

WILLIAM & MARY

Board of Visitors

PRE-READS

FEBRUARY 25-26, 2021
ALUMNI HOUSE

WILLIAM & MARY

BOARD OF VISITORS
PRE-READS
FEBRUARY 25-26, 2021

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**Documents provided by the W&M Student Assembly*

**WILLIAM & MARY
2022-2028 CAPITAL PLAN - DRAFT**

2022-2024 BIENNIUM

PRIORITY PROJECT INFORMATION

**1 Construct: Integrated Science Center 4 (ISC 4)
\$76,580,000 GF**

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

**2 Renovate: Swem Library for Studio for Teaching & Learning Innovation
\$11,250,000 GF**

Renovation of the ground floor of the Earl Gregg Swem Library in order to create a collaborative teaching and learning center to replace underutilized, ineffective areas with spaces devoted to development and experimental teaching.

**3 Renovate: Dormitories
\$8,000,000 NGF**

Continuation of the university's ongoing program of repair and renovation of dormitory interior and exterior features as well as building systems, in order to ensure that a safe, functional, and code compliant residential environment is maintained. This umbrella project will utilize proceeds from William & Mary's 2020 debt issuance.

**4 Renovate: Ewell Hall
\$23,500,000 GF**

Renovations to update life safety and other building systems, adhere to current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use.

**5 Improve: Accessibility
\$5,850,000 GF**

Continues addressing accessibility needs among an increasingly diverse faculty, staff, and student population. Facility renovations assist with this, but are unable to keep pace with current needs in pathways, building access, interior floor accessibility, and office/classroom/lab requirements.

**6 Renovate/Replace: Campus Center (including the Hyphen and Unity Hall)
\$10,000,000 GF and \$20,000,000 NGF**

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

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

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

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

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

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

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

2024-2026 BIENNIUM*PRIORITY PROJECT INFORMATION***10 Renovate: Dormitories
\$15,000,000 NGF**

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

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

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

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

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

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

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

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

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

2026-2028 BIENNIUM*PRIORITY PROJECT INFORMATION***15 Renovate: Dormitories
\$20,000,000 NGF**

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

**16 Replace: Jones & Morton Halls
\$55,150,000 GF**

Consistent with the 2015 Campus Master Plan, combines two outdated academic buildings into one general academic facility.

**17 Improve: Athletic Facilities
\$5,000,000 NGF**

Continuation of the university's ongoing program of umbrella projects for various athletic facilities to address repair, renovation, and improvement of playing surfaces, building systems, lighting, scoreboards, and other facility needs.

**18 Replace: Facilities Management Complex
\$11,200,000 GF**

Comprehensive solution for demolition and replacement of old facility maintenance shops in order to meet code compliance and create an area that is functional, efficient, accessible, and sustainable.

**19 Replace: Commons Dining Hall
\$23,500,000 NGF**

Supports replacement of the current Commons Dining Hall with a more efficient, functional space to meet the needs of the campus community.

**20 Renovate: McGlothlin-Street Hall
\$25,000,000 GF**

Renovations to update life safety and other building systems, adhere to current building code compliance, ensure full accessibility, and reconfigure the interior to suit future use.

William & Mary Capital Outlay Plan 2022-2028 - DRAFT

Board of Visitors
February 25-26, 2021

	2022 - 2024 Capital Program Request	State	Included in	General Fund-	Non-General	
Priority	Project Name	Authorization Required?	2020-2026 Plan?	Related Sources	Fund-Related Sources	Total Project Request
1	Construct: Integrated Science Center 4 (ISC 4)	Yes	Yes	\$ 76,580,000	\$ -	\$ 76,580,000
2	Renovate: Swem Library for Studio for Teaching & Learning Innovation	Yes	Yes	\$ 11,250,000	\$ -	\$ 11,250,000
3	Renovate: Dormitories	No	N/A	\$ -	\$ 8,000,000	\$ 8,000,000
4	Renovate: Ewell Hall	Yes	Yes	\$ 23,500,000	\$ -	\$ 23,500,000
5	Improve: Accessibility	Yes	Yes	\$ 5,850,000	\$ -	\$ 5,850,000
6	Renovate/Replace: Campus Center (including the Hyphen and Unity Hall)	Yes	Yes	\$ 10,000,000	\$ 20,000,000	\$ 30,000,000
7	Renovate/Expand: Andrews Hall, Fine Arts Phase 3	Yes	Yes	\$ 43,500,000	\$ -	\$ 43,500,000
8	Construct: James Monroe's Highland Visitor Center	Yes	Yes	\$ 5,125,000	\$ -	\$ 5,125,000
9	Construct: Utility Piping Extension for West Campus	Yes	No	\$ -	\$ 7,800,000	\$ 7,800,000
	2022-2024 Biennium Totals			\$ 175,805,000	\$ 35,800,000	\$ 211,605,000

	2024 - 2026 Capital Program Request	State Authorization Required?	Included in 2020-2026 Plan?	General Fund-Related Sources	Non-General Fund-Related Sources	Total Project Request
Priority	Project Name					
10	Renovate: Dormitories	Yes	Yes	\$ -	\$ 15,000,000	\$ 15,000,000
11	Renovate: Washington Hall	Yes	Yes	\$ 33,500,000	\$ -	\$ 33,500,000
12	Construct: Ecology and Endocrinology Laboratory	Yes	Yes	\$ 9,700,000	\$ -	\$ 9,700,000
13	Construct: Regional Economic/Entrepreneurial/Development Center	Yes	No	\$ 20,000,000	\$ -	\$ 20,000,000
14	Renovate: Adair Hall	Yes	Yes	\$ -	\$ 21,800,000	\$ 21,800,000
	2024-2026 Biennium Totals			\$ 63,200,000	\$ 36,800,000	\$ 100,000,000

	2026 - 2028 Capital Program Request	State Authorization Required?	Included in 2020-2026 Plan?	General Fund-Related Sources	Non-General Fund-Related Sources	Total Project Request
Priority	Project Name					
15	Renovate: Dormitories	Yes	Yes	\$ -	\$ 20,000,000	\$ 20,000,000
16	Replace: Jones & Morton Halls	Yes	Yes	\$ 55,150,000	\$ -	\$ 55,150,000
17	Improve: Athletic Facilities	Yes	Yes	\$ -	\$ 5,000,000	\$ 5,000,000
18	Replace: Facilities Management Complex	Yes	Yes	\$ 11,200,000	\$ -	\$ 11,200,000
19	Replace: Commons Dining Hall	Yes	Yes	\$ -	\$ 23,500,000	\$ 23,500,000
20	Renovate: McGlothlin-Street Hall	Yes	No	\$ 25,000,000	\$ -	\$ 25,000,000
	2026-2028 Biennium Totals			\$ 91,350,000	\$ 48,500,000	\$ 139,850,000

Grand Totals				\$ 330,355,000	\$ 121,100,000	\$ 451,455,000
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Note: The state has changed the process for requesting maintenance reserve (MR) funds. It is no longer part of the Capital Outlay Plan. The state now calculates MR funding based on facility information provided by the university.

