



WILLIAM & MARY

CHARTERED 1693

ADMINISTRATION/ BUILDINGS & GROUNDS

April 26, 2019

PROJECTS UNDER CONSTRUCTION

- West Utilities Plant
- Alumni Center Renovation & Expansion
- Fine Arts Phases 1 & 2
- Wren Ramp
- Reveley Garden

WEST UTILITIES PLANT

\$30,264,000

COMPLETION: JANUARY 2020









ALUMNI CENTER RENOVATION & EXPANSION

\$21,428,000

COMPLETION: APRIL 2020







FINE ARTS PHASES 1 & 2

\$122,142,000

COMPLETION: JUNE 2021







WREN RAMP

\$500,000

COMPLETION: APRIL 2019





PROJECTS IN DESIGN

- ISC 4
- One Tribe Place
- Sadler Center Addition
- Muscarelle Museum Expansion (Pre-Planning)

PROGRESS IN IMPLEMENTING 2015 CAMPUS MASTER PLAN



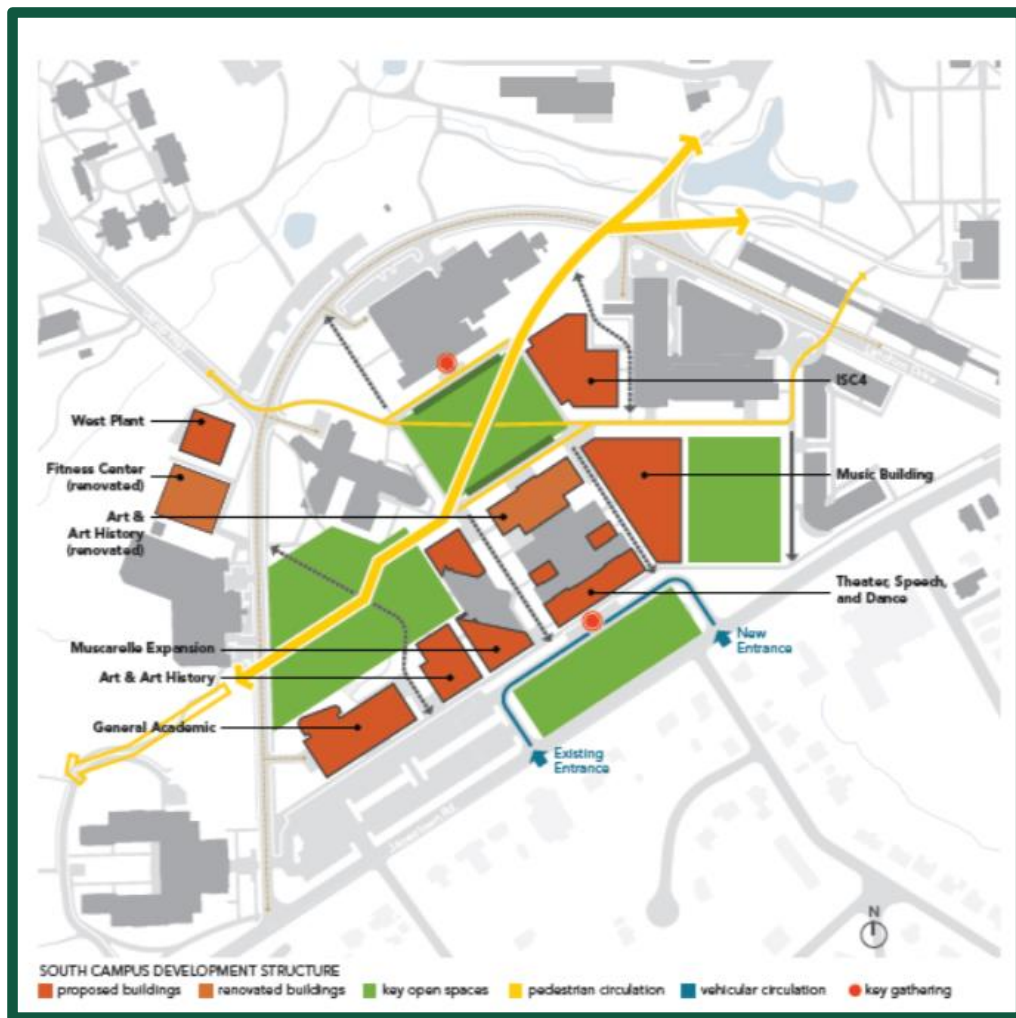
GUIDING PRINCIPLES

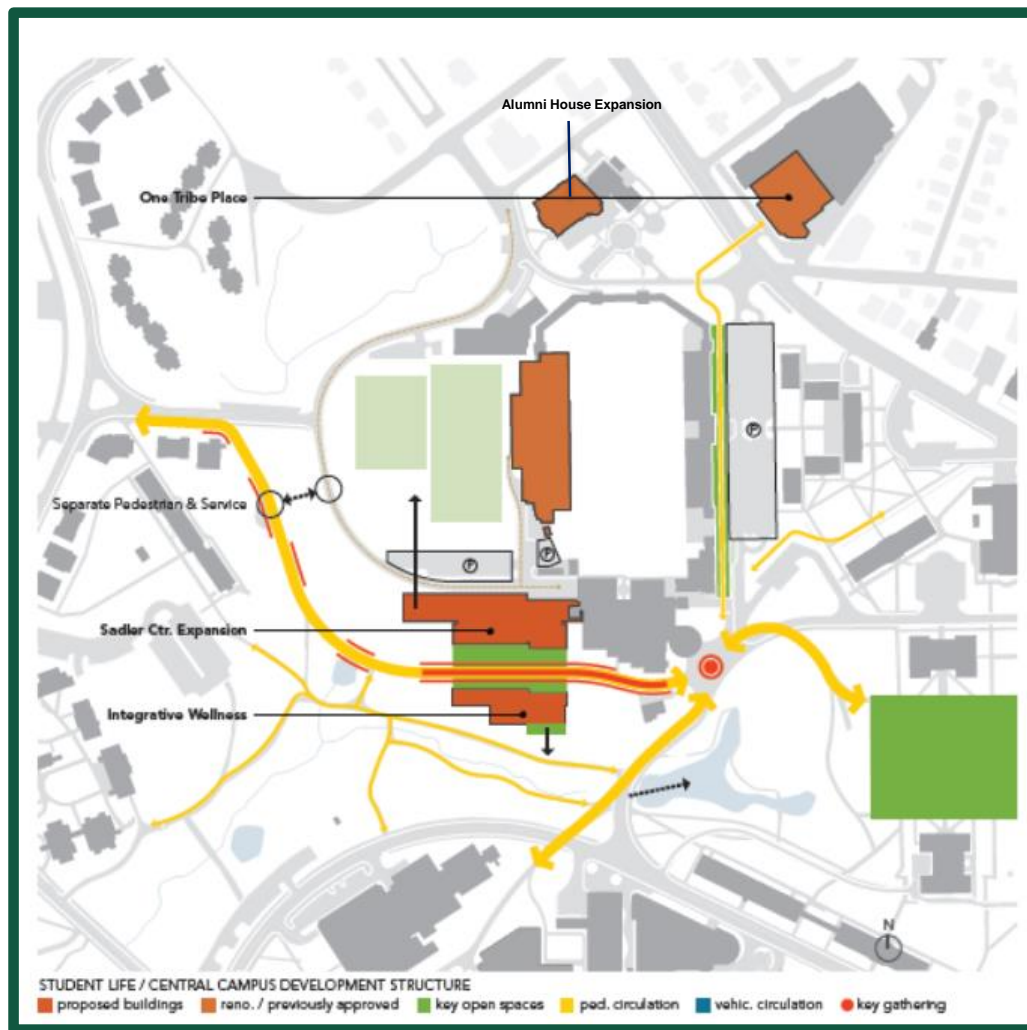
As the university formulates initiatives to achieve the goals established in its Strategic Plan and to accommodate other functional needs of its programs related to the built environment, the following Guiding Principles sets a framework for future campus development decisions:

