the Naming of the Tribe Field Hockey Center   |
| Resolution 14, <i>tab #14</i> | Maintain Four-Year Tuition Guarantee for In-State Undergraduate Students  |
| Resolution 15, <i>tab #15</i> | 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, 2018<br>( <i>joint with Richard Bland College</i> ) |
| Resolution 16, <i>tab #16</i> | Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2018  |
| Resolution 17, <i>tab #17</i> | Approval of Interim Use of Funds and Establishment of Russell and Jeanne Baker Quasi-Endowment  |

**RICHARD BLAND COLLEGE**  
**RESOLUTIONS**

**RICHARD BLAND COLLEGE  
RESOLUTION TO APPROVE FY20 OPERATING AND CAPITAL BUDGET  
AMENDMENTS**

In anticipation of the 2019 General Assembly session and consistent with guidance from the Governor's Office on the administration's priorities for amendments to the 2018-2020 Appropriation Act, Richard Bland College (RBC) will seek legislative sponsors for four operating budget amendments during the upcoming session. The four operating budget amendments are outlined below in priority order.

**PRIORITY 1: RECRUIT ADDITIONAL FACULTY TO SUPPORT THE GROWING DEMAND IN MAJORS IN BUSINESS AND COMPUTER SCIENCE**

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
	\$ 0 GF	\$300,000 GF
	0.0 FTE	3.0 FTE

Given the Commonwealth's focus on workforce development as expressed by the Governor and leaders of the General Assembly coupled with RBC's growing demand for business and computer science majors, the College requests \$300,000 in state general fund support to add 3 full-time faculty in high-demand fields.

In the past year, RBC has added adjunct instructors to teach Accounting I and Accounting II as well as Macro Economics online. The College now offers a completely on-line Associate Degree with a Business emphasis. In addition, RBC has expanded its Logistics certificate program and continues to promote its Project Management certificate program as well.

RBC's present business faculty consists of 1 full time and 6 adjunct instructors. Student enrollment in business courses in calendar year 2018 was up 19%. With South Central Virginia's growing reliance on the logistics industry and the need for partnering with local businesses and the military, the College believes an expansion of the business and logistics is needed to generate economic growth. This request would allow RBC to add one additional full-time faculty member in business.

In addition, RBC currently has no full-time Computer Science faculty, offering courses in Basic Computer Skills and two Computer Programming courses staffed using only adjunct faculty. The College's goal is to expand the faculty to at least 2 full-time Computer Science faculty in order to add courses for non-majors (e.g., "Introduction to Computing") and individual courses in "Information Literacy" for non-majors, science majors, and honors.

Offering Certificate Programs will provide traditional students at Richard Bland with needed expertise, it will also bring in non-traditional students who are looking for advancement with their current employer, which would include Amazon, Amsted Rail, Altria, Rolls Royce, and Fort Lee, among other employers in the South Central Virginia area.

**PRIORITY 2A: REQUIRED USE OF VIRGINIA INFORMATION TECHNOLOGY AGENCY'S (VITA) ENTERPRISE CLOUD OVERSIGHT SERVICE (ECOS).**

**Proposed Request:**

**FY19**

**\$0 GF**

**FY20**

**\$250,000 GF**

Through Executive Order 19 (EO-19, Governor Northam required all state agencies and all Tier 1 institutions of higher education to implement cloud-based services for any software or technology acquired after September 17, 2018 and retroactively to ensure that existing software or technologies be implemented "in a manner that continues to ensure the availability, security, and privacy of Commonwealth and citizen data."

RBC's current software application and storage of agency services is a hybrid of on premise and hosted services. The inclusion of hosted services has allowed RBC to leverage flexible delivery of business solutions while reducing operations and maintenance requirement for basic needs such as power and space.

VITA's relatively recent release of its ECOS has provided guidelines, direction and oversight that is mandatory for executive branch agencies and Tier 1 institutions. The mandate provides for a continuous service of assessment and monitoring of each Software as a Service (SaaS) solution those institutions and agencies select to contract with in support of EO-19.

For each SaaS that RBC has or selects to enter into an agreement with, VITA will charge and invoice a one-time cost of \$1,150 for the initial or annual assessment and an additional \$900 per month for monitoring during the term of the agreement for a combined total of \$11,950 payable to VITA annually for each SaaS solution.

RBC has a current SaaS portfolio of agreements that, upon renewal of the agreements, will result in VITA invoicing of approximately \$239,000 per year. This exposure may continue to increase as the College looks to leverage additional cloud services in support of its primary mission.

**PRIORITY 2B: LANGUAGE AMENDMENT TO EXEMPT RBC FROM OVERSIGHT OF THE VIRGINIA INFORMATION TECHNOLOGIES AGENCY (VITA).**

As an alternative to providing additional general fund support, the Commonwealth of Virginia could exempt RBC from the oversight of the Virginia Information Technologies Agency (VITA). In addition to Priority 2A, RBC will offer a language only amendment as follows:

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
		Language Only

Under Item 155, Chapter 2, 2018 Special Session I, Virginia Acts of Assembly, insert:

*E. Richard Bland College is exempt from the oversight of the Virginia Information Technologies Agency (VITA).*

**PRIORITY 3: INSTALL A GENERATOR TO THE RBC LIBRARY**

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
	\$ 0 GF	\$301,000 GF
	\$ 0 NGF	\$ 24,000 NGF

RBC requests funding to purchase a generator for the Library. The addition of the generator to the RBC Library will provide the much-needed utility support to allow the College to use this space as a short-term space for students to gather in the event of power loss in other parts of the campus. A short summary of the request is provided as follows

The building which houses the RBC Library is approximately 36,651 GSF. The building houses the RBC Library (33,957 GSF) with the remaining space (2,694 GSF) containing the College bookstore, commons area and kitchen. The cost of the new generator is \$325,000. Given the building is 92.65% E&G and 7.35% Auxiliary, the College intends to fund \$23,888 of the generator cost thus leaving the remaining balance of \$301,112 for this request to cover the E&G portion of the building.

**PRIORITY 4: OPERATION AND MAINTENANCE COSTS FOR ERNST HALL**

<b>Proposed Request:</b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>
	\$ 0 GF	\$262,000 GF

Ernst Hall was closed in 2010 when the new McNeer Hall was brought online. Sciences were moved to McNeer Hall and other disciplines were combined in Commerce Hall. Monies for the re-purposing and extensive renovation of Ernst Hall were approved by the General Assembly in 2012. Ernst Hall (now SSHE) was renovated in and re-opened in 2015. In researching budget documents for this project, there was no request for O&M funding. A short summary of the request is provided as follows detailing an itemization of yearly costs for operating and maintaining SSHE:

<b>ERNST</b>	
Personnel Services	\$133,000.00
Contractual Services	\$52,000.00
Supplies and Materials	\$24,000.00
Indirect Cost	\$20,000.00
Utilities	\$33,000.00
<b>TOTAL</b>	<b>\$262,000.00</b>

**RBC requests approval by the Board of Visitors to pursue the above amendments as part of the College's 2019 legislative strategy.**

**WHEREAS** the Board of Visitors recognizes the Commonwealth's interest in supporting workforce development, particularly in the areas of business and computer science; and

**WHEREAS** the college has clearly established the need to build programs and course offerings in these areas with strong student demand for expanded programs; and

**WHEREAS** the Board of Visitors recognizes the importance of ensuring that its facilities are utilized efficiently, effectively, and in a manner that supports the development of leading edge technologies and the use of technology in education and workforce development;

**THEREFORE, BE IT RESOLVED**, That upon the recommendation of the President of Richard Bland College, the Board of Visitors of the College of William & Mary in Virginia approves the administration's proposed operating and capital budget amendments.

**RICHARD BLAND COLLEGE**

**RESOLUTION TO APPROVE  
FINAL REGULATION REGARDING WEAPONS ON CAMPUS**

WHEREAS, protecting the safety of the campus community is of utmost importance to the College Administration and the Board of Visitors of The College of William & Mary in Virginia; and

WHEREAS, §23.1-1301.A.1 of the Code of Virginia authorizes boards of visitors of institutions of higher education in Virginia to make regulations and policies concerning the institution; and

WHEREAS, § 2.2-4002.A.6 exempts educational institutions from the requirements of the Administrative Process Act; and

WHEREAS, pursuant to this authority, in 2011 the Board of Visitors promulgated the Weapons on Campus Regulation, governing the possession of weapons by visitors and third parties in certain facilities and at certain university events; and

WHEREAS, the proposed regulation is modeled similarly after the William & Mary regulation regarding weapons on campus, which was approved by the Board of Visitors in April 2018; and

WHEREAS, on April 18, 2018, the Board of Visitors proposed amendments to the Richard Bland College Regulation to address possession of weapons inside all buildings controlled by Richard Bland College, at outdoor locations where people congregate, and at events on property controlled by the college; and

WHEREAS, the proposed amendments were the subject of a comment period which ended on November 9, 2018; and

WHEREAS, the Board deems appropriate certain changes to the proposed Regulations;

THEREFORE, BE IT RESOLVED, That, upon recommendation of the President, the amended Weapons on Campus Regulation, a copy of which is attached hereto, is hereby adopted as a final regulation, to be effective in accordance with Va. Code §2.2-4015 upon publication in the Virginia Register of Regulations; and

**TITLE 8. EDUCATION**  
**RICHARD BLAND COLLEGE**  
**Chapter 30**  
*Proposed Amended Regulation*

REGISTRAR'S NOTICE: Richard Bland College is exempt from the Administrative Process Act in accordance with § 2.2-4002 A 6 of the Code of Virginia, which exempts educational institutions operated by the Commonwealth.

Title of Regulation: **8VAC115-30.** Richard Bland College Weapons on Campus (amending **8VAC115-30-10, 8VAC115-30-20, 8VAC115-30-30**).

Statutory Authority: § 23.1-1301.A.1 of the Code of Virginia.

Effective Date:

Agency Contact: Carla Costello, Regulatory Coordinator, College of William & Mary, P.O. Box 8795, Williamsburg, VA 23187, telephone (757) 221-1254, or emailcacostello@wm.edu.

Summary:

*The regulation amends the existing weapons limitation policy for Richard Bland College.*

CHAPTER 30  
RICHARD BLAND COLLEGE WEAPONS ON CAMPUS

**8VAC115-30-10. Definitions.**

The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:

"Police officer" means law-enforcement officials appointed pursuant to Article 3 (§ 15.2-1609 et seq.) of Chapter 16 and Chapter 17 (§ 15.2-1700 et seq.) of Title 15.2, Article 3 (§ 23.1-809) of Chapter 8 (§ 23.1-800 et seq.) of Title 23.1, Chapter 2 (§ 29.1-200 et seq.) of Title 29.1, or Chapter 1 (§ 52-1 et seq.) of Title 52 of the Code of Virginia or sworn federal law-enforcement officers.

"College property" means any property, vehicle, or vessel owned, leased, or controlled by Richard Bland College.

"Weapon" means any instrument of combat, or any object not designed as an instrument of combat but carried for the apparent purpose of inflicting or threatening bodily injury. Examples include but are not limited to:



(1) firearms, including any pistol, revolver, rifle, shotgun, air-pistol, paintball gun, or other weapon designed or intended to propel a bullet, cartridge, or missile of any kind by action of an explosion of any combustible material;

(2) knives, including any dirk, bowie knife, switchblade knife, ballistic knife, butterfly knife, sword, machete, razor, spring stick, or other bladed weapon with a blade longer than four inches;

(3) razors or metal knuckles;

(4) blackjacks, foils, or hatchets;

(5) bows and arrows, crossbows, and slingshots;

(6) nun chahkas, including any flailing instrument consisting of two or more rigid parts connected in such a manner as to allow them to swing freely, which may also be known as a nun chuck, nunchaku, shuriken, or fighting chain;

(7) throwing stars, including any disc, of whatever configuration, having at least two points or pointed blades which is designed to be thrown or propelled and which may be known as an oriental dart;

(8) stun guns, including any device that emits a momentary or pulsed output that is electrical, audible, optical, or electromagnetic in nature and that is designed to temporarily incapacitate a person;

(9) any explosive or incendiary device, including fireworks or other devices relying on any combination of explosives and combustibles to be set off to generate lights, smoke, or noise;

(10) any other weapon listed in § 18.2-308 A of the Code of Virginia.