Administration, Buildings and Grounds
Pre-Read
Page 5 of 5

**WILLIAM & MARY
CAPITAL OUTLAY PROJECT PROGRESS REPORT**

204 – 18003 Improve Lake Matoaka Dam Spillway

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$5,118,913

Contractor: TBD

Funding Source: State

Obligated to date: \$1,393,215

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

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

204 – 18202 Construct West Utility Plant

Design Team: RMF Engineering

Biennium: 2016-2018

Budget: \$30,254,000

Contractor: DPR

Funding Source: State, W&M debt

Obligated to Date: \$28,947,751

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

Progress: Given remaining available contingency, an additional hot water boiler is being added to improve redundancy of service as buildings are added to the central plant. Completion expected Summer 2021.

204 – 18100-010 & 204-18218 One Tribe Place Remediation

Design Team: Clark Nexsen, WDP & Associates,
McKinney and Company

Biennium: 2016-2018

Budget: \$16,015,385

Contractor: Kjellstrom & Lee

Funding Source: W&M debt

Obligated to Date: \$15,260,205

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

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

204 – 90013-001 One Tribe Place Building Evaluation

Design Team: Clark Nexsen, WDP & Associates,

Biennium: 2020-2022

Budget: \$216,000

Contractor: Kjellstrom & Lee

Funding Source: W&M debt

Obligated to Date: \$0

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

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

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

Design Team: Moseley/HGA

Biennium: 2016-2018

Budget: \$138,805,000

Contractor: Whiting-Turner Construction

Funding Source: State

Obligated to Date: \$128,051,217

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

Music Building – New construction of 74,529 GSF of new teaching and performance space for Music. Key program elements include four classrooms/seminar rooms, 16 teaching studios, 32 practice rooms, 100-person choral and 117-person instrument practice rooms, a 125-seat recital hall, and a 441-seat recital hall.

Phi Beta Kappa Hall (PBK) Addition/Renovation - Adaptive reuse of PBK Hall for Theater, Speech, and Dance resulting in a 99,485 GSF facility (61,751 GSF new + 37,734 GSF renovation). Key components include a 205-seat dance recital studio, 98-seat student lab, a 246-seat black box theater, and a 495-seat renovated main theater.

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

204 – 18329 Design Integrated Science Center, Ph 4

Design Team: Goody Clancy/Baskervill

Biennium: 2018-2020

Budget: \$76,500,000

Contractor: Skanska

Funding Source: State

Obligated to Date: \$3,386,091

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

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

204 – 18360 Sadler West Addition

Design Team: Grimm & Parker/William Rawn

Biennium: 2018-2020

Budget: \$37,742,000

Contractor: Kjellstrom & Lee

Funding Source: W&M debt

Obligated to Date: \$31,593,737

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

Progress: Building permit has been received. Site and utility work are underway.

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Page 4 of 9**204 – 18112-003 Blow Hall IT Data Center Renovation &****204 – 18017 (MR) Blow Hall Generator Increase**

Design Team: Clark Nexsen

Biennium: 2016-2018

Budget: \$2,279,400

Contractor: TBD

Funding Source: W&M debt, MR

Obligated to Date: \$218,111

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

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

204 – 90010 Plan Martha Wren Briggs Center for Visual Arts

Design Team: Odell/Pelli Clarke Pelli

Biennium: 2016-2018

Budget: \$30,000,000

Contractor: Kjellstrom & Lee

Funding Source: Private funds

Obligated to Date: \$3,547,339

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

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

204 – 90009 Design & Construct: Alumni House Addition/Renovation

Design Team: Glave & Holmes

Biennium: 2016-2018

Budget: \$23,013,000

Contractor: Kjellstrom & Lee

Funding Source: Private funds, Auxiliary funds

Obligated to Date: \$21,935,593

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

Progress: All work has been completed. Closeout is in progress.

204 – 80001 Reveley Garden, Phases 1 and 2

Design Team: Draper Aden Associates

Biennium: 2018-2020

Budget: \$1,983,241

Contractor: Branscome

Funding Source: Private funds, MR, Gift-in-kind

Obligated to Date: \$1,981,030

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

Progress: All work complete.

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

Design Team: Baskervill

Biennium: 2020-2022

Budget: \$455,500 (design)

Contractor: Kjellstrom & Lee

Funding Source: Private funds

Obligated to Date: \$421,475

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

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

204 – 90012 Kaplan Arena Renovation & Addition

Design Team: Moseley/HNTB

Biennium: 2020-2022

Budget: \$32,000,000

Contractor: DPR

Funding Source: Private funds

Obligated to Date: \$4,505,382

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

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

204 – 12713 Maintenance Reserve (MR)

Funding Source: State/General funds

FY 2020	Carry Over	\$6,382,749
FY 2021	Appropriation	\$3,707,638
Total:		\$10,090,387

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

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

Projects Currently Identified

Number	Project Description
204 – 18005	Washington Hall Water Intrusion Repair
204 – 18006	Wren Building Water Intrusion Repair
204 – 18008	Samuel E. Jones House Fire Alarm Design
204 – 18009	Law School VAV/FCU Replacement (Original Bldg)
204 – 18010	Washington Hall HVAC Controls Repair
204 – 18012	James Blair Mechanical Upgrades
204 – 18015	Swem Library Cooling Tower Replacement and Structural Repair
204 – 18017	Blow Hall Generator Increase
204 – 18025	Main Utility Plant Heat Exchanger Repair
204 – 19003	School of Education Rm 1011 Air Stratification Repair
204 – 19004	Admission Building Waterproofing
204 – 19005	Wren Building Gutter Repairs
204 – 19006	Lake Matoaka Art Studio Fume Hood Repair
204 – 19007	McGlothlin Street Hall Vacuum Pump Skid Repair
204 – 19008	McGlothlin Street Hall Attic HVAC Component Repair
204 – 19009	Swem Library Fire Pump Replacement
204 – 19010	Swem Library Main Bldg Window Flashing Repair

	Design
204 – 19013	Morton Hall Control Air Compressor/Hot Water Pump Replacement
204 – 19014	Facilities Management Bldg AHU2 & Chill Water Valves Replacement
204 – 19016	Swem Library Fire Alarm Replacement
204 – 19018	ISC Lab Compressed Air System Repair
204 – 19020	BMP Repairs
204 – 19022	Swem Library Terrazzo Floor Repair
204 – 19023	McGlothlin Street Hall Balcony Repair
204 – 19024	ISC Bi-Directional Antenna Installation
204 – 19025	Repair Building Automation Communication Trunk
204 – 19026	Alumni House Roof Replacement
204 – 19027	Pop Lab Boiler/FCU/Piping Replacement
204 – 19030	Stormwater Repairs/Renovations
204 – 20001	School of Education HVAC Component Replacement
204 – 20002	Wren Building HVAC Component Replacement
204 – 20003	Main Plant Floor Resurfacing and Seating
204 – 20004	Adair Hall – Repair Pool Leakage
204 – 20005	Replace Crim Dell Deck
204 – 20006	Main Plant Chilled Water Pump VFD Replacement
204 – 20007	James Blair Fire Pump Replacement
204 – 20008	Swem Library Loading Dock Ramp
204 – 20009	Blow Hall Fire Pump Replacement
204 – 20010	Blow Hall Fire Department Connection
204 – 20011	Brick Walkway Repair (Sunken Garden)
204 – 20012	Asphalt Paving 2020 (James Blair Drive, Alumni Drive & Bright St.)
204 – 20013	Campus Wide Historic Area Roof Repairs
204 – 20014	Blow Hall Cupola and Roof Repairs
204 – 20015	Stormwater Repairs Best Mgmt Practices
204 – 21001	Swem Library Plant Chiller #1 Inlet Vanes
204 – 21002	ISC Exhaust Fan and Duct Repairs
204 – 21003	Jamestown Rd Houses – Asbestos Removal
204 – 21XXX	Blair Hall Fire Pump Controller Repairs
204 – 21XXX	Integrated Science Center Greenhouse Repairs
204 – 21XXX	Swem Library VAV Controls Replacement
204 – 21XXX	James Blair EPDM Roof Replacement