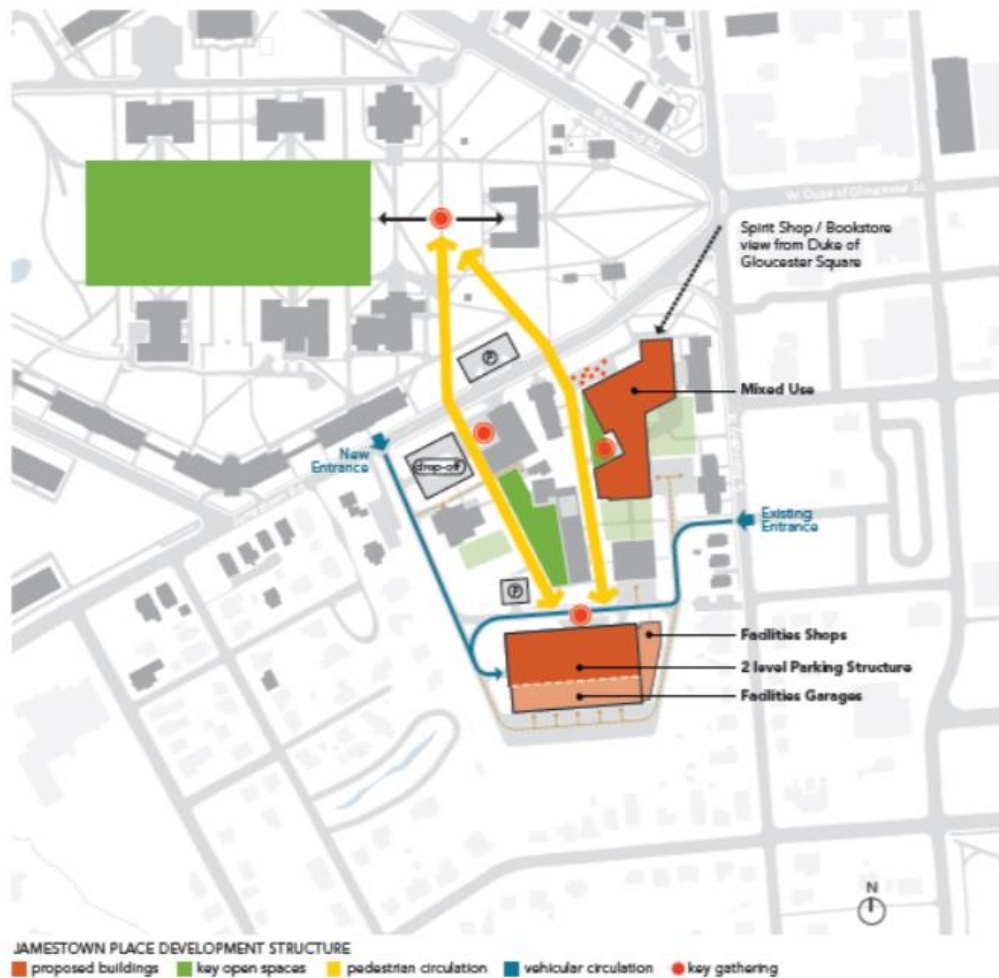


Pathway from Sadler Center to South Campus

- Maintain and reinforce a strong undergraduate focus by siting undergraduate academic, residential, and recreational spaces together on the main campus.
- Hold undergraduate classes within walking distance, permitting a reasonable class schedule to be maintained.
- Maintain architectural and landscape design standards that reflect the College's institutional values and the character of the Old Campus.
- Retain the pedestrian character of the campus; move parking to the perimeter.
- Preserve open, green space.
- Create a sense of order, accessibility, ease of way-finding, and attractiveness.
- Preserve the human scale.
- Meet growing space requirements and support 21st-century teaching and research methods.