“Weapon” does not include the following: (1) knives or razors commonly used for domestic or academic purposes; or pen or folding knives with blades less than three inches in length; or (2) mace, pepper spray, and other such items possessed, stored, or carried for use in accordance with the purpose intended by the original manufacturer.

**8VAC115-30-20. Possession of weapons prohibited; exceptions.**

- A. Possession, storing, or carrying of any weapon by any person is prohibited on college property, whether in any college building, or while attending an athletic, academic, social, recreational or educational event; or on vehicles or vessels that are college property. This prohibition also applies to all events or activities on college property where people congregate in any public or outdoor areas.

B. This prohibition does not apply to:

- a. Police officers on college property in an official capacity pursuant to a college request, mutual aid agreement, or on active duty and within their jurisdiction;
- b. A college employee possessing, storing, or carrying a weapon as expressly authorized or required by the terms of the college employment.

Entry upon such college property in violation of this prohibition is expressly forbidden. Persons violating this prohibition will be asked to remove the weapon immediately from college property. Failure to comply with this request may result in arrest for trespass. Members of the college community are also subject to disciplinary action.

**8VAC115-30-30. Person lawfully in charge.**

In addition to individuals authorized by college policy or job duties, Richard Bland College police officers are lawfully in charge for the purposes of forbidding entry upon or remaining upon college property while possessing or carrying weapons in violation of this prohibition.

**RICHARD BLAND COLLEGE**

**RESOLUTION TO APPROVE  
FINAL REGULATION REGARDING OPEN FLAMES ON CAMPUS**

WHEREAS, protecting the safety of the campus community is of utmost importance to College Administration and the Board of Visitors of The College of William & Mary in Virginia; and

WHEREAS, §23.1-1301.A.1 of the Code of Virginia authorizes boards of visitors of institutions of higher education in Virginia to make regulations and policies concerning the institution; and

WHEREAS, § 2.2-4002.A.6 exempts educational institutions from the requirements of the Administrative Process Act; and

WHEREAS, existing College policy requires a permit before igniting any open flame on College property; and

WHEREAS, third parties and visitors to campus may be unaware of College policy, but are responsible for awareness of regulations that have the force of law; and

WHEREAS, the Board of Visitors deems it important to supplement existing College policy by adopting a regulation requiring a permit before igniting or maintaining an open flame on property controlled by the College, including in its buildings; and

WHEREAS, on April 18, 2018, the Board of Visitors proposed a Regulation Regarding Open Flames on Campus; and

WHEREAS, the proposed regulation is modeled similarly after the William & Mary regulation regarding open flames, which was approved by the Board of Visitors in April 2018; and

WHEREAS, the proposed Regulation was the subject of a comment period that ended on November 9, 2018; and

WHEREAS, the Board deems appropriate certain changes to the proposed Regulations;

THEREFORE, BE IT RESOLVED, That, upon recommendation of the President, the Open Flames on Campus Regulation, a copy of which is attached hereto, is hereby adopted as a final regulation, to be effective in accordance with Va. Code §2.2-4015 upon publication in the Virginia Register of Regulations; and

November 14-16, 2018

Page 2 of 4

**TITLE 8. EDUCATION**  
**RICHARD BLAND COLLEGE**  
**Chapter 50**  
*Proposed Regulation*

REGISTRAR'S NOTICE: Richard Bland College is exempt from the Administrative Process Act in accordance with § 2.2-4002 A 6 of the Code of Virginia, which exempts educational institutions operated by the Commonwealth.

Title of Regulation: **8VAC115-50.** Richard Bland College Open Flames on Campus (adding **8VAC115-50-10, 8VAC115-50-20, 8VAC115-50-30, 8VAC115-50-40, 8VAC115-50-50**).

Statutory Authority: § 23.1-1301.A.1 of the Code of Virginia.

Effective Date:

Agency Contact: Carla Costello, Regulatory Coordinator, College of William & Mary, P.O. Box 8795, Williamsburg, VA 23187, telephone (757) 221-1254, or email cacostello@wm.edu..

Summary:

*The regulation establishes the limitations on the presence of open flames in college buildings or on college property, and imposes the requirement for a permit for certain activities involving open burning or open flames. This is the first regulation on this subject.*

**CHAPTER 50**  
**RICHARD BLAND COLLEGE OPEN FLAMES ON CAMPUS**

**8VAC115-50-10. Definitions.**

*The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:*

*“Open flame” means any activity or device producing a flame, including, but not limited to candles, tiki torches, oil lanterns, butane or other gas burners, incense, campfires, bonfires, fire pits, and grills.*

*"College property" means any property, vehicle, or vessel owned, leased, or controlled by Richard Bland College.*

**8VAC115-50-20. Permit required for open burning and open flames; exceptions.**

- A. *Open flames are prohibited on all college property, including within college buildings and facilities, except pursuant to a permit issued by the college's Department of Campus Safety and Police.*
- B. *Exceptions to the requirement for a permit are:*
1. *Activities taking place within the scope of academic coursework when under the supervision of the relevant faculty member;*
  2. *Flames created for the transient purpose of lighting a cigarette, cigar, pipe, or similar smoking device, provided such activity is in an authorized location, is otherwise lawful, and the burning or smoking elements are safely and responsibly disposed;*
  3. *Small celebration candles used briefly and in an appropriate quantity in connection with a celebration, provided such activity is not left unattended, is in an authorized location, is otherwise lawful, and the smoking or burning elements are safely and responsibly disposed; and*
  4. *Activities undertaken by college contractors whose contract has been approved by the President or her designee and which contract authorizes open flames.*

**8VAC115-50-30. Permits.**

*Persons seeking to ignite an open flame must apply to the Department of Campus Safety and Police for a permit to perform the activity. Permits may be issued for a one-time event or activity, or on a recurring or on-going basis.*

*Applicants must apply at least five working days in advance of the activity to ensure consideration. An applicant's history of compliance with previous permits will be considered in a decision to grant a permit.*

*Persons granted permits are required to comply with all conditions of the permit.*

**8VAC115-50-40. Person lawfully in charge.**

*In addition to individuals authorized by college policy, Richard Bland College police officers and representatives of the Department of Campus Safety and Police are lawfully in charge for the purposes of forbidding entry upon or remaining upon college property of those who are in violation of this prohibition.*

**8VAC115-50-50. Compliance with Policy.**

*Persons who fail to obtain a permit or to comply with its conditions will be asked to extinguish the open flame or bring the activity into compliance with the terms of the permit. Failure to comply may result in a request to leave campus. Failure to leave campus may result in arrest for trespass. Members of the campus community are also subject to disciplinary action, including termination or expulsion*

**RICHARD BLAND COLLEGE  
RESOLUTION TO NAME THE  
MARY MORTON PARSONS CAFÉ**

**WHEREAS,** The Mary Morton Parsons Foundation has been an important benefactor in support of Richard Bland College of William & Mary, embracing and supporting the College's mission to make high quality educational programs and college credentials accessible to every member of our diverse Virginia citizenry; and

**WHEREAS,** The Mary Morton Parsons Foundation is widely lauded for their demonstrated commitment to higher education, the Richmond community, Richard Bland College, and, indeed, to the Commonwealth and its residents, consistently seeking to strengthen and improve the overall quality of learning and life for every Virginian; and

**WHEREAS,** The Mary Morton Parsons Foundation directly contributed to the success of Richard Bland College through their gift to *The Future of Richard Bland College* capital campaign in the amount of \$100,000, the College's first capital campaign that yielded the Residence Halls and Athletic Complex on campus, and, more recently, a \$150,000 challenge grant to renovate the Library Building; and

**WHEREAS,** in accordance with the Library Building Fund Donor Naming Plan prepared by the Richard Bland College Foundation, Richard Bland College and the RBC Foundation seek to recognize, appreciate and honor The Mary Morton Parsons Foundation by naming the renovated café, The Mary Morton Parsons Café;

**THEREFORE, BE IT RESOLVED,** That upon the recommendation of the President of Richard Bland College, the William & Mary Board of Visitors hereby names the Richard Bland College café, The Mary Morton Parsons Café.

**BE IT FURTHER RESOLVED,** That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to The Mary Morton Parsons Foundation.

**WILLIAM & MARY  
RESOLUTIONS**



WILLIAM & MARY  
APPOINTMENT TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of William & Mary have resulted because of resignation, termination or the approval of additional positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the appointment of the following individuals to fill these positions effective with the dates listed below.

GRACE S. CHIU, Associate Professor of Marine Science, effective May 15, 2019

B.Sc. (1994) and M.Sc. (1996), University of British Columbia  
Ph.D., Simon Fraser University, Canada, 2002

Australian National University  
Senior Lecturer, 2015-Present

CSIRO  
Senior Research Scientist, 2009-2015

University of Waterloo, Canada  
Assistant Professor, 2005-2009

University of Washington  
Postdoctoral Fellow & Lecturer, 2004-2005

Simon Fraser University, Canada  
Postdoctoral Fellow, 2003

GREGORY J. HUNT, Assistant Professor of Mathematics, effective January 10, 2019

B.A., Drew University, 2013  
M.A. (2015) and Ph.D. (2018), University of Michigan

University of Michigan  
Teaching Assistant, 2015-2017

Board of Visitors

Resolution 6

November 14-16, 2018

Page 1 of 1

WILLIAM & MARY  
DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves designated professorships for the following members of the Faculty, effective with the 2018-2019 academic year:

SIMON A. STOW, John Marshall Professor of Government and  
Citizenship

ALEXANDER WOODS, KPMG Peat Marwick Associate Professor of  
Business

Board of Visitors

Resolution 7

November 14-16, 2018

Page 1 of 1

WILLIAM & MARY  
FACULTY LEAVE OF ABSENCE

The following faculty member has requested a leave of absence without pay or with partial pay during the 2018-2019 academic year for the reason given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves this leave of absence:

JACQUELINE A. RODRIGUEZ, Assistant Professor of Education, to accept a position as the Assistant Vice President of Programs and Professional Learning with the American Association of Colleges for Teacher Education.

COLLEGE OF WILLIAM AND MARY and RICHARD BLAND COLLEGE  
APPROVAL OF 2019 INTERNAL AUDIT WORK PLAN

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

The proposed 2019 Work Plan for the Office of Internal Audit includes the following audits:

- Foundation compliance evaluation
- Financial Aid audit
- Sponsored Programs audit
- Office of the Provost audit
- International travel audit
- Minors on campus audit
- Volunteers on campus process review/evaluation
- Richard Bland College accounting supporting documentation review
- Richard Bland College corrective action plan monitoring/consultation
- America To Go procurement process review

Recurring Audit Activities:

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

The 2019 Work Plan has been reviewed by the Committee on Audit, Risk and Compliance and management of the College of William and Mary and Richard Bland College, and is hereby recommended to the Board of Visitors.