204 – 21XXX	Adair Hall – Roof Replacement
204 – 21XXX	Graduate Housing BMP Restoration
204 – 21XXX	Dillard Library Storage BMP Restoration
204 – 21XXX	Dillard Complex – Replace Underground Water Line
204 – 21XXX	Elevator Controls Replacement – Various buildings
204 – 21XXX	Swem Library Fire Sprinkler System Repairs
204 – 21XXX	Blow Hall Exterior Repairs

DRAFT

**VIRGINIA INSTITUTE OF MARINE SCIENCE
2022-2028 CAPITAL PLAN**

2022-2024 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1	Construct New Fisheries Science Building Supports the construction of a new 38,000 square-foot research laboratory building to replace the 30-year old Nunnally/Fisheries Science Complex which will include office and laboratory space supporting the Department of Fisheries Science.	\$38,660,000 GF
2	Construct Field Operations Complex, Phase I Supports the construction of a new 10,000 square-foot administration and maintenance building for vessel and field research operations.	\$8,200,000 GF
3	Expand and Renovate Watermen's Hall Funds the renovation and expansion of Watermen's Hall that is critical to meeting the programmatic, technological, and instructional needs of graduate marine education at VIMS. The project includes renovation of the existing laboratory, classrooms, a renovation/expansion of the research library, and a 11,800 square-foot addition for an educational center with classrooms, conference rooms, convertible meeting rooms, and an informal lounge. The research library addition includes increased book and journal shelf space, rare book and chart space, expanded study/reading area, and computer study areas.	\$20,750,000 GF
4	Property Acquisitions, Gloucester Point & Wachapreague Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.	\$1,300,000 GF

2022-2024 BIENNIUM TOTAL: \$68,910,000 GF

2024-2026 BIENNIUM

- 5 Construct Field Operations Complex, Phase II \$6,300,000 GF**
Supports the construction of a 4,000 square-foot vessel covered storage facility located in the Boat Basin. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus.
- 6 Construct Amphitheater Green Space \$4,800,000 NGF**
Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is sited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay.
- 7 Construct Outdoor Recreational Fields \$3,000,000 NGF**
Supports the health and wellness of all members of the VIMS community. Provides recreational space opportunities to include a soccer field, volleyball court, basketball court, horseshoe pit, and a softball field located on the perimeter of the VIMS campus.
- 8 Property Acquisitions, Gloucester Point & Wachapreague \$1,300,000 GF**
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.

2024-2026 BIENNIUM TOTAL: \$7,600,000 GF
\$7,800,000 NGF

2026-2028 BIENNIUM

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|-----------|--|------------------------|
| 9 | Construct Education and Research Building
Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute. | \$16,100,000 GF |
| 10 | Expand and Modify Vessel Fleet Marina
Supports the expansion of the VIMS vessel fleet marina to accommodate the fleet's growth, as well as, the acquisition of the latest research vessel. | \$3,100,000 GF |
| 11 | Property Acquisitions, Gloucester Point & Wachapreague
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction. | \$1,300,000 GF |

2026-2028 BIENNIUM TOTAL:

\$20,500,000 GF

2022-2028 CAPITAL PLAN TOTAL:

\$104,810,000 Total

VIRGINIA INSTITUTE OF MARINE SCIENCE 2022-2028 CAPITAL PLAN - DRAFT

Board of Visitors
February 25-26, 2021

2022 - 2024 Capital Program Request						
Priority	Project	Fund	Included in 2020-26 Plan?	General Fund - Related Sources	Non-General Fund-Related Sources	Total Project Request
1	Construct New Fisheries Science Building	0100	Yes	\$38,660,000	\$0	\$38,660,000
2	Construct Field Operations Complex, Phase I	0100	Yes	\$8,200,000	\$0	\$8,200,000
3	Expand & Renovate Watermen's Hall	0100	Yes	\$20,750,000	\$0	\$20,750,000
4	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000
2022-2024 Biennium Totals				\$68,910,000	\$0	\$68,910,000

2024 - 2026 Capital Program Request						
Priority	Project	Fund	Included in 2020-26 Plan?	General Fund - Related Sources	Non-General Fund-Related Sources	Total Project Request
5	Construct Field Operations Complex, Phase II	0100	Yes	\$6,300,000	\$0	\$6,300,000
6	Construct Amphitheater Green Space		Yes	\$0	\$4,800,000	\$4,800,000
7	Construct Outdoor Recreational Fields		No	\$0	\$3,000,000	\$3,000,000
8	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000
2024-2026 Biennium Totals				\$7,600,000	\$7,800,000	\$15,400,000

2026 - 2028 Capital Program Request						
Priority	Project	Fund	Included in 2020-26 Plan?	General Fund - Related Sources	Non-General Fund-Related Sources	Total Project Request
9	Construct Education & Research Building	0100	Yes	\$16,100,000	\$0	\$16,100,000
10	Expand and Modify Vessel Fleet Marina	0100	Yes	\$3,100,000	\$0	\$3,100,000
11	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000
2026-2028 Biennium Totals				\$20,500,000	\$0	\$20,500,000

Grand Total :				\$97,010,000	\$7,800,000	\$104,810,000
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Note: The state has changed the process for requesting maintenance reserve (MR) funds. It is no longer part of the Capital Outlay Plan. The state now calculates MR funding based on facility information provided by VIMS.

Administration, Buildings and Grounds
Pre-Read
Page 4 of 4

VIRGINIA INSTITUTE OF MARINE SCIENCE CAPITAL OUTLAY PROJECT PROGRESS REPORT

268-18344 Replace Oyster Hatchery

Appropriation Amount: \$21,773,446
Design Team: Quinn Evans Architects, Inc.
Fund Sources: VCBA Bonds

Biennium: 2016-2018
Obligated to Date: \$19,560,162
Contractor: Kjellstrom + Lee

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

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

268-18320 Eastern Shore Laboratory Education, Administration and Research Complex

Appropriation Amount: \$16,037,481
Design Team: VIA Design Architects, PC
Fund Sources: VCBA Bonds

Biennium: 2016-2018
Obligated to Date: \$2,631,374
Contractor: E.T. Gresham Company

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

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

268 - 18281 New Research Facility (Replace Chesapeake Bay Hall)

Appropriation Amount: \$2,671,487

Biennium: 2016-2018

Design Team: Baskervill

Obligated to Date: \$2,221,232

Fund Sources: VCBA Bonds

Contractor: Kjellstrom + Lee

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

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

268 - 16634 Property Acquisition: VA-NERRS

Appropriation Amount: \$350,000

Biennium: 2000-2002

Fund Source: Federal Funds

Obligated to Date: \$193,000

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

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

268 - 16299 Property Acquisition: Master Plan Properties

Appropriation Amount: \$1,210,000

Biennium: 2000-2002

Fund Sources: VCBA Bonds

Obligated to Date: \$1,208,972

Higher Education Operating

Description: This appropriation funds the purchase of properties contiguous to the Gloucester Point campus.