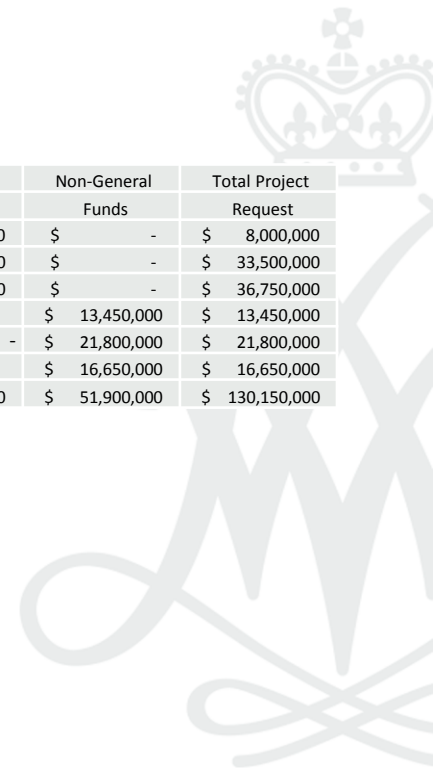


Capital Outlay Plan 2020-2026

2020 - 2022 Capital Program Request			2018-24	General	Non-General	Total Project
Priority	Project Name	Fund	Request	Funds	Funds	Request
1a	Maintenance Reserve	0100	Yes	\$ 7,500,000	\$ -	\$ 7,500,000
2	Construct: Integrated Science Center 4 (ISC 4)	0100	Yes	\$ 74,950,000	\$ -	\$ 74,950,000
3	Renovate: Swem Library for Studio for Teaching & Learning Innovation	0100	Yes	\$ 11,250,000	\$ -	\$ 11,250,000
4	Renovate: Ewell Hall	0100	Yes	\$ 21,550,000	\$ -	\$ 21,550,000
5	Construct: Ecology and Endocrinology Laboratory	0100	Yes	\$ 8,900,000	\$ -	\$ 8,900,000
6	Construct: Fine Arts, Phase 3	0100	Yes	\$ 42,100,000	\$ -	\$ 42,100,000
7	Construct: James Monroe's Highland Visitor Center	0100	No	\$ 5,125,000	\$ -	\$ 5,125,000
8	Construct: Sanitary Sewer Repairs	0100	Yes	\$ 3,750,000	\$ -	\$ 3,750,000
9	Improve: Handicapped Access	0100	Yes	\$ 5,850,000	\$ -	\$ 5,850,000
10	Construct: Economic & Entrepreneurial Development Center (Newport News)	0100	No	\$ 22,650,000	\$ -	\$ 22,650,000
11	Improve: Kaplan Arena	0815	Yes	\$ -	\$ 55,000,000	\$ 55,000,000
12	Construct: Parking Facilities	0815	No	\$ -	\$ 11,300,000	\$ 11,300,000
13	Renovate: Dormitories	0813	Yes	\$ -	\$ 11,850,000	\$ 11,850,000
2020-2022 Biennium Totals				\$ 203,625,000	\$ 78,150,000	\$ 281,775,000

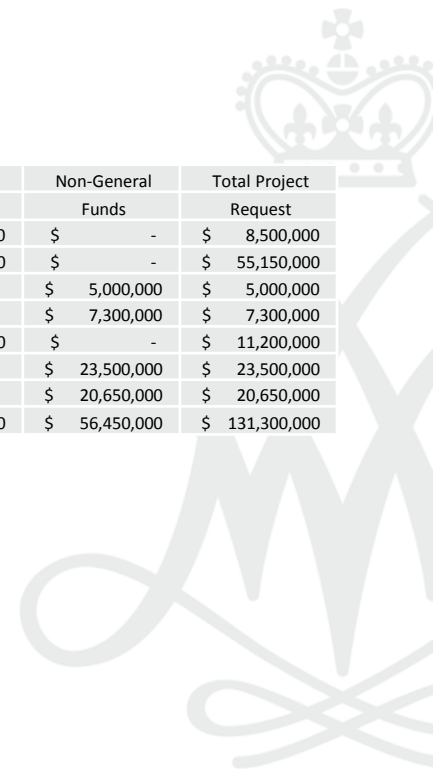
Capital Outlay Plan 2020-2026

2022 - 2024 Capital Program Request			2018-24	General	Non-General	Total Project
Priority	Project Name	Fund	Request	Funds	Funds	Request
1b	Maintenance Reserve	0100	Yes	\$ 8,000,000	\$ -	\$ 8,000,000
14	Renovate: Washington Hall	0100	Yes	\$ 33,500,000	\$ -	\$ 33,500,000
15	Construct: Replace Trinkle Hall	0100	Yes	\$ 36,750,000	\$ -	\$ 36,750,000
16	Renovate: Campus Center	0815	Yes	\$ -	\$ 13,450,000	\$ 13,450,000
17	Renovate: Adair Hall	0815	Yes	\$ -	\$ 21,800,000	\$ 21,800,000
18	Renovate: Dormitories	0813	Yes	\$ -	\$ 16,650,000	\$ 16,650,000
2022-2024 Biennium Totals				\$ 78,250,000	\$ 51,900,000	\$ 130,150,000