THEREFORE, BE IT RESOLVED, That the 2019 Work Plan for the Office of Internal Audit is approved by the Board of Visitors.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE DEMOLITION OF  
MULTIPLE STRUCTURES AT THE EASTERN SHORE LABORATORY**

**WHEREAS**, the Virginia Institute of Marine Science hereby requests The College of William & Mary Board of Visitors' approval to demolish thirteen buildings, Owens House (268-00B89), Bath House (268-00B141), Castagna Shellfish Research Hatchery (268-00B87), Administration Building (268-00B75), Freshwater Pump House (268-00B86), Shop Storage Shed (268-00B140), Shop (268-00B76), Gas House (268-00B79), Storage Shed (268-00B99), Aquaculture Shop (268-00B78), Hill House (268-00B80), Hill House Garage (268-00B81), and King House Storage (268-00B95), to allow for future development on the Eastern Shore Lab Campus. These buildings are planned for demolition as a part of the Capital Project 268-18320 Construct the Eastern Shore Laboratory Education, Administration and Research Complex; and

**WHEREAS**, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the *Code of Virginia* as amended and renewed in 2009 and 2013; and

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Commonwealth's Art and Architectural Review Board and the Department of Historic Resources; and

**WHEREAS**, under the Management Agreement, the Virginia Institute of Marine Science will follow established policies and procedures for the demolition of buildings and structures;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William & Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to demolish Owens House, Bath House, Castagna Shellfish Research Hatchery, Administration Building, Freshwater Pump House, Shop Storage Shed, Shop, Gas House, Storage Shed, Aquaculture Shop, Hill House, Hill House Garage, and King House Storage in accordance with established policies and procedures; and

**BE IT FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, the College Building Official and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE DEMOLITION OF  
MULTIPLE STRUCTURES WITHIN THE  
FACILITIES MAINTENANCE COMPLEX**

**WHEREAS**, the Virginia Institute of Marine Science hereby requests The College of William & Mary Board of Visitors' approval to demolish ten buildings, Service Center and Laboratory (268-00B14), Maintenance Shop (268-00B18), Service Center Annex (268-00B03), Sediment Laboratory (268-00B27), Facilities Storage I (268-0B101), Facilities Storage II (268-0B104), Grounds Greenhouse (268-00B19), Hazardous Waste Storage (268-00B74), Radiation Waste Storage (268-0B108), and Greenhouse III (268-0B113) to allow for future development on the Gloucester Point Campus. These buildings are planned for demolition as a part of the Capital Project 268-18344 Replace Oyster Hatchery; and

**WHEREAS**, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the *Code of Virginia* as amended and renewed in 2009 and 2013; and

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Commonwealth's Art and Architectural Review Board and the Department of Historic Resources; and

**WHEREAS**, under the Management Agreement, the Virginia Institute of Marine Science will follow established policies and procedures for the demolition of buildings and structures;

**THEREFORE, BE IT RESOLVED**, by the Rector and the Board of Visitors of The College of William & Mary in Virginia, that approval is given to the Virginia Institute of Marine Science to demolish, Service Center and Laboratory, Maintenance Shop, Service Center Annex, Sediment Laboratory, Facilities Storage I, Facilities Storage II, Grounds Greenhouse, Hazardous Waste Storage, Radiation Waste Storage, and Greenhouse III in accordance with established policies and procedures; and

**BE IT FURTHER RESOLVED**, That the Senior Vice President for Finance and Administration, the VIMS Chief Operations Officer, the College Building Official and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE THE NAMING OF  
THE ACUFF CENTER FOR AQUACULTURE**

A. Marshall Acuff Jr. '62, L.H.D. '07, P '93 learned the value of hard work early in life, tonging and culling oysters next to his father in the waters of Virginia's Eastern Shore. That work ethic took him from the farm to the campus of William & Mary, and from there to a very successful career as a financial advisor. Today, Mr. Acuff is managing director at Silvercrest Asset Management Group in Richmond.

A generous and devoted alumnus, and member of the Board of Visitors from 1991 to 1999, Mr. Acuff is a former Rector of the College, former president of the Alumni Association, and has held numerous other volunteer leadership roles at William & Mary. He is a founding and emeritus member of the Virginia Institute of Marine Science (VIMS) Foundation and an emeritus member of the VIMS Council. Mr. Acuff currently funds the A. Marshall Acuff, Jr. Professorship in Marine Science at VIMS, as well as the A. Marshall Acuff, Sr. Memorial Oyster Research Fund. He serves as chair of VIMS' *For the Bold* campaign efforts.

Thanks to Mr. Acuff's leadership, VIMS has been a national leader in the research and development of sustainable shellfish aquaculture for more than 50 years. From the groundbreaking work that led to development of hard clam aquaculture on the Eastern Shore to today's resurgence in oyster production to tomorrow's efforts to make bay scallops Virginia's next shellfish aquaculture success story, VIMS scientists are supplying research and training to spur industry innovation. As a result of this work, Virginia leads the nation in aquacultured clam production and is enjoying dramatic growth in its oyster industry and a resurgence in the worldwide popularity of the Virginia oyster.

Building on VIMS' oyster legacy, Mr. Acuff has made an extraordinarily generous gift as part of the university's *For the Bold* campaign to advance sustainable shellfish aquaculture research and position Virginia as a world leader in sustainable shellfish aquaculture. A new Center for Aquaculture will provide a state-of-the-art hatchery and research space to enable growth of this important industry and economic driver, benefit those who work on the water, and provide sustainable product for a seafood-hungry public.

**THEREFORE, BE IT RESOLVED**, That upon the recommendation of the President and in recognition of Mr. Acuff's generous support of his alma mater, the Board of Visitors of William & Mary hereby names the Center the A. Marshall Acuff, Jr. Center for Aquaculture; and

**BE IT FURTHER RESOLVED**, That a copy of this resolution be presented to Mr. Acuff, with the best wishes and grateful thanks of the Board of Visitors, the Virginia Institute of Marine Science, and the entire William & Mary community.

**WILLIAM & MARY  
RESOLUTION TO APPROVE THE UNIVERSITY CRISIS  
AND EMERGENCY MANAGEMENT PLAN (CEMP)**

**WHEREAS**, the Board of Visitors and the President of The College of William & Mary in Virginia are concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the §23.1-804 of the *Code of Virginia* requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by the William & Mary Emergency Management Team in coordination with the Virginia Department of Emergency Management with input from various William & Mary departments and local municipal Emergency Management Agencies.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors, does hereby officially adopt the College of William & Mary Crisis and Emergency Management Plan, to include plans and procedures for both natural and human-caused disasters.



# Crisis and Emergency Management Plan



## WILLIAM & MARY

CHARTERED 1693

November 2018

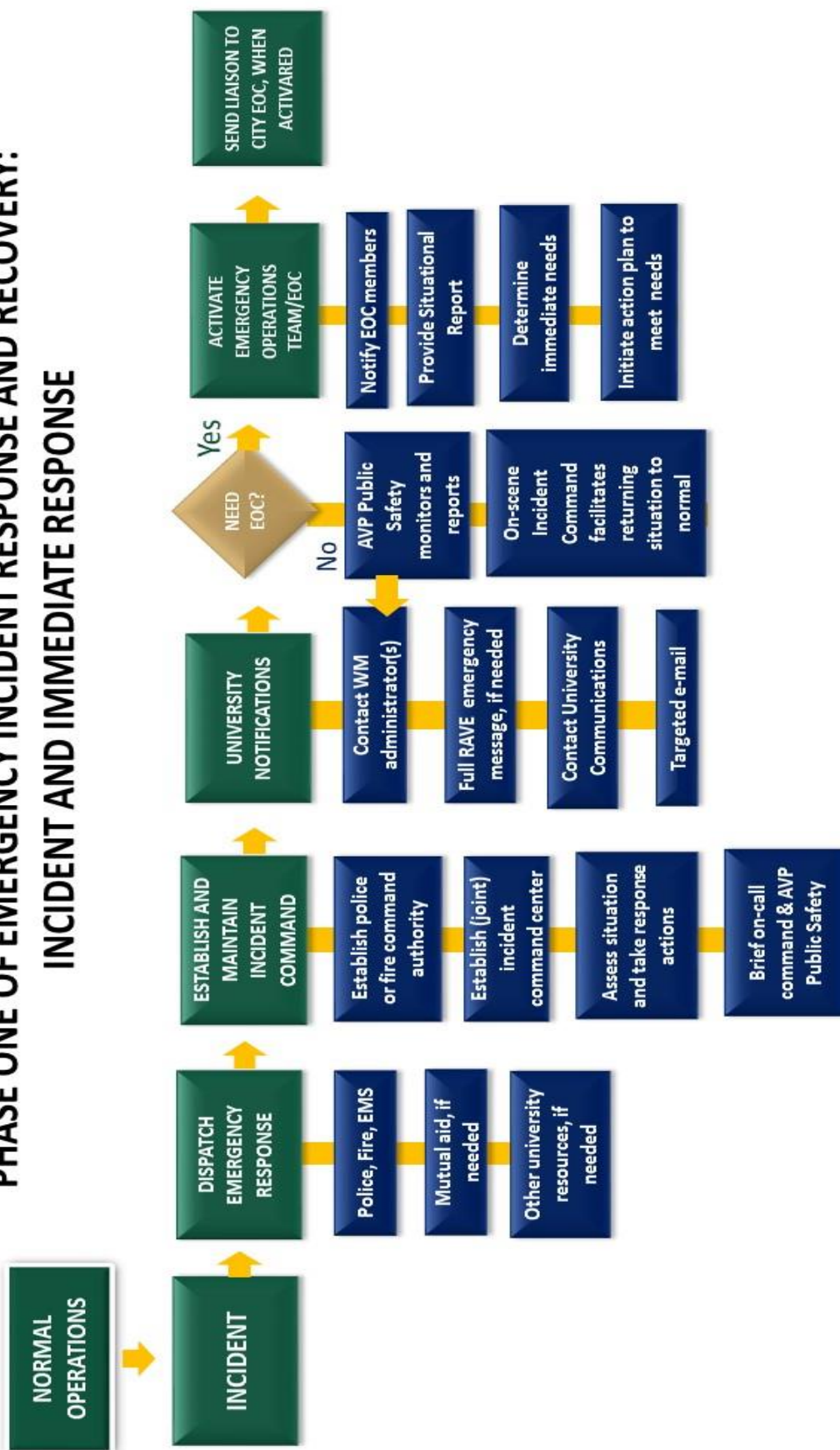
This Crisis & Emergency Management Plan (CEMP) plan is developed, implemented and presented pursuant to the provisions of the *Code of Virginia §23.1-804* and the state mandated template for completion. The plan describes the authorities, structures and capabilities that support major incident response at William & Mary.

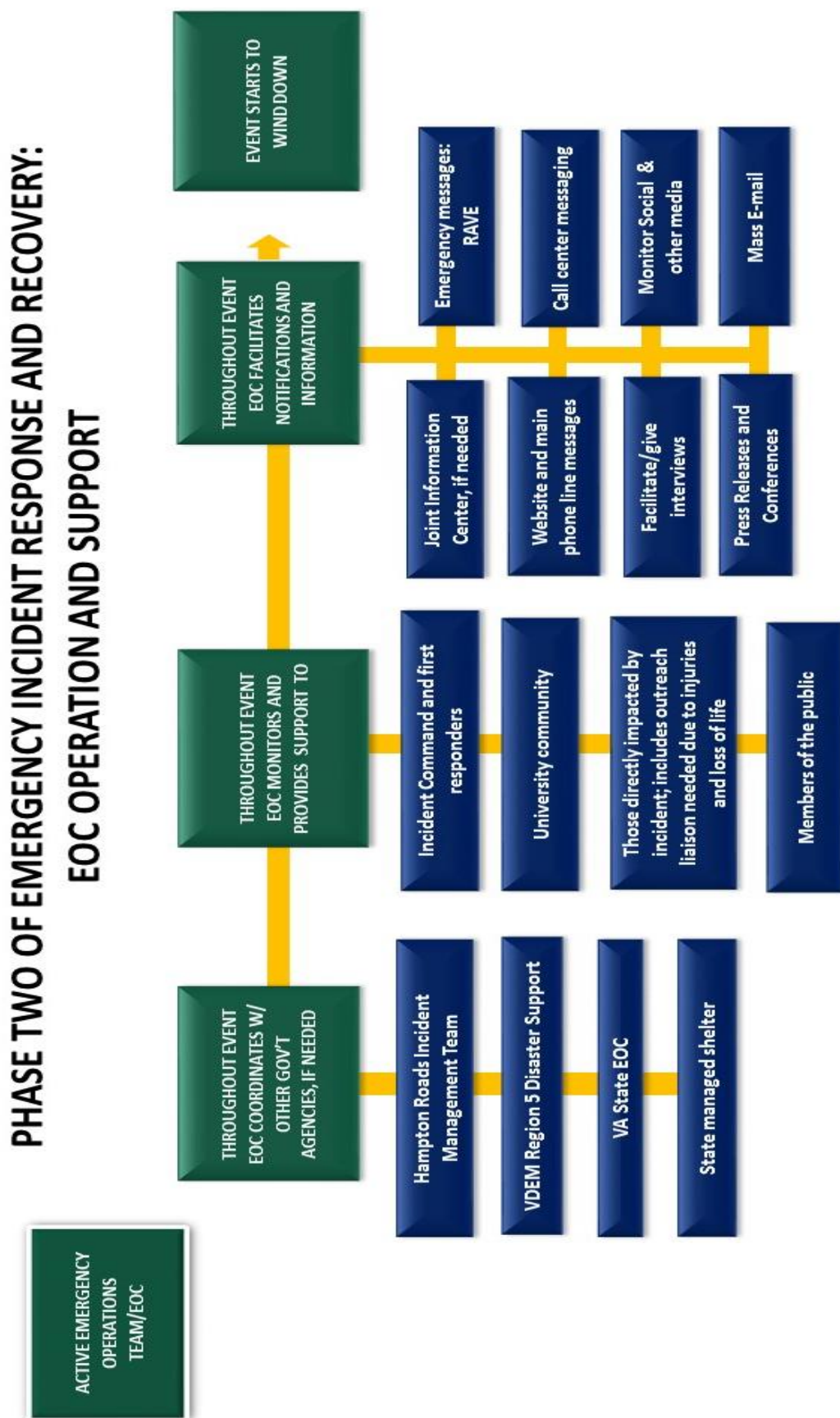
## Crisis & Emergency Management Plan Graphic Layout

The support processes associated with emergency incident response and recovery are illustrated through four diagrams: one diagram representing the three general phases and one detailed diagram for each phase. Collectively, all diagrams illustrate the full scope and extensive range of response capabilities in the event of a major incident at William & Mary. Although the response process may appear sequential many of the tasks in the more detailed diagrams are performed simultaneously, as needed.