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

268 - 16149 Property Acquisition: Wachapreague

Appropriation Amount: \$778,026

Biennium: 1998-2000

Fund Sources: Private Funds

Obligated to Date: \$763,878

Higher Education Operating

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

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

268 - 12331 Maintenance Reserve

Funding Sources: VCBA (0817)

E&G (0100)

2020 Carry Over: \$ 216,723

2021 Appropriation: \$ 811,261

Total: \$ 1,027,984Spent-to-date (\$ 257,503)

\$ 770,481

Remaining Project Commitments (\$369,336)

Maintenance Reserve Fund Balance \$ 401,145

Projects Currently Identified

Number	Planned Project Description	Status
268-2018-004	Boat Basin Bulkhead Repairs, Dredging, and Spoils Removal	Permit Review
268-2019-007	Andrews Hall Exhaust System Repair	Materials Ordered
268-2020-004	Andrews Hall Cooling Tower Replacement	Construction
268-2020-005	Watermen's Hall Exterior Repairs	Design
268-2020-006	Andrews and SRL Boiler Replacements	Commissioning

FY20 Procurement Spend Overview

February 2021



WILLIAM & MARY

CHARTERED 1693

FY20 total spend approached \$175M

	Goods & Services*	Construction	Total
W&M	\$105,547,000	\$53,125,500	\$158,672,600
VIMS	\$12,882,400	\$2,984,800	\$15,867,200
Total	\$118,429,400	\$56,110,300	\$174,539,800

*Includes 'non-discretionary' transactions that are removed from discretionary base for diverse supplier reporting for the state

FY20 top 10 goods and services vendors accounted for almost 28% of spend

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

(S) = Certified small business

(sub) = Subcontracts with diverse vendors

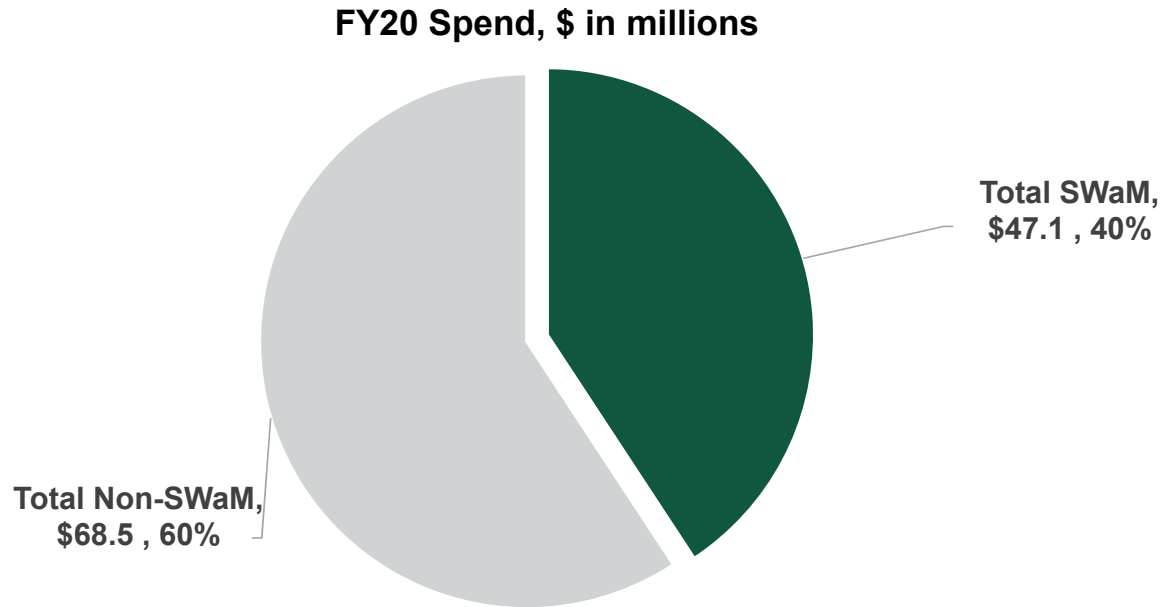
FY2020 top 10 construction vendors account for 90% of spend

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

(S) = Certified small business

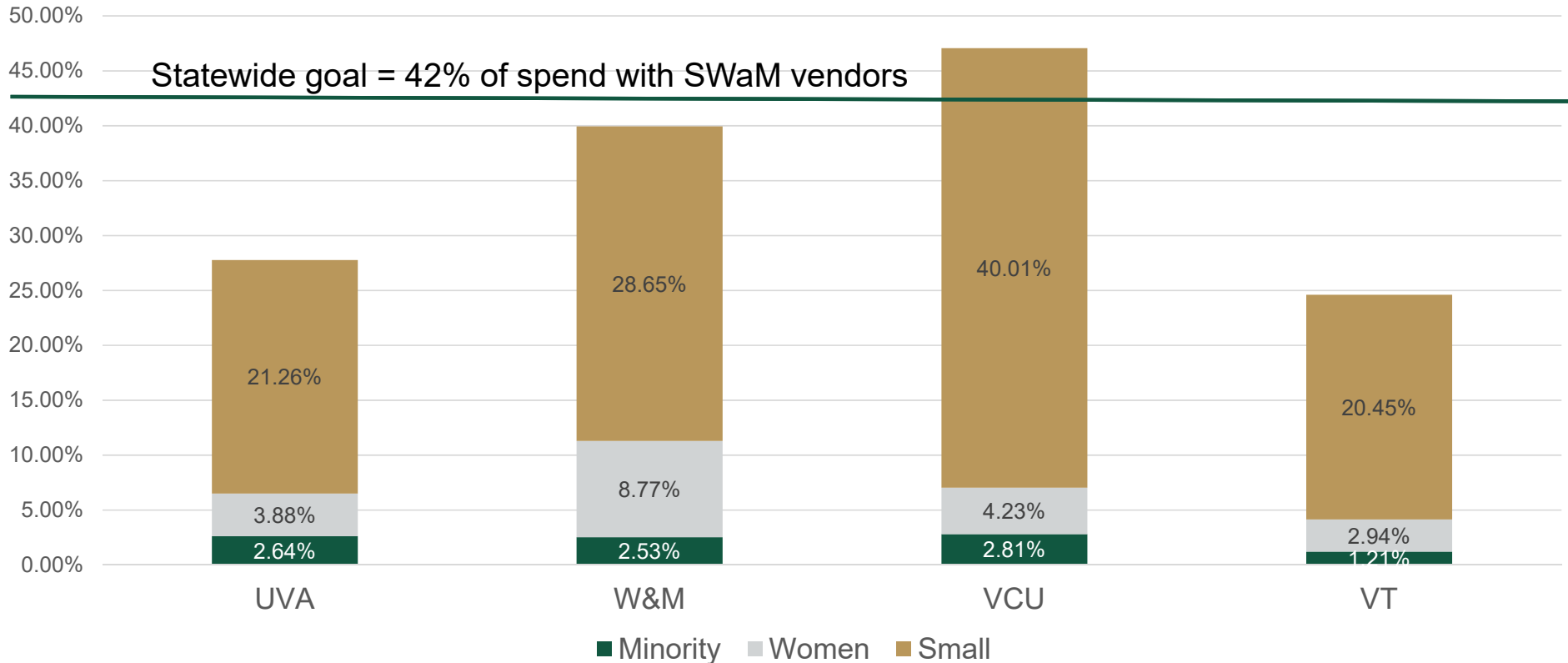
(sub) = Subcontracts with diverse vendors