Capital Outlay Plan 2020-2026

2024 - 2026 Capital Program Request			2018-24	General	Non-General	Total Project
Priority	Project Name	Fund	Request	Funds	Funds	Request
1c	Maintenance Reserve	0100	No	\$ 8,500,000	\$ -	\$ 8,500,000
19	Replace: Jones & Morton Halls	0100	Yes	\$ 55,150,000	\$ -	\$ 55,150,000
20	Improve: Athletic Facilities	0815	Yes	\$ -	\$ 5,000,000	\$ 5,000,000
21	Construct: Dillard Athletic Fields & Track	0815	Yes	\$ -	\$ 7,300,000	\$ 7,300,000
22	Replace: Facilities Management Complex	0100	Yes	\$ 11,200,000	\$ -	\$ 11,200,000
23	Replace: Commons Dining Hall	0815	No	\$ -	\$ 23,500,000	\$ 23,500,000
24	Renovate: Dormitories	0813	Yes	\$ -	\$ 20,650,000	\$ 20,650,000
2024-2026 Biennium Totals				\$ 74,850,000	\$ 56,450,000	\$ 131,300,000



RESOLUTION # 32-35

- Approve 2020-2026 Six-Year Capital Plan
- Approve Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/One Tribe Place
- Approve Intention to Reimburse the Cost of Certain Expenditures: Renovate Dormitories/Botetourt Complex and Jefferson Hall
- Approve 9(C) Revenue Bond Program Participation: Renovate Dormitories/One Tribe Place, Botetourt Complex and Jefferson Hall

RESOLUTION # 36-37

- Approve the Roles and Responsibilities of the Design Review Board
- Approve the Revised Endorsement of the Compton Drive Multi-Use Pathway Project

2018 EMPLOYEE CLIMATE SURVEY UPDATE



TO PROVIDE SOME BACKGROUND

- In 2015, the Office of Human Resources in cooperation with the Task Force on Race and Race Relations and other groups conducted the first comprehensive climate survey of all university employees (Gelfond Group)
- In Fall 2018, the university retained PricewaterhouseCoopers/Gelfond Group to again conduct a comprehensive climate survey.
- For 2018, the response rate was 76% (+5% from 2015), allowing the university to identify areas of strength or concern across the university or within specific units or subgroups and begin to address specific issues.
- This information will guide the university in improving the overall work environment as we strive to be a preferred employer and one of the best universities at which to work.

THE SURVEY EVALUATES SEVEN BROAD CATEGORIES

- Employee Engagement—How do employees rate their work experience and are they proud to work at William & Mary?
- William & Mary as a Place to work—Are employees treated well and respected in the workplace?
- Employee Views of their Specific Job—Is there a good understanding of the job and does it make good use of an employee's skills and talents?
- Satisfaction with Pay and Benefits—Are employees fairly compensated for their work?

THE SURVEY EVALUATES SEVEN BROAD CATEGORIES

- Quality of Supervisor—Are employees treated with respect and fairness? Are they able to provide input into the job?
- Quality of Overall Management—Is the university well managed? Are employee concerns considered as decisions are made? Do we have the appropriate organizational structures in place?
- Diversity—Are employees treated fairly relative to race, gender, age or sexual orientation?

WHILE THERE ARE AREAS WHERE WE RATE QUITE HIGH

- | | |
|--|---------------|
| • Proud to work for W&M | 87% Favorable |
| • Understand job responsibilities | 92% Favorable |
| • Understand departmental goals/priorities | 86% Favorable |
| • Understand what is discrimination | 99% Favorable |
| • Know how to report discrimination | 94% Favorable |
| • If observed, would report discrimination | 91% favorable |

THERE ARE AREAS WHERE WE RATE LOW

- W&M treats all employees fairly 56% Favorable
- There are opportunities for advancement 32% Favorable
- Upward mobility is encouraged 41% Favorable
- Advancement is based on merit 33% Favorable
- Pay level 31% Favorable

AND AREAS WHERE THERE IS A SIGNIFICANT RANGE OF RESPONSES AMONG GROUPS

	<u>Favorable Range</u>
• Rate W&M as Place to Work	48% to 74%
• Treat Employees with Respect	55% to 74%
• Sense of Personal Accomplishment	46% to 69%
• Ability to make job decisions	51% to 71%

THERE ARE OPPORTUNITIES FOR IMPROVEMENT

- On-going supervisor training and support, building on the just-concluded one-year training effort in Facilities Management.
- Development of non-supervisory career tracks and improved opportunities and training/cross-training in support of career advancement.
- Completion of a market-based salary study across employment categories and job classification.

THERE ARE OPPORTUNITIES FOR IMPROVEMENT

- Streamlining business processes in conjunction with cross-training and career path opportunities.
- Improving communication among various employees groups and the administration.
- Incorporating the results of the 2018 Employee Climate Survey into the university's strategic planning effort.