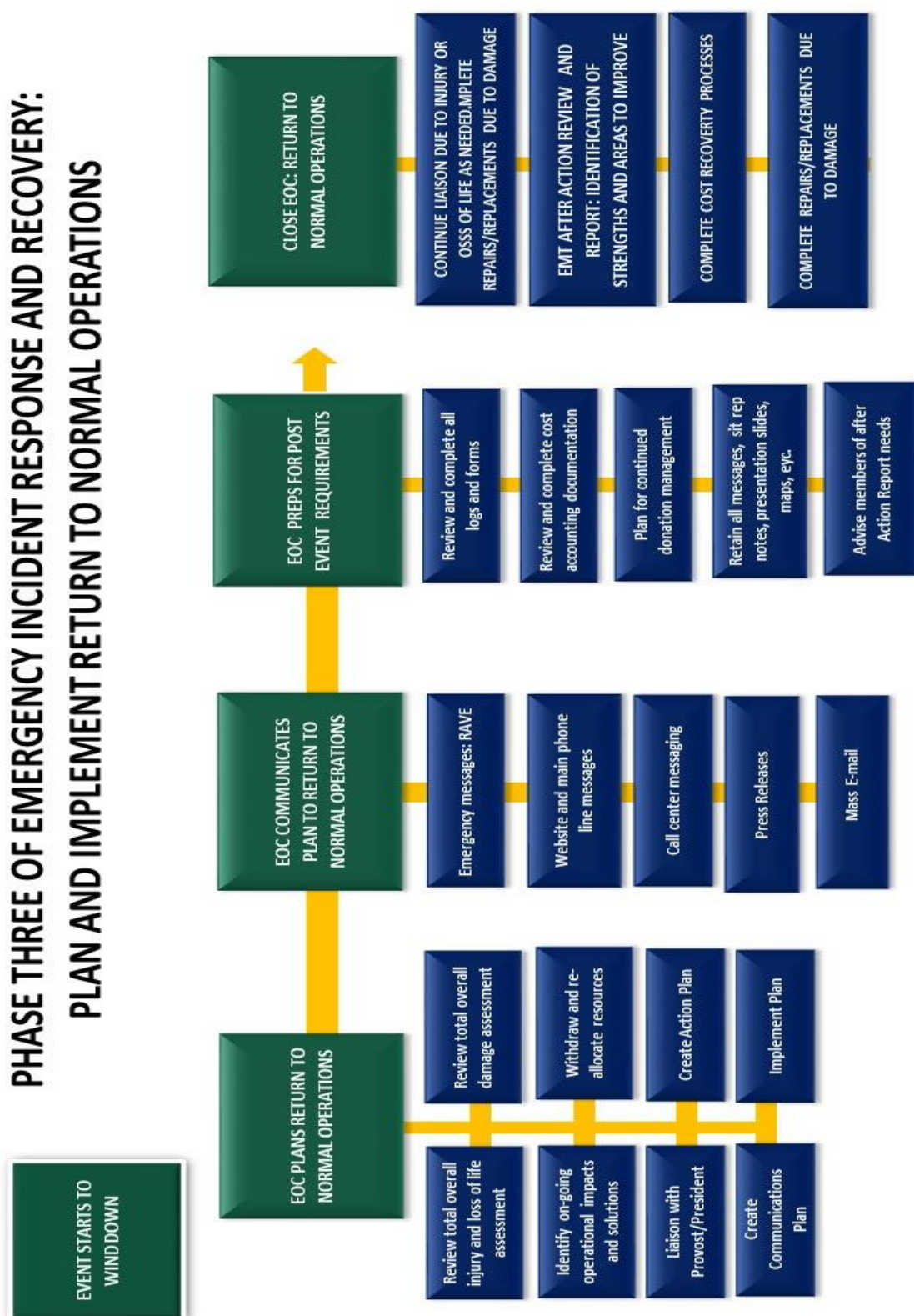


## PHASE ONE OF EMERGENCY INCIDENT RESPONSE AND RECOVERY: INCIDENT AND IMMEDIATE RESPONSE





November 14-16, 2018

Page 6 of 46

**Table of Contents**

<b>Plan Documentation .....</b>	<b>8</b>
<i>Legal .....</i>	<i>8</i>
<i>Promulgation Statement .....</i>	<i>9</i>
<i>Approval &amp; Implementation .....</i>	<i>10</i>
<i>Record of Distribution.....</i>	<i>11</i>
<i>Record of Changes .....</i>	<i>11</i>
<b>Authorities &amp; Standards .....</b>	<b>12</b>
<i>Policies &amp; Regulations.....</i>	<i>12</i>
<i>References.....</i>	<i>14</i>
<b>Introduction.....</b>	<b>15</b>
<i>Purpose of the CEMP .....</i>	<i>16</i>
<i>Scope .....</i>	<i>18</i>
<i>Situation Overview .....</i>	<i>18</i>
<i>Planning Assumptions .....</i>	<i>20</i>
<b>Concept of Operations.....</b>	<b>21</b>
<i>National Incident Management System .....</i>	<i>21</i>
<i>Direction, Control, &amp; Coordination .....</i>	<i>21</i>
<i>Organization.....</i>	<i>23</i>
<i>Emergency Notification System.....</i>	<i>25</i>
<i>Campus Community: Roles &amp; Responsibilities.....</i>	<i>26</i>
<i>Media Relations.....</i>	<i>29</i>
<i>Demobilization.....</i>	<i>29</i>
<i>Campus Recovery .....</i>	<i>29</i>
<b>Organization &amp; Assignment of Responsibilities .....</b>	<b>29</b>
<i>Succession of Authority .....</i>	<i>29</i>
<i>Emergency Support Function Matrix .....</i>	<i>30</i>
<b>Plan Development &amp; Maintenance.....</b>	<b>35</b>
<i>Program Roles, Responsibilities, &amp; Administration .....</i>	<i>35</i>
<i>Training &amp; Exercises .....</i>	<i>35</i>
<i>Exercise Program.....</i>	<i>36</i>
<i>After Action Review.....</i>	<i>36</i>

**Glossary & Acronyms .....37**  
    *Glossary .....37*  
    *Acronyms .....43*



## Plan Documentation

### Legal

#### Disclaimer

The information contained in the William & Mary Crisis and Emergency Management Plan (CEMP) has been prepared for internal use by William & Mary. The information provides guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the William & Mary of the sufficiency of the information contained herein and William & Mary assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.

#### Confidentiality

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, William & Mary is withholding elements of the CEMP from public disclosure. Refer any request for a copy of this document to the William & Mary Freedom of Information Act Officer.



November 14-16, 2018

Page 10 of 46

## Promulgation Statement

The William & Mary Crisis and Emergency Management Plan (CEMP) is a multidiscipline, all-hazards plan that establishes a comprehensive framework for the management of incidents, emergencies, and events at any William & Mary campus in the Middle Peninsula region of Virginia. The plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, protect property and infrastructure, preserve mission continuity, and return to a state of normalcy. The plan assigns major roles and responsibilities to departments and agencies and requires planning, training, and exercising prior to a real world event to respond effectively. This plan represents a commitment by William & Mary leadership to work together to prevent, mitigate against, prepare for, respond to, and recover from emergencies in our community.

Pursuant to the provisions of the *Code of Virginia* §23.1-804 the following Crisis and Emergency Management Plan for William & Mary is hereby promulgated.

---

Katherine A. Rowe  
President of William & Mary

---

Date

---

Samuel E. Jones  
SVP and Chair of the Emergency Management Team

---

Date

## **Approval & Implementation**

### **WILLIAM & MARY RESOLUTION TO APPROVE THE UNIVERSITY CRISIS AND EMERGENCY MANAGEMENT PLAN (CEMP)**

**WHEREAS**, the Board of Visitors and the President of The College of William & Mary in Virginia are concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the §23.1-804 of the *Code of Virginia* requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by the William & Mary Emergency Management Team in coordination with the Virginia Department of Emergency Management with input from various William & Mary departments and local municipal Emergency Management Agencies.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors, does hereby officially adopt the College of William & Mary Crisis and Emergency Management Plan, to include plans and procedures for both natural and human-caused disasters.

I, Michael J. Fox, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of William & Mary at a meeting held on the 16th day of November, 2018.

---

Michael J. Fox

Assistant to the President and Secretary to the Board of Visitors

It is the intent, based on the sensitivity of information contained within this document that distribution is limited to those personnel, offices, departments, and agencies that have an operational "need to know." The following list is not all inclusive; additional copies may be distributed at the direction of the Chair of the Emergency Management Team or Emergency Management Coordinator. All recipients listed below will receive an electronic copy of the CEMP. Distribution beyond the recipients listed below may not be made without authorization from the Chair of the Emergency Management Team or Emergency Management Coordinator. Requests for additional distribution of electronic or hard copies will be submitted to the Emergency Management Coordinator.

Agency/Department	Recipient Title	Distribution Method
Board of Visitors		Original hard copy

Submit recommended changes to this document to the Emergency Management Coordinator.

[illegible]

## AUTHORITIES & STANDARDS

### Policies & Regulations

The William & Mary CEMP is authorized and guided by provisions in the following documents:

#### **Federal**

Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003

Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003

Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135

Robert T. Stafford Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707

National Incident Management System, October 2017

National Response Framework (NRF), June 2016

National Disaster Recovery Framework (NDRF), June 2016

Americans with Disabilities Act

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act)

Emergency Planning and Community Right-to-Know Act of 1986 (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments and Reauthorizations Act (SARA)

#### **State**

Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended

The Code of Virginia, Title 23.1-800 et. seq.

The Code of Virginia, Title 44

The Code of Virginia §19.2-11.01

The Code of Virginia §23.1-804

Commonwealth of Virginia Governor's Executive Order 102 (2005)

Commonwealth of Virginia Governor's Executive Order 41 (2011)

Commonwealth of Virginia Governor's Executive Order 50 (2012)

The Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015, as amended

#### **University**

Emergency Closing Policy

Timely Warning Policy

Campus Violence and Threat Management Policy

Procurement Policies and Procedures

Telecommuting Policy (Continuity Operations)

Contracting and Signature Authority Policy

Hampton Roads Hazard Mitigation Plan

W&M Continuity of Operations Plan

## **References**

FEMA Comprehensive Preparedness Guide 101, version 2.0, November 2010

FEMA Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education, June 2013

Emergency Management Accreditation Program (EMAP) 2016 Emergency Management Standard

National Fire Protection Association 1600 Standard

Commission on Accreditation for Law Enforcement (CALEA)

## Introduction

### University Mission

Established in 1693 by British royal charter, William & Mary is proud of its role as the Alma Mater of generations of American patriots, leaders and public servants. The mission of William & Mary is demonstrated through the institutions extraordinary teaching, research, and public service. Its moderate size, dedicated faculty, and distinctive history give William & Mary a unique character among public institutions, and create a learning environment that fosters close interaction among students and teachers.

The university's predominantly residential undergraduate program provides a broad liberal arts education in a stimulating academic environment enhanced by a talented and diverse student body. Masters and doctoral programs in the humanities, the sciences, the social sciences, business, education, and law provide a wide variety of intellectual opportunities for students at both graduate and undergraduate levels.

Quality research supports the educational program by introducing students to the challenge and excitement of original discovery, and is a source of the knowledge and understanding needed for a better society. The university recognizes its special responsibility to the citizens of Virginia through public and community service to the Commonwealth as well as to national and international communities.