>40% of Spend is with SWaM vendors – Includes Construction

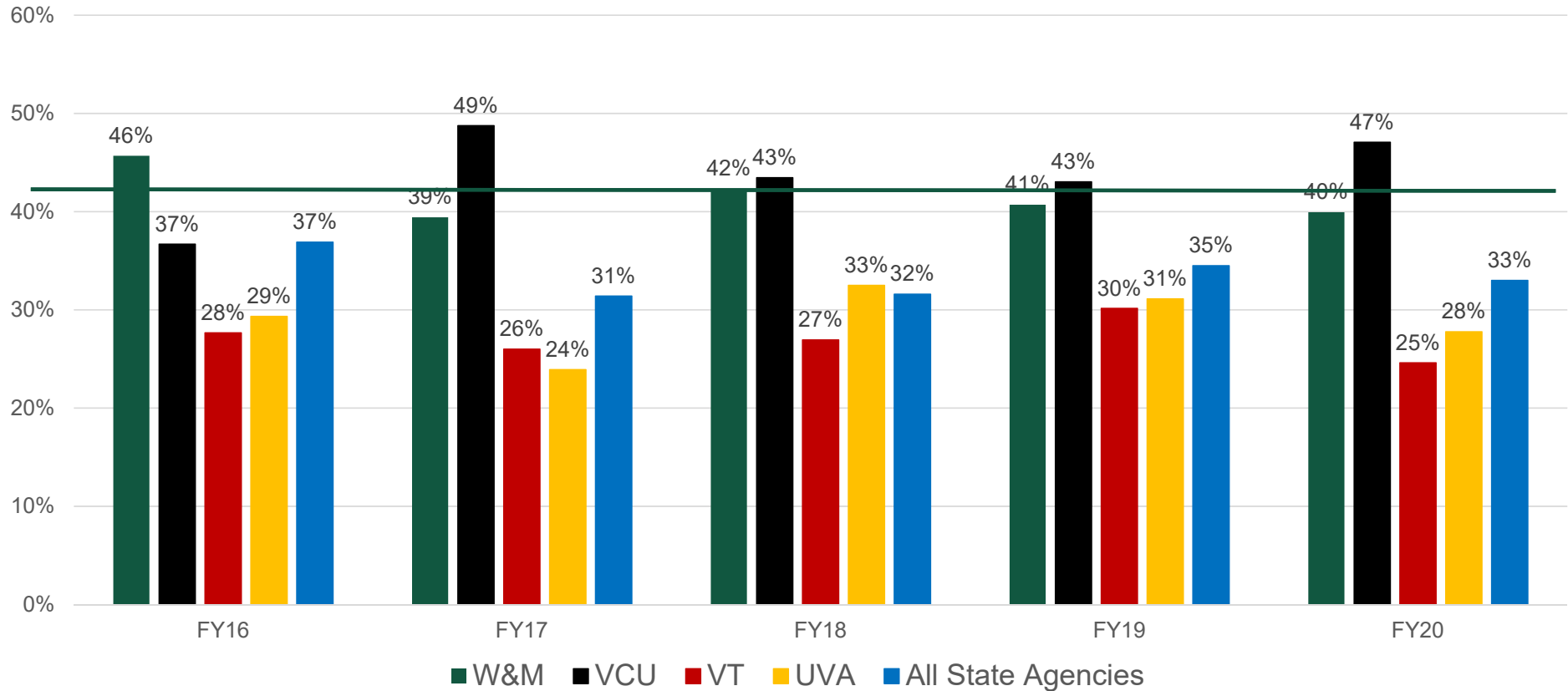


- **SWaM -**
 - Small, Women-, & Minority-owned businesses
 - Defined by the Commonwealth

W&M's FY20 SWaM spend fell just short of the state goal; most spend is "small"



Five-year trend shows mixed results for W&M



**Data pulled from Department of Small Business & Supplier Diversity's Dashboard*



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS
COMMITTEE IN THE STUDENT EXPERIENCE

The following pre-reads – pgs. 32-64 – are included from the
William & Mary Student Assembly

The Buck Stops Here

Plan to Tackle Systemic Racial Injustices at William & Mary



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

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

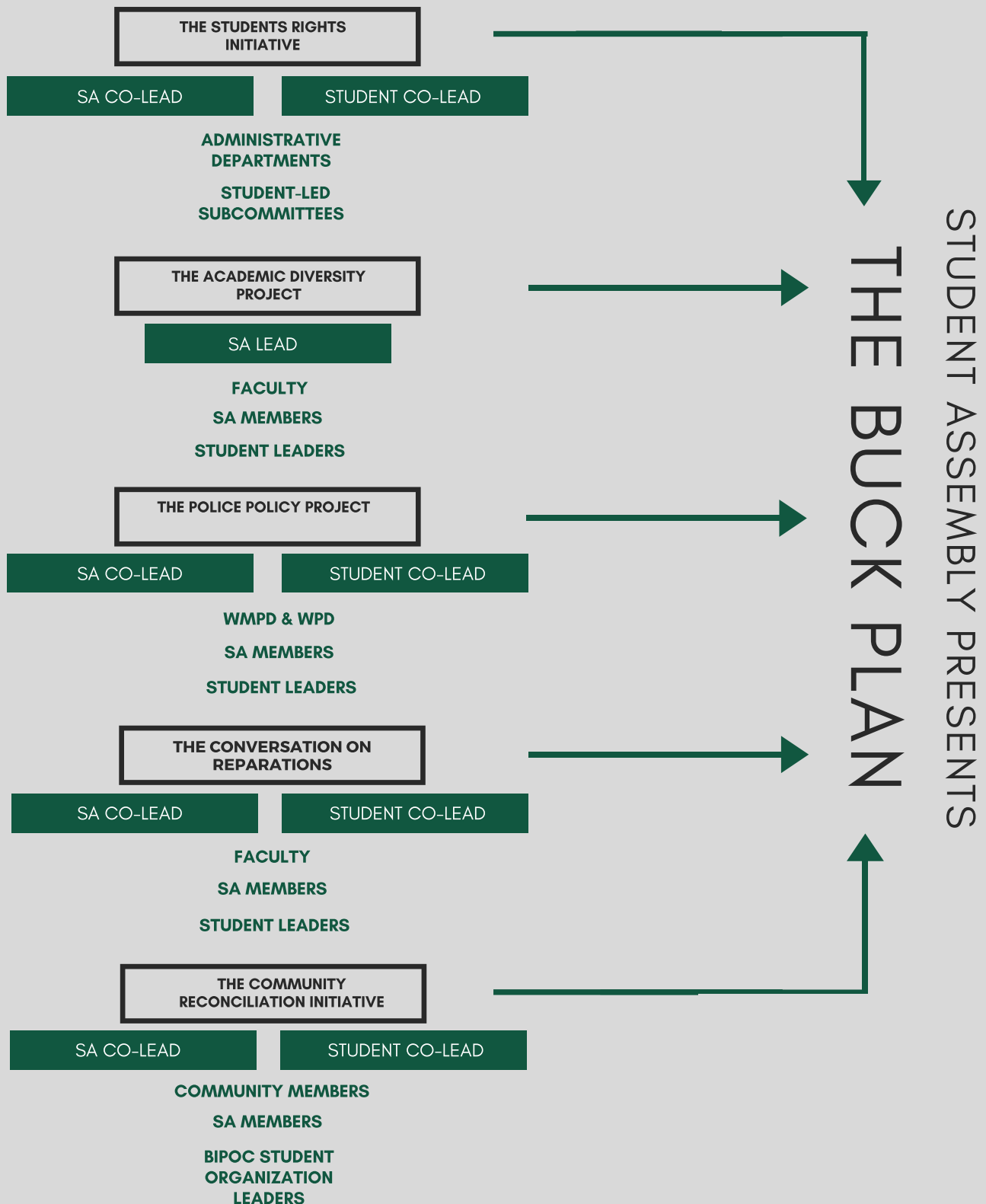
Dear William & Mary,

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

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

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

Sincerely,
The 328th Session of the Student Assembly at William & Mary



POINTS OF CONTACT

ANTHONY JOSEPH, STUDENT BODY PRESIDENT
 KYLE VASQUEZ, VICE PRESIDENT
 LONI WRIGHT, CHIEF OF STAFF
 MEGHANA BOOJALA, CHAIR OF THE SENATE

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The Conversation on Reparations (TCR)

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

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

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

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

The Reparations Committee

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

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

The Police Policy Project (3P)

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

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

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

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

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

Student Rights Initiative (SRI)

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

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

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

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

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

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

The Academic Diversity Project (ADP)

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

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

However, the relative newness of academic diversity does not diminish its importance nor its necessity. In January of 2020, Secretary of Academic Affairs Clara Waterman ('20) and Undersecretary Raman Khanna ('21) submitted a memo to the Provost's office advocating for the standardization of diversity and inclusion across departments. Under the leadership of the Vita-Thomas administration, the memo produced research demonstrating the necessity for student representation at all levels of the department, investment in diverse research opportunities, and implicit bias training for those involved in hiring.

Most importantly, their research confirmed that William & Mary must change hiring structures, departmental organization, and curriculum to promote diversity in all facets of the educational process. This is an opportunity for the William & Mary community to improve upon the concept of a liberal arts education through implementing diverse perspectives as a staple in every classroom. William & Mary's academic history—writings of pro-slavery and confederate professors; possible slave experimentation; and the ownership of slaves by the university, faculty, administrators, and students—demands that its entire academic structure should have a reconciled approach.

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

The Academic Diversity Project (ADP)

The ADP team will work on the following:

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

The Community Reconciliation Initiative (CRI)

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

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

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

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

The Community Reconciliation Initiative (CRI) Team

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

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

Projects in Preliminary Development

1**Equitable Treatment
for W&M Staff****2****Working Group on
Naming and
Renaming at William
& Mary (PNR)****3****SA Budget Process
Review****4****Racial Justice &
Social Reform
Speaker Series**

Equitable Treatment for W&M Staff

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

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

Goals/Objectives

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

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

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

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

PNR Goals/Objectives

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

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

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

SA Budget Process Review

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

Goals/Objectives

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

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

Racial Justice & Social Reform

Speaker Series

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

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

In Closing,

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

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

These efforts can be organized by us, but only effective if the entire community is driven by these ideals. William & Mary is a predominantly white institution that has slavery and the confederacy embedded into the bedrocks of its very existence and, as such, we have an obligation to do this hard work. We owe it to all the Black, Indigenous, People of Color of the past and present that have suffered in some way at our university—which also involves the explicit and implicit attitudes and actions of its students.

We have to recognize our responsibility too. Allyship demands acknowledging hard truths and a willingness to put in the work necessary to become better. We can no longer settle with being allies, we must actively seek out and destroy bigotry, oppression, and injustice. We know William & Mary will rise to the challenge.

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

Yours,
AJ, Kyle, and Loni

Endnotes

[1] Jannetta, Jesse, Sino Esthappan, Jocelyn Fontaine, Mathew Lynch, Nancy La Vigne, "Learning to Build Police-Community Trust", Urban Institute, Kuhn, Sam, and Stephen Lurie. 2018. *Reconciliation between Police and Communities: Case Studies and Lessons Learned*. New York: John Jay College.

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<https://www.wm.edu/sites/lemonproject/researchandresources/historicaltimeline/index.php>

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[4] Meredith, Zach, "Urban Renewal in the Colonial Capital: Contextualizing the Williamsburg Redevelopment & Housing Authority" (2019). Undergraduate Honors Theses. Paper 1428. <https://scholarworks.wm.edu/honorstheses/1428>.

Academic Diversity Project Semester Update

Intro

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

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

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

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

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

- Department and Faculty
- Structural Reform
- Beyond the Curriculum

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

Working Group Updates

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

This data will be anonymized, aggregated, and analyzed and will be used in reports to the SA, the W&M community at large, W&M administrators, the BOV, and academic departments and programs to help

create a better understanding of which current course offerings serve W&M's diversity, inclusion, and social justice aims.

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

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

- Diversity Peer Educator program
 - Peer educators will be trained on issues of diversity and will be paid
 - These peer educators will staff a mentorship program for a select group from underrepresented backgrounds in various modules (time management, study skills, financial literacy, etc)
 - They will serve as freshman residence hall advisors to facilitate conversation on topics of diversity, inclusion, and social justice
 - Serve as a resource to faculty interested in getting a student perspective on inclusive practices, run through syllabus, discuss the best way to teach certain topics, etc.
- Reforming bias reporting system
 - Goals: 1) respond to incidents of bias that happen in both our academic and personal communities in a timely fashion, 2) hold students, staff, and faculty accountable for incidents of bias as well as provide education resources to prevent repeated incidents, and 3) produce a more robust understanding of our campus diversity climate
 - Creation of a bias response team that emphasizes education and restorative practices
 - Response team would operate within existing college frameworks/policies and campus offices (would not have any additional authority) and would be mindful of freedom of speech concerns
- Advocacy & Anti-Racism research fund
 - Creating a fund to support student advocacy and student activists working on issues of racial equity, voting rights, healthcare, etc. in the Williamsburg community
 - Creating a fund that student and professors could access for antiracism research
 - Considering ways to better engage donors to support students and faculty of color
- Increasing the number of students from underrepresented backgrounds that are doing research in STEM
 - Creating a cohort of students from underrepresented backgrounds that would have early access to a research internship program
 - Considering ways to build pipeline from local middle schools and high schools
- Building a diverse faculty network
 - Focus would be on retention of faculty of color
- Considering additional courses that could be added to curriculum that go beyond the COLL 350
 - Taking a closer look at summer offerings as well as COLL 100s and COLL 150s

Additionally, the Beyond the Curriculum Working Group (BCWG) has been focused on identifying partner organizations on campus and building community partnerships.