### Emergency Management Mission

William & Mary is committed to providing a safe and secure environment for its students, faculty, employees and visitors to learn, teach, work and enjoy our campus and all it offers. In pursuit of that goal the university takes a comprehensive approach to protecting the university community and preparing for any emergency.

The university employs an Emergency Management Coordinator, Associate Vice President for Public Safety, and a Senior Vice President for Finance and Administration that also serves as the Chair of the Emergency Management Team (EMT). Emergency Management priorities for the assigned staff and EMT, include but are not limited to:

- Manage overall "All Hazards" planning and execution of emergency preparedness, response and recovery such as, but not limited to: Continuity of Operations Plan (COOP), Crisis and Emergency Management Plan, Technology Disaster Recovery Plan, Overall Emergency Operations.
- Establish specific policies, procedures, programs in support of Emergency Management efforts. This includes any needed disaster specific response planning guides for situations such as, but not limited to: infectious disease and severe weather.
- Develop and maintain an Emergency Operations Center physical and organizational structure for response to emergencies that cause or have the potential to cause significant disruptions to all or portions of the university.

- Establish and maintain an emergency communications notifications system.
- Inform the community of an emergency, disaster or potential disaster immediately upon determining the nature of the emergency.
- Facilitate proper continued communications with the community about response and recovery efforts related to an emergency, disaster or potential disaster.
- Develop and conduct training and exercises to prepare designated responders to fulfill necessary support functions in incident and emergency response and recovery situations.

## PURPOSE OF THE CEMP

William & Mary is committed to creating, maintaining, and continuously improving a culture that reflects a responsibility to protect people, property and the environment. This commitment creates a duty for all members of our campus community to take proactive steps in preventing, responding to, and recovering from emergency situations. This is reflected in W&M's core values, Code of Ethics, and contributes directly to W&M's foundation for excellence in research, education and public service.

Guiding this effort in part, William & Mary's Crisis and Emergency Management Plan (CEMP) establishes the organizational framework for the W&M community and external partners to work together to take care of our university in the worst of circumstances. The CEMP addresses the immediate requirements for an incident, emergency, or event in which normal operations are interrupted and special measures must be taken to:

- Advance the university by controlling risks thus preventing losses of human, physical and financial resources;
- Promote a safe and healthful environment that supports a thriving scholarly community, and brings continuity to our mission of teaching, learning, research and public service;
- Ensure the security of the William & Mary community so it may honor its traditions, shape the future and build positively toward a rich history;
- Reduce conditions that can create barriers to our success;
- Maintain public trust by exercising good stewardship in preventing losses and reducing the costs associated with accidents and asset losses to the greatest extent practicable;
- Promote a culture of continuous compliance with applicable standards, policies and regulations;
- Develop depth of staff oriented to support university emergency response;
- Ensure appropriate protections are in place to contribute toward the efficacious recovery of losses through the Commonwealth of Virginia's Risk Management Plan, and Recovery Annexes of the Commonwealth of Virginia Emergency Operations Plan (COVEOP).
- Provide and analyze information to support decision-making and action planning;
- Protect and restore critical infrastructure and key resources;

- Ensure university leadership and administration continues to function before, during, and after the disruption;
- Manage communication regarding emergency response and recovery operations;
- Communicate critical information to the William & Mary community;
- Protect property and mitigate damages and impacts to individuals, William & Mary at-large, and the environment;
- Track response resources immediately and throughout response and recovery; and
- Facilitate the recovery process for members of the William & Mary community and the environment.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place within W&M. It supplements those procedures with a temporary crisis management structure. This structure provides an **immediate**, pre-planned means to manage needed responses and to re-establish normal operations in a timely manner.

The information contained in the W&M CEMP has been prepared for internal use by the university. The information provides general guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by W&M of the sufficiency of the information contained herein and the university assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.<sup>1</sup>

---

<sup>1</sup> The authors recognize this information is repetitive in the plan. The template requires such repetition.



## Scope

The CEMP outlines preparation for, and response to emergency situations on the William & Mary campus and may be applicable to extension campuses under certain circumstances. It is consistent with established practices relating to emergency response actions and incorporates the National Incident Management System (NIMS) to facilitate interagency coordination among responding agencies. The university will cooperate with federal, state and local emergency management agencies and other responders in the development, implementation and execution of emergency operations plans. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

## Situation Overview

### Location & Geography

The heart of William & Mary is located in Williamsburg, Virginia at latitude 37°16'15"N and 76°42'50"W longitude. Williamsburg is approximately 150 miles south of Washington, D.C. and located about midway between Richmond and Norfolk along Interstate 64. The main campus is composed of 1,200 acres; this land includes property along the scenic Lake Matoaka, the College Woods, and downtown Williamsburg. The university also owns or operates facilities located in James City County and in the City of Newport News, Virginia and Washington, D.C.

### Population

The university has just under 9,000 students enrolled, many requiring accommodation for functional or access needs. William & Mary is a destination university, persons from every state and more than 68 countries, speaking more than 40 languages, are an integral part of the university community. In addition, the majority of W&M students will participate in international education programs encouraging student studies abroad. Combined with staff, the total daytime population exceeds 10,000 persons on the Williamsburg campus. This population is significantly reduced in the summer months and varies depending on summer program participation and other events. The majority of enrollees are undergraduates. Over 5,000 undergraduate and graduate students live on campus in more than 80 residential facilities. W&M operates a 16,000-seat stadium and 10,000-seat arena.

**Threat, Hazard, & Risk Assessment Summary**

William & Mary is vulnerable to a wide spectrum of threats and hazards, whether natural, technological, or human-caused, all of which have the potential to disrupt the university's operations, cause damage, and create casualties.

In creation of the W&M's Hazard Mitigation Plan (HMP) a quantitative and qualitative hazard identification and risk assessment (HIRA) was completed outlining the threats and hazards identified below. Assessment parameters included historical occurrence/probability, impacts to human capital/facilities/the institution as a whole, and the existing preparedness posture. Threats and hazards listed are not all-inclusive.

<u>Natural</u>	<u>Technological</u>	<u>Human-Caused</u>
Hurricane/wind	Hazmat (major)	Structure Fire
Flooding (pluvial)	Radiological Release	Major Criminal Incident
Winter storm		
Tornado		
Infectious Disease		
Earthquake		
Drought		
Wild fire		

Structure fires represent a persistent threat to the campus and may cause activation of the CEMP to coordinate relocation of persons or activities. The Wren Building burned in 1705 and 1859. Another fire deliberately set in 1862 was an act of warfare. Since 1865, documents have been noted to contain mention of structure fires involving residence halls and the president's house. Better documented are fires in 1925 (dining hall), 1930 (Tyler Hall) and 1983 (Jefferson Hall). The campus last had a major structure fire in August 2005. Seventy Preston Hall residents were temporarily relocated to commercial lodging as a result. In November 2017 a transformer coolant leak resulted in a fire which destroyed the equipment and closed Gooch and Fauquier Halls displacing 396 residents for 2-days while power was restored. W&M is a densely populated residential campus providing opportunity for the transmission of infectious diseases such as MRSA and more commonly strains of influenza which are seldom fatal. W&M has the distinction of being the only public university campus in Virginia within a power plant 10-Mile Emergency Planning Zone (EPZ), and eastern sections of the campus are within the 800-meter evacuation corridor of the CSX railroad line (which has been recently used to transport Bakken crude oil). The university is responsible for a "high hazard" earthen dam which created Lake Matoaka and on which Jamestown Road was constructed. Finally, while the university provides comprehensive measures to prevent criminal acts on campus, no institution can discount the possibility of a major criminal incident. Universities and colleges across the country have experienced acts of violence resulting in significant loss of life and damage to property. In some instances while property could be repaired it was deemed inappropriate to continue the prior facility use and the space had to be taken off-line.

**Capability Assessment**

William & Mary has a strong foundation of planning with physical and technical capabilities to support implementation of this plan. W&M's highly knowledgeable and experienced staff has responded to and recovered from several local and declared disasters in the course of their careers at this and other academic institutions or related facilities. Among the staff are credentialed engineers, architects, planners, and trades personnel. The university maintains relationships with pre-approved and vetted contractors with excellent histories of service. The university has a strong financial standing and continues to show a serious commitment to investing in emergency preparedness and business continuity.

**Mitigation Overview**

William & Mary is positioned to effectively prevent, mitigate against, prepare for, respond to, and recover from disruptive incidents. A key factor in meeting this objective is the university's contribution in developing, updating, and maintaining the regional hazard mitigation plan. *The Hampton Roads Hazard Mitigation Plan*, last released in January 2017 addresses the institution's HIRA. The university's participation further establishes a broad regional community vision and guiding principles for addressing hazard risk, including the development of specific mitigation actions designed to eliminate or reduce identified vulnerabilities.

**Planning Assumptions**

The William & Mary CEMP is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- William & Mary maintains a current CEMP, trains personnel to evaluate and respond to incidents, emergencies, and events, and maintains a roster of emergency response personnel to make such response in an immediate and effective manner.
- Personnel assigned responsibilities in the CEMP are familiar with requirements in the CEMP and are prepared to identify and assist in response to an incident/emergency/event by developing plans within their respective campus or department that supports the CEMP.
- The university will issue emergency notifications or warnings to the campus community any time a life safety situation exists, or such occurrence is probable, or when determined advisable in the exercise of caution.
- The City of Williamsburg and the university will continue to coordinate and develop plans compatible with National Incident Management System (NIMS) guidance.
- Public safety entities of the university will implement required NIMS activities and effectively use the Incident Command System when responding.

- The university will activate an Emergency Operations Center, when necessary and in coordination with community partners, to assist Incident Commander(s) and the Emergency Coordination Officer in mobilization of resources and personnel required in response to the situation.
- The university will maintain its CEMP and coordination with local officials and consistent with §23.1-804 of *the Code of Virginia* and Virginia Department of Emergency Management (VDEM) guidance.

## Concept of Operations

### National Incident Management System

William and Mary has adopted the National Incident Management System (NIMS) as the standard for incident, emergency, and event management. As both a national best practice and a state compliance requirement, NIMS sets common goals across all fundamental incident management components, including a flexible, scalable, and modular organization; management of incidents at the lowest operational level possible; unified command wherever possible; Multi-Agency Coordination Systems; common terminology; standardized incident action planning; comprehensive resource management; integrated communications systems; and pre-designated facilities.

W&M's emergency response organization will implement a unified incident management strategy that aligns university department functions within the Incident Command System to manage, coordinate, and direct resources committed to an incident, emergency, or event. This structure supports effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed, and ensuring personnel safety and accountability.

### Direction, Control, & Coordination

#### Incident Command System

William & Mary utilizes the Incident Command System (ICS, a NIMS component) for incident, emergency, and event management. ICS is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is widely applicable to organize both short-term and long-term field operations for the full spectrum of emergencies.

**Unified Command**

Unified Command (UC) will be used when there is more than one W&M department or organization with incident jurisdiction, or when incidents cross political jurisdictions. Departments will work together through the designated members of the UC to establish common objectives and strategies under a single Incident Action Plan (IAP) while retaining and preserving respective authorities.

In large-scale incidents/emergencies/events, key Emergency Operations Team (EOT) members, department heads, contractors, and other stakeholders may establish a Unified Command Post (UCP) at or near the incident site. They will notify other departments/agencies that need to be present at the UCP. They will jointly appoint command and general staff as necessary to carry out incident objectives.

**Area Command**

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command (AC) organization. An AC is an organization established to oversee the management of multiple incidents that are being handled by an ICS organization or to oversee the management of large or multiple incidents.

AC has the responsibility to set the overall strategy and priority, allocate critical resources according to the priorities, and to ensure that all incidents are properly managed and established objectives are achieved.

**Multi-Agency Coordination System (MACS)**

The primary function of multi-agency coordination is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field.

The Multi-Agency Coordination System (MACS) consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support among multiple jurisdictions, MACS can be implemented from a fixed facility or by other arrangements outlined within the system.

**Emergency Operations Center (EOC)**

One of the most commonly used elements of the MACS is the EOC. In emergency situations that require additional resource and coordination support, the W&M EOC will be used. In some cases the EOC may also manage direction and control of the incident.

Upon activation, communications and coordination will be established between Incident Command and the EOC. Additionally, the EOC will establish communication and coordination with neighboring jurisdiction EOCs and when necessary the Commonwealth of

Virginia EOC to coordinate response and recovery activities. The university's EOC organization will be discussed in detail later in this Plan.

### **Department Operations Center (DOC)**

A department operations center (DOC) is a coordination point that focuses on a single department's internal incident management and response. An example would be a DOC set up by Facilities Management to manage snow removal operations.

University departments may choose to establish a DOC to coordinate their emergency management activities. The DOC will be linked to the EOC and actions will be coordinated through the departmental representatives in the EOC.

## **Organization**

### **On-Scene Incident Commander(s)**

Most emergency situations are handled routinely by the front-line staff in departments such as Police, Athletics, Facilities Management, Environmental Health and Safety, Fire Prevention, Housing and Residence Life, Recreation and Wellness, Student Engagement and Enrollment Services, and others, with response activities conducted at the field level. ICS is routinely implemented to organize response to the emergency or disaster; incorporating the functions, principles and components of ICS (unified command, action planning, span of control, hierarchy of command). Once an emergency or disaster has occurred or is imminent, the responding department establishes on-scene incident command, including the designation of an Incident Commander (IC) and establishment of an Incident Command Post (ICP). The IC provides command and control, which includes planning, accountability, and carrying out a plan to mitigate the situation. The IC allocates resources assigned to the incident, including those activated through local mutual aid agreements. In the event that multiple departments/areas within university are affected, an on-scene IC may be present at each of several separate incidents. Depending on the scope of the incident/emergency/event, resources needed, and coordination necessary within and outside the university, the Emergency Operations Center (EOC) may be activated to provide support for IC field operations.

### **Emergency Management Team**

William and Mary's Emergency Management Team (EMT) is responsible for overall coordination of the university's emergency preparedness efforts. The Emergency Management Team operates under the authority of the President and is chaired by the Senior Vice President for Finance and Administration. The Team is responsible for the planning and execution of emergency preparedness, response and recovery. EMT members staff EOC positions during incidents providing high-level support for the Incident Commander, and the EOC's functional units in execution of the plan. Accordingly, the responsibilities of this body include:

1. Communicate critical emergency information to the campus community.
2. Review plans for effectiveness, community inclusiveness, and recommend well developed plans to the President for approval.
3. With authority from the President, approve all related policy and procedures.
4. Identify critical functions and systems that must be restored and maintained.
5. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.

**Emergency Management Team Members:**

- Senior Vice President for Finance and Administration – Chair
- Vice President for Student Affairs
- Vice Provost for Research
- General Counsel (Legal Advisor)
- Chief Information Officer
- Associate Vice President for Public Safety and Chief of Police
- Associate Vice President for Facilities Management
- Associate Vice President for University Relations
- Associate Vice President for Student Affairs
- Associate Provost and Assistant to the President
- Director of Auxiliary Services
- Director of Operations & Support Services (VIMS)
- Emergency Management Coordinator
- Academic Department Chair
- International Travel & Security Manager

**Emergency Operations Center & Emergency Operations Team**

W&M's Emergency Operations Center (WMEOC) is activated to support the resource and information needs of Incident Commanders responding to an incident(s) and special operations coordination. Conditions that can cause the EOC and EOT to be activated include:

- A request from Incident Command when their resources are insufficient to effectively continue response activities without assistance.
- A determination by the Emergency Coordination Officer or Incident Commander that incident communications require a higher level of coordination or special operations support.
- Coordination of activities in advance of an event (such as emergency preventative measures taken before hurricane landfall).

Once activated, the EOC/EOT performs many functions to include:

- Provides overall incident management and coordination.
- Determines the scope and impact of the incident.
- Serves as the primary information collection and dissemination clearinghouse.
- Issues communications through University Relations and Joint Information Center.
- Requests additional resources from outside agencies. Coordinates with local, state, and federal government agencies.
- Maintains situational awareness and a common operating picture throughout the incident.
- Prepares Incident Action Plans for multi-operational period incidents.
- Implements university business continuity of operations plans (COOPs).
- Staff incident management positions.
- Coordinate special operations (Call Center, Media Monitoring; etc.).

### **External Support**

Incidents may also impact the surrounding community. If this occurs, the university will make every effort to coordinate and work with local, State, and federal officials in their delivery of emergency services. For coordination purposes with State agencies, the AVP for Public Safety and Chief of Police serves as the university's Emergency Coordination Officer (ECO). The Emergency Management Coordinator serves as the secondary ECO assuming those responsibilities in the absence of the primary coordinator.

The City of Williamsburg Emergency Coordinator will serve as the point of contact to William & Mary when making resource requests to the Virginia Emergency Operations Center (VEOC). This operational policy to channel resource requests through the local government is consistent with the Code of Virginia §44-146.18, and §23-9.2:9, which mandates a state institution of higher education to maintain a Crisis and Emergency Management Plan, update it regularly, and integrate it with the local emergency operations plan.

William & Mary, as a state agency, has a role and responsibility to support the Virginia Emergency Support Team (VEST) agencies during a declared emergency or when otherwise needed. Upon receipt of a mission request from the VEOC, the university will make a determination if there are personnel and resources available to meet the mission requirements. W&M will promptly notify the VEOC regarding the status of their request. If university resources are available to fill the request, they will be deployed following receipt of a mission assignment from the VEOC.

### **Emergency Notification System**

William & Mary has a number of ways to communicate to the campus community during an emergency situation. In a serious life safety situation, the university will activate three 120-decibel emergency sirens stationed across the campus. Another part of the notification system is an alerting service which sends out notifications through landline phone, cell



phone, text messages, email and, some popular social media applications. The service is utilized to inform you about campus-wide emergencies, natural disasters and closings for inclement weather.

## **Campus Community: Roles & Responsibilities**

### **Board of Visitors**

Adopt the CEMP for the purposes of protecting the lives of the campus community as well as the property and assets of the university. Support the threat assessment committee, pursuant to § 23.1-804 of The Code of Virginia. Designate the administrator ultimately responsible for emergency management.

### **President**

This plan is activated under the authority of the President who also approves policies having effect on this plan. Approves the CEMP.

### **Provost**

The authority to close the university, to cancel classes or to maintain academic activity is delegated to the Provost who makes all such decisions in consultation with the President and the Emergency Management Team. The Provost assumes the authorities of the President in his/her absence.

### **Senior Vice President for Finance and Administration**

Approves the CEMP and appoints or serves as Chair of the Emergency Management Team.

### **Chair, Emergency Management Team**

The Chair of the Emergency Management Team oversees development of policy, plans and protocols necessary for emergency operations. Upon consultation with President, the chair shall be responsible for coordinating a declaration of emergency with the City Manager. In an emergency/disaster the Chair or his/her designee determines activation levels, activates the EOC and necessary functions, and assumes the role of EOC Manager.

### **Emergency Management Team**

William and Mary's Emergency Management Team (EMT) is responsible for overall coordination of the university's emergency preparedness efforts. The Emergency Management Team operates under the authority of the President and is chaired by the Senior Vice President for Finance and Administration or designee. The Team is responsible for the planning and execution of emergency preparedness, response and recovery. EMT members staff EOC positions during incidents providing high-level support for the Incident Commander, and the Emergency Operation Team's functional units in execution of the plan. Accordingly, the responsibilities of this body include:

1. Communicate critical emergency information to the campus community.
2. Review plans for effectiveness, community inclusiveness, and recommend well developed plans to the President for approval.
3. With authority from the President, approve all related policy and procedures.
4. Identify critical functions and systems that must be restored and maintained.
5. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.

### **Emergency Operations Team**

The Emergency Operations Team (EOT) is responsible for the execution of the CEMP and its annexes during an incident. The EOT is comprised of members of the EMT, senior management and other personnel representing functional areas and special capabilities identified in position function plans. Members are responsible for ensuring that their plans identify the resources necessary for successful execution. The EOT includes both primary and alternate members. Alternate members direct and execute plan responsibilities in the absence/unavailability of the primary member or during their shift if around-the-clock operations are required. All primary and alternate members must be knowledgeable of overall CEMP. Members must also be available during a crisis situation. The composition of the EOT may vary depending on the type of emergency.

Accordingly, the responsibilities of this body include:

1. Recommend the allocation of resources required to reduce identified vulnerabilities.
2. Recommend the allocation of resources required to accomplish the purposes of the
3. Emergency Operations and Continuity of Operations Plans
4. Ensure coordination with external agencies and resource providers.
5. Delegate necessary authorities for incident stabilization and protection of life and property.

### **Incident Commander**

The Incident Commander is the individual responsible for the command and control of all operational aspects of the emergency response at the scene. The determination of Incident Commander is based upon the type of incident occurring. In an incident requiring a tactical response by police, fire, or EMS the appropriate supervisor will assume the role of Incident Commander.

**Building Emergency Coordinators**

William & Mary has identified Building Emergency Coordinators (BECs) who will be responsible for disseminating information and instructions to building occupants. These coordinators are critical resources in emergency preparedness and will be provided training and materials to accomplish their tasks. These individuals are responsible for familiarizing themselves with emergency plans and for ensuring that building occupants have an understanding of procedures related to emergencies both campus-wide and within their specific area. BECs are responsible for developing and maintaining an emergency plan for their respective building or area.

**Faculty and Staff**

Faculty and staff shall familiarize themselves with applicable emergency plans and procedures and evacuation routes. Faculty and staff should understand that students will look to them for leadership during an emergency. They should know who the building coordinator is for their building and take instruction from that coordinator in the event of an incident. Faculty and staff must be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action.

During a recovery period, faculty and staff will be provided with instructions about returning to their workplace.

**Liaison to City of Williamsburg EOC**

The City of Williamsburg maintains an Emergency Operations Center which is activated under its protocols for the declaration of an emergency. The university provides a liaison who operates in the EOC when activated. That representative also participates in planning meetings, tests and exercises performed under the auspices of the City's EOC.

**Emergency Management Coordinator**

Maintain the EOC in a constant state of readiness. Develop and maintain the EOP and other relevant plans. Assume duties as directed by the Chair of the EMT or EOC Manager. Maintain the training and exercise program to better prepare designated staff for emergency response and recovery tasks. Coordinate directly with the Williamsburg Emergency Manager and other public safety officials in related planning, preparation, response and recovery efforts.  
Emergency Coordination Officer (ECO)

Identification of an ECO, and alternate ECO, is required by the state to function as the primary point of contact for agency emergency management programs. Designation of individuals to these roles implies to the Office of the Secretary that these persons are directly responsible for the direction of emergency management programs on the campus.

**Emergency Management Coordinator (City of Williamsburg)**

Maintain the local emergency management program and the EOC from which emergency operations will be directed. The Coordinator will contact the VEOC with requests for resources on behalf of the university when local capabilities are exceeded.

**Media Relations**

University Communications staff, upon notification, should report to the WMEOC and/or designated Joint Information Center (JIC). The City of Williamsburg Public Information Officer (PIO) is typically responsible for the activation, operation, and demobilization of the JIC, unless the incident is isolated to the campus. The JIC may be a physical location or operated virtually depending on the scope of operations. The PIO function is to coordinate press releases with the Incident Commander/Unified Command.

**Demobilization**

The Incident Commander/Unified Command will determine when response operations can be demobilized. Demobilization requires the deactivation of the EOC (if applicable) and the compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible.

**Campus Recovery**

Aligning with the university's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. Working with the Provost, the EMT Chair will provide strategic guidance to the EOC and/or Office of Emergency Management and other university departments.