Conclusion

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

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

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

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

Please feel free to send us your thoughts by accessing the [feedback from](#).

The 328th Student Assembly
3P Report #1

Summary

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

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

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

Guideposts

Open & Honest Acknowledgment of Historical Harm

Successful policy reform and reconciliation efforts demand an upfront and candid discussion about shared histories between law enforcement and marginalized communities. As the students within the Advisory Group and police officers begin this journey, it is imperative that they establish an environment that promotes truth telling and discussion surrounding those truths. This must be initiated by the police officers involved, as their willingness to confront ugly truths about their departments will determine the overall success of the project. Law

enforcement within the room must be willing to openly and honestly acknowledge the past and current harm towards the BIPOC community and other marginalized voices on campus, as it is the surest way to establish mutual trust.

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

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

Lead with Integrity

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

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

Respect for the Lives Affected & Suspend Judgement

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

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

Next Steps

Student Advisory Group Meetings

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

Solicit Student Feedback

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

Reparations Committee Fall 2020 Report

By: Ifeoma Ayika

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

Our committee is currently made up of

Community - 7

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

Student Assembly - 7

Charde Reid, Loni Wright, Will Wasson, Vicky Morales, Nick Matuszeqski, Peter Hayden, Ifeoma Ayika co-chair

Our goals for the semester were

Scholarly research

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

[The Case for Reparations](#)

[University Response to Reparations](#)

[Lemon Project Report: Exec Summary, pg 33-37](#)

[Video of Baldwin debate](#)

Soliciting community feedback

- I. We solicited a survey directed at multicultural students and delivered to MCOs to:
 - A. Receive feedback from MCOs about what reparations could look like on campus
 - B. Increase awareness of the reparations committee
 - C. Increase community participation
- II. Interesting findings from the [survey](#) (reach out to me to see the responses)

- A. To the question - do you believe Black students on Williams & Mary's campus suffer from institutionalized oppression?
1. Yes - 96.3%, (the other two responses were not 'no' but were 'I believe Black students suffer from social oppression generally' 'Yes but I think that this is largely coming from outside of William and Mary. I believe that William and Mary is a force good at dismantling these institutions')
- B. To the question - Please explain your answer to the previous question. Why did you answer the way you did 45 responses total: I'm choosing a couple of responses here that illuminate wider areas
1. Professors/Academia: Black students look around and see professors and faculty who don't look like them, a curriculum that is not particularly diverse, but all the contracted staff and housekeepers are Black. That right there has implicit understandings that the people who make decisions and guide my academic outcomes don't look like me, and are embedded in a culture that doesn't know where I'm coming from. W&M's high income culture irrespective of race (the ignorance that comes with wealthy privilege) is also exhausting and damaging to low-income students, which may have overlapping experiences with Black students and exacerbate feelings of racial othering.
 2. Black students are undervalued: William and Mary still operates as a PWI. Cultural organizations do what they can to foster a more openly diverse space, but it's clear from even looking at first-year experience (where the majority of OAs are white, upper-middle class, Greek life) or even from the way WM tokenizes its diverse population on their website that there is a long way to go. This past year has really shown that WM admin does not value its student population or its staff considering their response to COVID and worker demands during a situation that more harshly affected POC, particularly the black staff members. More recently with the Tribe Athletics issue, it was clear by the way they prioritized that while continuously ignoring a years-long conversation with students regarding BLM and the institution's engagements in slavery that they simply don't care and they won't listen. A reparations committee led by the students (and faculty and staff, I think) would be the best way to make sure that WM truly faces its history and makes conscious and intentional efforts to right their wrongs.
 3. The history of the college and its racist past: The university was built by slaves and only recently begun to acknowledge this. I personally feel that this university has failed to even welcome and speak out for its black students properly.

4. Staff workers: I think it's evident with the people employed in service positions such as cleaning of working in dining halls there's a clear racial divide.
- C. To the question - what form do you think restorative justice should take?
 1. 87% Scholarship fund
 2. 74.1% Permanent positions on W&M's administration
 3. 72.2% Permanent position on BOV

True North Strategies

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

Winter

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

Our goals for next semester are

Spring

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

- D. Townhall
- III. Consolidate feedback from Williamsburg + William and Mary community

SRI Fall 2020 Report

SRI Project Lead: Jahnvi Prabhala, '22

SRI Content Lead: Lauren Miller, '22

SRI Logistics Lead: Salli Sanfo, '22

SRI Advocacy Lead: Yasmee Attia, '22

SRI Marketing Co-Leads: Vicky Morales, '22 & Angelina Paul, '22

Students' Rights Initiative (SRI)

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

SRI Content & SRI Logistics

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

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

SRI Advocacy

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

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

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

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

We are in the process of creating an undocumented student rights advocacy team.

Board Pre-Read for Information Purposes



WILLIAM & MARY

CHARTERED 1693



Inclusive Excellence Framework: A Plan for Tracking and Assessing Progress on Strategic Priorities 2020-2023

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

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

Executive Summary

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

Vision, Mission, Values

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

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

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

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

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

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

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

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

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

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

The Inclusive Excellence Framework at William & Mary

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

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

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

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

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

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

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

1: Recruitment and Retention

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

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

Strategies

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

Metrics and Indicators (disaggregated by demographics where possible)

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

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

Strategies

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

Metrics and Indicators (disaggregated by demographics where possible)

1. Participation rates in academic support programs
2. First to second year retention rates
3. Second to third year retention rates
4. Four- and six-year graduation rates
5. Results of program evaluation/assessments

Objective 3: To increase the recruitment and retention of diverse graduate and professional students (Deans, Graduate Deans and Admission Officers, Chief Diversity Officer).

Strategies

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

Metrics and Indicators (disaggregated by demographics where possible)

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

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

Strategies

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

Metrics and Indicators (disaggregate by demographics where possible)

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

6. Leadership development participation for faculty and staff

2: Campus Climate

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

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

Strategies

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

Metrics and Indicators (disaggregate by demographics where possible)

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

3: Academic Excellence

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

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

Strategies

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

Metrics and Indicators (disaggregate by demographics where possible)

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

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

Strategies

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

Metrics and Indicators (disaggregate by demographics where possible)

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

4: Organizational Culture and Accountability

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

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

Strategies

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

Metrics and Indicators (disaggregate by demographics where possible)

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

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

Strategies

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

Metrics and Indicators (disaggregate by demographics where possible)

1. Annual reports from school and administrative units to Chief Diversity Officer demonstrating progress towards DEI goals outlined in the unit DEI Plan
2. Work groups dedicated to analyzing disaggregated data related to DEI
3. Number of policies and processes evaluated and redesigned using an equity lens