## Organization & Assignment of Responsibilities

### Succession of Authority

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the university President when he/she is capable of resuming essential duties or an interim or permanent replacement has been installed by the Board of Visitors. The university's orders of succession and method of notification to personnel are:

Position	Successor #1	Successor #2	Successor #3
President	Provost	SVP for Finance and Administration	Vice President for Student Affairs
Provost	Vice Provost, Research and Graduate Studies	Vice Provost for Academic and Faculty Affairs	Vice Provost for International Affairs and Director of the Reves Center
Chair, Emergency Management Team	Vice President for Student Affairs	AVP for Public Safety and Chief of Police	AVP for Student Affairs and Director of Residence Life
AVP for Public Safety and Chief of Police	Major	Patrol Police Lieutenant	Administrative Police Lieutenant
AVP for Facilities Management	Director of Operations and Maintenance	Director of Planning, Design and Construction	Sr. Review Electrical Engineer

## Emergency Support Function Matrix

The WMEOC is based on a functional support model and members are grouped into sections to enhance collaboration and effectiveness. A designated EOC Manager provides overall leadership and control of support operations. Positions include:

POSITION NO.	SECTION	RELATED FUNCTION
	<b>Policy Section</b>	
1	Senior Vice President for Finance and Administration	Chair of Team and EOC Manager Liaison with President and Provost Financial Management
2	Vice President for Student Affairs	Student community
3	AVP for University Relations	Internal and external communications
4	General Counsel	Legal issues
5	Vice Provost for Research	Academic programs and research labs
	<b>Operations Section</b>	
6	AVP for Public Safety and Chief of Police	First responders, public safety and security , EOC operations
7	AVP for Facilities Management	Facilities planning, management & recovery
8	AVP for Student Affairs (Campus Living) and Director for Residence Life	Student housing

POSITION NO.	SECTION	RELATED FUNCTION
	<b>Planning and Logistics Section</b>	
9	Director of Auxiliary Services	Support operations: food service, transportation
10	Assistant To The Vice Provost for Research & Graduate/Professional Studies	Supplies, donations, procurement, financial processing
11	Chief Information Officer	Information technology systems
12	Academic Dept. Chair and Arts and Sciences Emergency and Planning Coordinator	Academic programs and research labs
13	International Travel & Security Manager	International Students
	<b>Communications Section</b>	
14	Director of News & Media	Communications: Press releases and all other messages
	Communications staff members as determined by Director of News Media.	Communications: assist w/messaging & monitoring social media
	<b>EOC</b>	
15	Emergency Management Coordinator	EOC Facilitator for Process (notifications, tech support call center)
16	Director of Risk Management	EOC Facilitator for Support Staff (logs, forms, phone lines)
17	Associate Provost and Assistant to the President	Williamsburg EOC Liaison (located in the City EOC)

November 14-16, 2018

Page 33 of 46

WMEOC staff are members of the EOT assigned to emergency support positions when the center is activated. University employees familiar with the responsibilities and authorized to make resource decisions are designated to fill a particular position. Usually one of these employees is also a member of the EMT and functions as the primary contact for the position. The primary contact, or the next in succession if the primary is unavailable, is responsible for developing the operation cycle "plan of action" and coordinating the relief schedule. Other EOT members are designated to perform special operations required as consequence of an incident; i.e., call center, media monitoring, donation management, etc.

#### 1. EOC Manager / Financial Management

The EOC Manager is responsible for communications with senior administrators for the university (President and Provost). The EOC Manager exercises leadership over the operations of the WMEOC. The manager is responsible for activating and staffing the EOC, authorizing resource request, approving internal and external communications, proper expenditure of university funds, and compliance with applicable laws. Manager supports state and federal reimbursement of expenses when such programs are available. This position authorizes use of the disaster expenditure index.

#### 2. Student Community Support

Student Community Support is responsible for call center operations, counseling services, family re-unification, and donation management. Student Community Support is also responsible for health concerns including medication distribution, infectious disease control, and liaison with hospitals and the Virginia Department of Health. Student Community Support will coordinate with the AVP for Human Resources to establish accountability of staff, students, faculty and guests on the campus.

#### 3. University Communications

University Communications is responsible for all internal and external communications. They are responsible for media and social media monitoring, rumor control and directly supports the call center. University Communications is responsible for scheduling news conferences and press releases. As necessary this communicator will represent the university in the public media,

#### 4. General Counsel

General Counsel is responsible for advising EOC leadership on legal concerns associated with emergency operations.



## 5. Academic Programs and Research

Academic Programs and Research is responsible for the continuation/resumption of academic programs and special considerations and risks associated with university research. This may include alternative classrooms and may provide planning expertise in research and analysis.

## 6. Public Safety and Security

Public Safety and Security is responsible for providing information from the Incident Command Post, if one exists, to the EOC and post incident safety/security planning. This liaison will communicate closely with first responders at the scene and will provide situational updates to the EOC. The AVP for Public Safety also assist with the EOC Operations.

## 7. Facility Planning, Management & Recovery

Facility Planning, Management & Recovery is responsible for preventative/protective measures, damage assessment, building inspection, utility provider liaison, and historic preservation. Following a disaster FPM&R is responsible for coordinating restoration of the built environment.

## 8. Student Housing

Student Housing is responsible for residence hall evacuations, temporary sheltering and emergency communications with residences.

## 9. Auxiliary Services

Auxiliary Services is responsible for food, water, transportation and refuge of last resort operations.

## 10. Logistics / Supply Unit

The Logistics / Supply Unit will locate, procure, and issue resources such as personnel, supplies, facilities, contracting services & equipment for the incident. This Supply Unit will determine if requests can be met internally or through other agencies, will obtain permission for expenditures, organize and forward all requests to either Procurement or the EOC Manager.

## 11. Information Technology Operations

Information Technology Operations is responsible for the university phone, cable, and computer systems maintenance, testing, backup, and recovery.

## 12. Academic Programs and Research

Academic Programs and Research monitors and coordinates directly with academic staff for the continuation/resumption of academic programs and research.

## 13. International Student Affairs

This position is responsible for coordinating Reves staff in meeting the special needs of the campus's substantial international student population. Also, this position assists the logistics unit.

## 14. Internal and Public Information

This communicator is responsible for creation and distribution of university news and information including the scripts for the call center.

## 15. EOC Facilitator

Facilitator is responsible for assuring the EOC is in a state of operational readiness and for situation awareness displays in the EOC. The EOC Facilitator has responsibility for coordinating technical support, system operators and other resources.

## 16. EOC Facilitator

Facilitator is responsible for supporting staff assigned to maintain logs, completing ICS forms and other administrative tasks.

## 17. Williamsburg EOC Liaison

The Williamsburg EOC Liaison reports to the City EOC when activated and represents the university's interests and partnership during emergency operations. Liaison relays critical incident information concerning the university to the WMEOC or the presumptive EOC Manager if the WMEOC is not yet activated. That representative also participates in planning meetings, tests and exercises performed by the City's EOC.

## Plan Development & Maintenance

### Program Roles, Responsibilities, & Administration

#### Board of Visitors

In accordance with *Code of Virginia* §23.1-804, the board of visitors shall develop, adopt, and keep current a written Crisis and Emergency Management Plan (CEMP). The plan shall include a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in the *Code of Virginia* § 19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.

#### President

In accordance with *Code of Virginia* §23.1-804, the Chief Executive Officer shall annually review the institution's CEMP, certify in writing that they have reviewed the plan, and make recommendations to the institution for appropriate changes to the plan.

#### Associate Vice President for Public Safety and Chief of Police

The Associate Vice President for Public Safety and Chief of Policy is responsible for coordinating the preparation and updating of the CEMP as required. The AVP will collaborate as needed with internal and external partners.

The AVP will coordinate the annual review of the CEMP by the Chief Executive Officer and document the process per *Code of Virginia* §23.1-804. In addition, every four years the AVP will oversee a comprehensive review of the CEMP and secure its formal adoption by the governing board.

#### Emergency Support Functions

Emergency Support Functions bring together personnel that have authority, expertise, or a combination thereof, to determine a functional solution in response to an incident. ESFs can be used singularly, or in combination to resolve an incident and lay the foundation for recovery efforts.

## Training & Exercises

Trained and knowledgeable personnel are essential for the prompt and proper execution of William & Mary's Crisis and Emergency Management Plan (CEMP), Emergency Action Plans (EAP), and Continuity of Operation Plan's (COOP). Personnel with emergency management responsibilities will be provided with training opportunities to better understand their roles and responsibilities during an incident. Awareness information and training will be provided to the campus community.

## Exercise Program

Drills, tabletop and functional exercises are conducted as part of the Training & Evaluation (T&E) program established to build and maintain the university's emergency capabilities. Major components of this program include training staff in their responsibilities, conducting periodic refresher training and validation of the university's plans and procedures, systems, and equipment through exercise. A multi-year improvement planning process has been established for this purpose and is referenced in the following tables. In accordance with §23.1-804 of the *Code of Virginia*, the university conducts an annual functional exercise of the emergency operations plan. These exercises make general use of Homeland Security Exercise and Evaluation Program (HSEEP) standards. These standards have been useful in providing a clear, programmatic and repeatable method for everything from exercise concept development to improvement planning.

2019 T&E Plan			
1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
	MCI TTX	Continuity Plan Exercise	MCI FEX
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	Continuity Plan Seminar

2020 T&E Plan			
1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
	TBD TTX	TBD Seminar	Continuity Plan exercise
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	

## After Action Review

After Action Reports (AAR) and Improvement Plans (IP) developed from actual incidents or exercises are used to refine and adjust plans. The annual functional exercise, conducted with our jurisdictional partners, is typically based on a hazard or threat that will impact all of our agencies. These events encourage us to develop coordinated plans prior to the exercise and expose weaknesses in our plans through exercise. Similarly, actual events involving

November 14-16, 2018

Page 38 of 46

activation of our plans also expose the strengths and weaknesses of our plans. Each of these situations will receive in follow up a highly detailed AAR and IP which describe the actions taken and identify areas for improvement.

## Glossary & Acronyms

### Glossary

**Campus Community:** Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, university property.

**Command Post / Incident Command Post (ICP):** That location at which primary command functions are executed; usually co-located with the Incident Base, also referred to as the Incident Command Post.

**Communications Plan:** This plan coordinates the use of available communications means and establishes assignments for certain functions to inform members of the campus community and monitor communications concerning the university.

**Continuity of Operations Plan:** A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.

**Crisis and Emergency Management Plan:** An all hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the university's mission.

**Decontamination:** The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

**Emergency:** Any occurrence, or threat, whether natural or human-caused, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the Commonwealth or clearly defined portion or portions thereof.

**Emergency Alert System:** A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

**Emergency/Disaster/Incident:** An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the

scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

**Emergency Coordination Officer:** The person serving as the primary conduit between the state department of emergency management and the university with regard to emergency preparedness. The ECO coordinates planning, training, exercising, and all other activities related to the phases of emergency management.

**Emergency Management:** The process of coordinating available resources to effectively manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves four phases: mitigation, preparedness, response, and recovery.

**Emergency Action Plan:** A department/area/unit specific set of guidelines and procedures for use during an imminent life safety event (e.g. building fire, severe weather, hostile intruder, etc.).

**Emergency Operations Center:** A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

**Evacuation:** Assisting people to move from the path or threat of a disaster to an area of relative safety.

**Exercise:** An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. Exercises include seminars, workshops, tabletops, drills, games, and functional and full scale exercises.

**Federal Disaster Assistance:** Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

**Geographic Information System:** A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.

**Hazard:** Any source of danger or element of risk to people or property.

**Hazardous Materials:** Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

**Hazardous Materials Emergency Response Plan:** The City of Williamsburg developed this in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorization Act of 1986. It is intended to be a tool for our community's use in recognizing the risks of a hazardous materials release, in evaluating our preparedness for such an event, and in planning our response and recovery actions. This plan is separate from the city's Emergency Operations Plan. It can be found in the WebEOC library board.

**Hazard Mitigation Plan:** A risk management tool used to identify natural and human caused hazards facing the university.

**Incident:** An occurrence or event, natural or human caused, which requires a response to protect life or property.

**Incident Action Plan:** The statement of objectives and priorities for supporting activities during a designated period.

**Incident Command System:** A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

**Incident Commander:** The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response.

**Incident Management Team:** Select group of personnel closely aligning with representative departments that will manage the early stages of an incident with the Office of Emergency Management.

**Incident Response Team:** Key university departments/units that staff or otherwise support the Emergency Operations Center during an incident.

**Initial Damage Assessment Report:** A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

**Joint Field Office:** The central coordination point among federal, state and local agencies and voluntary organizations for delivering recovery assistance programs.

**Joint Information Center:** A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.



**Liaison Officer:** The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event.

**Local Emergency:** The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

**Local Emergency Planning Committee:** Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring compliance with the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III).

**Mitigation:** Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

**Mutual Aid Agreement:** A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and/or equipment in an emergency situation.

**National Incident Management System:** The group of principles that are legislated for all entities to assist in coordination national emergency response functions.

**National Response Framework:** A guide to how the nation conducts all-hazard response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the nation.

**National Weather Service:** The federal agency which provides localized weather information to the population and, during a weather-related emergency, to state and local emergency management officials.

**Preparedness:** The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including weapons of mass destruction incidents.

**Presidential Declaration:** A presidential declaration frees up various sources of assistance from the federal government based on the nature of the request from the governor.

**Public Information Officer:** The Emergency Operations Center position responsible for information management during an event.

**Safety Officer:** The Emergency Operations Center position responsible for safety oversight during an event.

**Situation Report:** A form which, when completed at the end of each day of local Emergency Operations Center operations, will provide the jurisdiction with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the VEOC via fax or submitted through the Virginia Department of Emergency Management website.

**Span of Control:** As defined in the Incident Command System, span of control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

**Special Needs Populations:** Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who are older adults, who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation dependent

**State of Emergency:** The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the state is of sufficient severity and magnitude to warrant disaster assistance by the state to supplement local efforts to prevent or alleviate loss of life and property damage.

**Unified Command:** Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

**Victim:** A person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony, assault and battery, stalking in violation, sexual battery, attempted sexual battery, maiming or driving while intoxicated (Source CoV §19.2-11.01B).

November 14-16, 2018

Page 44 of 46

**Weapons of Mass Destruction:** Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921).

November 14-16, 2018

Page 45 of 46

## Acronyms

<b>AAR</b>	After Action Review
<b>AVP</b>	Associate Vice President
<b>BEC</b>	Building Emergency Coordinator
<b>BOV</b>	Board of Visitors
<b>CERT</b>	Community Emergency Response Team
<b>CEMP</b>	Crisis and Emergency Management Plan
<b>COOP</b>	Continuity of Operations Plan
<b>COV</b>	Code of Virginia
<b>DOE</b>	Department of Education
<b>DRU</b>	Disaster Resistant University
<b>DSA</b>	Division of Student Affairs
<b>EAP</b>	Emergency Action Plan
<b>ECO</b>	Emergency Coordination Officer
<b>EH&amp;S</b>	Environmental Health & Safety
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Management Team
<b>EOC</b>	Emergency Operations Center
<b>ESF</b>	Emergency Support Function
<b>FEMA</b>	Federal Emergency Management Agency
<b>FEX</b>	Functional Exercise
<b>FM</b>	Facilities Management
<b>FOIA</b>	Freedom of Information Act
<b>FSE</b>	Full Scale Exercise
<b>HIRA</b>	Hazard Identification and Risk Analysis
<b>HMP</b>	Hazard Mitigation Plan
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IHE</b>	Institutions of Higher Education
<b>IMT</b>	Incident Management Team
<b>JIC</b>	Joint Information Center
<b>MAC</b>	Multi-Agency Command
<b>MNS</b>	Mass Notification System
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>NWS</b>	National Weather Service
<b>OEM</b>	Office of Emergency Management
<b>PDA</b>	Preliminary Damage Assessment
<b>PIO</b>	Public Information Officer
<b>SMS</b>	State Managed Shelter Plan
<b>SOP</b>	Standard Operating Procedures

November 14-16, 2018

Page 46 of 46

<b>SSPC</b>	Safety and Security Policy Committee
<b>SVP</b>	Senior Vice President
<b>TTX</b>	Table Top Exercise
<b>UC</b>	Unified Command
<b>VDEM</b>	Virginia Department of Emergency Management
<b>VIMS</b>	Virginia Institute of Marine Science
<b>VEOC</b>	Virginia Emergency Operations Center
<b>VP</b>	Vice President
<b>VSP</b>	Virginia State Police
<b>VOAD</b>	Voluntary Organizations Active in Disaster
<b>W&amp;M</b>	William & Mary
<b>WEOC</b>	Williamsburg Emergency Operations Center
<b>WFD</b>	Williamsburg Fire Department
<b>WMEOC</b>	William & Mary Emergency Operations Center
<b>WMPD</b>	William & Mary Police Department
<b>WPD</b>	Williamsburg Police Department

**WILLIAM & MARY  
RESOLUTION TO APPROVE THE NAMING OF  
THE TRIBE FIELD HOCKEY CENTER**

In living lives defined by leadership and service, Cathy Bessant, P'18 and John Clay, P'18 have made positive contributions to a wide variety of causes. During the past four years the Bessant/Clay family has become part of the William & Mary community as they have actively supported their daughter's, Meredith Clay '18, career as a member of the field hockey program.

Cathy Bessant is widely recognized as one of the most powerful women in the corporate banking world. She currently serves as the chief operations and technology officer at Bank of America and is a member of the company's executive management team. She has earned distinction working with underserved communities within her company and has been honored on multiple occasions for her service to the Charlotte, North Carolina, region.

John Clay served his country with distinction for more than 20 years as a Navy fighter pilot. After graduating from the United States Naval Academy, he was deployed all over the globe and flew in missions involving multiple combat theatres, including Operation Desert Shield/Desert Storm. Along with Cathy, John has served on the university's Parent & Family Council, an advisory board that provides essential leadership and philanthropy.

The 2018-19 academic year marks the 100th anniversary of coeducation at William & Mary. Throughout the year, the university is celebrating the transformative and lasting impact of the first female student cohort admitted in the fall of 1918. As part of William & Mary's commemoration of 100 years of coeducation and women's athletics, the Bessant/Clay family served as the lead donors on a \$2.4 million project that will establish a new home for the women's field hockey team at Busch Field. The initiative, called the Century Project, has set into motion efforts designed to enhance the experience for women athletics and the caliber of the university's facilities.

**THEREFORE, BE IT RESOLVED,** That upon the recommendation of the President and in recognition of the Bessant/Clay family's generous support of W&M Athletics in general and the field hockey program specifically, the William & Mary Board of Visitors hereby names the Busch Field Team Facility as the Tribe Field Hockey Center; and

**BE IT FURTHER RESOLVED,** That a copy of this resolution be presented to Ms. Bessant and Mr. Clay, with the best wishes and gratitude of the Board of Visitors and the entire William & Mary community.

**WILLIAM & MARY  
MAINTAIN FOUR-YEAR TUITION GUARANTEE FOR IN-STATE  
UNDERGRADUATE STUDENTS**

For fiscal year 2020 (FY 2020), the administration recommends that the university maintain the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with anticipated increases in state general fund support for the upcoming fiscal year, provides the university with the resources necessary to implement the revised Six-Year Plan approved by the Board of Visitors at its September 2018 meeting. Importantly, this tuition structure also provides a four-year tuition guarantee for incoming Virginia undergraduates, which, when combined with the university's commitment to provide need-based financial aid to low- and middle-income Virginia families, makes William & Mary one of the most affordable public institutions in Virginia.

In April 2013, the Board of Visitors approved **Resolution 25, Approval and Implementation: William and Mary Promise**, setting tuition rates for incoming full-time in-state undergraduate students for fiscal years 2014 through 2016. A review of the program shows that the university has been able to increase in-state applicants and maintain the overall quality of the undergraduate student body while generating the resources necessary to improve faculty and staff salaries and implement other institutional initiatives. Setting FY 2020 tuition for incoming full-time in-state undergraduates now provides prospective Virginia students and their families with tuition information prior to accepting an offer of admission.

Tuition and fees for out-of-state undergraduate as well as in-state and out-of-state graduate and professional students will be set by the Board at its April, 2019 meeting, reflecting anticipated actions by the 2019 General Assembly, market conditions for each student group, and comments received through public comment sessions

Revenue generated from this tuition increase, in combination with other revenues and reallocated funds, will likely be used to address personnel costs, including the university's share of state-mandated salary and fringe benefit increases, need-based financial aid, and institutional initiatives. The exact uses will be determined as part of the university's annual budget setting process which prioritizes available resources to meet the university's highest strategic priorities.

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, approves continuation of the William & Mary Promise as the operating model for the university, and as a result, for FY 2020 continuing in-state undergraduates will see no increase in tuition.

**BE IT FURTHER RESOLVED**, That the Board of Visitors of The College of William & Mary in Virginia, on the recommendation of the President, and after soliciting public comment, approves the FY 2020 tuition for incoming in-state undergraduates at \$18,375, with this rate to be guaranteed for four-years reflecting the equivalent of an annualized increase of 1.31% over the guarantee period.

**RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF  
THE COLLEGE OF WILLIAM & MARY IN VIRGINIA,  
VIRGINIA INSTITUTE OF MARINE SCIENCE, AND RICHARD BLAND COLLEGE  
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The Consolidated Financial Report of The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2018, and presented by William & Mary's Senior Vice President for Finance and Administration and Vice President for Finance/Chief Financial Officer to the Presidents of William & Mary and Richard Bland College, and the Rector and Board of Visitors.

The statements included in this consolidated Financial Report provide an analysis of the University (defined as the consolidated figures for William & Mary, the Virginia Institute of Marine Science, and Richard Bland College) and its affiliated foundations for fiscal year 2017-2018. William & Mary's financial management has prepared the consolidated financial statements and is responsible for the information for William & Mary, the Virginia Institute of Marine Science, and their affiliated foundations. Richard Bland College's management is responsible for all financial information for Richard Bland College and its affiliated foundation. The report is subject to a detailed audit to be conducted by the Auditor of Public Accounts.

RESOLVED, That the Unaudited Consolidated Financial Report for the Year Ended June 30, 2018 (*see separate booklet*) for The College of William & Mary in Virginia, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.



Board of Visitors

Resolution 16

November 14-16, 2018

Page 1 of 1

**WILLIAM & MARY  
RECEIPT OF THE FINANCIAL REPORT OF  
THE INTERCOLLEGIATE ATHLETIC DEPARTMENT  
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

The summarized Financial Report of William & Mary's Intercollegiate Athletic Department for the fiscal year ended June 30, 2018, is presented by the Senior Vice President for Finance and Administration to the President, Rector, and the Board of Visitors of the university.

RESOLVED, That the Unaudited Financial Report of William & Mary's Intercollegiate Athletics Department for the Year Ended June 30, 2018 (*see separate booklet*), is hereby received by the Board of Visitors.

**WILLIAM & MARY  
APPROVAL OF INTERIM USE OF FUNDS AND  
ESTABLISHMENT OF RUSSELL AND JEANNE BAKER QUASI-ENDOWMENT**

WHEREAS, after a long and full life, Jeanne Baker passed away in February 2018 at the age of 102, leaving William & Mary as a 1/3 beneficiary of a trust established by her husband, Russell; and

WHEREAS, the trust, valued at \$3,155,432 as the university share, has no restriction as to use; and

WHEREAS, the administration recommends that \$155,432 be set aside as an expendable fund in support of campus beautification efforts, recognizing the Baker's interest in the campus grounds; and

WHEREAS, the administration recommends that, as an interim use, \$3.0 million be used to support detailed planning for the Integrated Science Center 4 project, with the funds to be reimbursed by the Commonwealth of Virginia once working drawings are complete and the project moves to construction; and

WHEREAS, the administration recommends that, once reimbursement from the Commonwealth occurs, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university's Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary's impact on the environment and to improve efficiency in ways that create measurable returns on investment,

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William & Mary in Virginia, expresses its deep gratitude to the Baker Family for this most generous gift and approves the creation of an expendable fund in support of campus beautification and an interim use of funds to support the planning of Integrated Science 4 as previously described; and

BE IT FURTHER RESOLVED, That once the ISC 4 planning funds are reimbursed by the Commonwealth, \$2.5 million be used to establish a quasi-endowment with the proceeds to be used for the most pressing needs of the university as determined by the President, and that \$500,000 be added to the university's Green to Gold Fund (GGF), a green revolving fund established in 2016 to reduce William & Mary's impact on the environment and to improve efficiency in ways that create measurable returns on investment.

## 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 or interviews of prospective 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 <u>actual or probable litigation</u>
2.2-3711.A.8.	Consultation with legal counsel employed by a public body regarding specific legal matters requiring <u>legal advice by such counsel</u>
2.2-3711.A.9.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.11.	Honorary degrees or special awards
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 clauses (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 of the public body.

## BOARD OF VISITORS MEETING DATES

### **2018**

November 14-16 (11/15 half day at Richard Bland College)

### **2019**

February 6-8 (Inauguration/Re-Investiture/Charter Day 2/8)

April 24-26 (Commencement 5/11)

September 25-27

November 20-22

*September 2018*