Objective 3: Sustain and increase university-wide efforts designed to amplify to potential secure gifts, grants and opportunities to advance the DEI goals in the Inclusive Excellence framework (President, Provost, VP for Advancement, Chief Operating Officer, Chief Diversity Officer)

Strategies

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

Metrics and Indicators (disaggregate by demographics where possible)

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

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

Strategies:

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

Metrics and Indicators (disaggregate by demographics where possible)

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

5: Innovation, Community and Reconciliation

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

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

Strategies:

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

Metrics and indicators (disaggregate by demographic where possible)

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

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

Strategies:

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

Metrics and Indicators (disaggregate by demographics where possible)

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

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

Strategies:

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

3. Invest in the Lemon Project and related research initiatives

Metrics and indicators (disaggregate by demographic where possible)

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

**WILLIAM & MARY AND VIMS
2020-2021 Operating Budget Summary**

Board of Visitors
February 25-26, 2021

Financial Affairs Pre-Read
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	2018-2019 Actual	2019-2020 Actual	Approved 2020-2021 Budget	Projected 2020-2021 Budget¹	2020-2021 Year-to-Date 12/31/2020
Revenue					
General Funds					
Educational/General	67,705,902	75,084,004	76,433,665	79,794,007	38,523,461
Student Aid	4,521,322	4,907,326	4,904,200	4,904,200	2,447,007
Sponsored Programs	126,416	133,200	131,900	131,900	33,132
Nongeneral Funds					
Educational/General	168,847,883	178,295,742	174,485,252	175,199,412	108,843,989
Student Aid	39,995,668	43,478,196	45,351,100	45,551,100	25,014,102
Auxiliary Enterprise	121,425,697	115,472,671	127,072,006	103,023,079	55,129,478
Sponsored Programs/Eminent Scholars	49,033,316	48,080,064	54,675,000	54,675,000	25,445,574
University Private Funds	15,291,864	13,880,133	13,381,900	13,122,900	6,063,311
Local Funds ²	29,907,232	31,799,087	7,178,529	7,178,529	7,178,529
Coronavirus Relief Funds	\$ -	\$ -	\$ -	\$ 5,344,323	\$ 5,344,323
Subtotal, University Revenues	\$ 496,855,300	\$ 511,130,423	\$ 503,613,552	\$ 488,924,450	\$ 274,022,907
Bequest designated funds - Interim Use for ISC4 Planning	3,000,000	-	-	-	-
Total, Revenue	\$ 499,855,300	\$ 511,130,423	\$ 503,613,552	\$ 488,924,450	\$ 274,022,907
Expenditures					
Instruction	127,014,630	131,610,506	131,518,683	131,513,331	67,936,639
Research and Advisory Services	13,307,232	15,951,948	14,949,359	14,684,589	8,277,084
Public Service	100,019	80,814	65,020	65,020	34,132
Academic Support	43,004,876	43,473,213	43,224,514	43,194,889	24,655,734
Student Services	16,056,979	15,126,633	11,096,060	11,096,060	5,839,209
Institutional Support	39,550,948	40,175,281	35,509,564	35,470,765	27,177,979
Plant Operations	23,735,126	25,360,838	25,693,642	25,698,959	11,818,203
Student Aid	53,962,926	59,974,798	57,317,207	57,495,241	30,294,797
Auxiliary Enterprise	119,562,610	114,785,894	122,736,241	109,422,911	56,869,024
Other	197,369	204,862	91,921	91,921	91,921
Sponsored Programs/Eminent Scholars	49,159,732	48,213,264	54,806,900	54,806,900	25,478,706
COVID-19 Expenses ³	-	-	2,422,300	4,000,000	70,000
E&G Debt Service ⁴	4,289,058	4,283,121	4,161,687	4,161,687	3,557,485
Total Expenditures	\$ 489,941,505	\$ 499,241,171	\$ 503,593,098	\$ 491,702,272	\$ 262,100,911

¹Projected changes to initially approved budget reflect already known revenue and expenditure decreases. Pending status of campus operation and/or any fee reductions, revenue could decrease.

²Local Funds are expensed based upon cash available from the related Foundation or available generated revenue.

³COVID-19 Expenses for the fall are dispersed across the programs the occurred in. This amount is projected expenses for the fall for testing, PPE, cleaning, etc.

⁴Debt service expenditures related to auxiliary enterprises and sponsored programs are included in those fund expense totals above.

**WILLIAM & MARY
2020-2021 Operating Budget Summary**

Board of Visitors
February 25-26, 2021

	<u>2018-2019 Actual</u>	<u>2019-2020 Actual</u>	<u>Approved 2020-2021 Budget</u>	<u>Projected 2020-2021 Budget¹</u>	<u>2020-2021 Year-to-Date 12/31/2020</u>
Revenue					
General Funds					
Educational/General	44,464,414	50,098,252	51,274,900	54,774,900	24,894,937
Student Aid	4,521,322	4,907,326	4,904,200	4,904,200	2,447,007
Sponsored Programs	126,416	133,200	131,900	131,900	33,132
Nongeneral Funds					
Educational/General	167,064,324	176,620,079	172,596,850	173,311,010	107,938,387
Student Aid	39,995,668	43,478,196	45,351,100	45,551,100	25,014,102
Auxiliary Enterprise	121,425,697	115,472,671	127,072,006	103,023,079	55,129,478
Sponsored Programs	28,029,649	28,851,690	31,350,000	31,350,000	14,891,422
University Private Funds	15,291,864	13,880,133	13,381,900	13,122,900	6,063,311
Local Funds ²	29,907,232	31,799,087	7,178,529	7,178,529	7,178,529
Coronavirus Relief Funds	\$ -	\$ -	\$ -	\$ 5,311,960	\$ 5,311,960
Subtotal, University Revenues	\$ 450,826,586	\$ 465,240,634	\$ 453,241,385	\$ 438,659,578	\$ 248,902,266
Bequest designated funds - Interim Use for ISC4 Planning	3,000,000	-	-	-	-
Total, Revenue	\$ 453,826,586	\$ 465,240,634	\$ 453,241,385	\$ 438,659,578	\$ 248,902,266
Expenditures					
Instruction	126,085,350	130,564,070	130,385,644	130,385,644	67,307,105
Research	3,603,529	4,453,115	3,347,731	3,137,775	2,020,132
Public Service	100,019	80,814	65,020	65,020	34,132
Academic Support	37,427,848	38,057,111	37,325,544	37,318,652	22,062,017
Student Services	16,056,979	15,126,633	11,096,060	11,096,060	5,839,209
Institutional Support	35,774,893	36,426,377	32,349,734	32,340,647	24,752,452
Plant Operations	19,050,505	20,902,179	20,760,944	20,760,944	9,716,917
Student Aid	53,641,924	59,653,796	56,996,205	57,174,239	30,207,937
Auxiliary Enterprise	119,562,610	114,785,894	122,736,241	109,422,911	56,869,024
Other	197,369	204,862	91,921	91,921	91,921
Sponsored Programs	28,156,065	28,984,890	31,481,900	31,481,900	14,924,554
COVID-19 Expenses ³	-	-	2,422,300	4,000,000	70,000
E&G Debt Service ⁴	4,289,058	4,283,121	4,161,687	4,161,687	3,557,485
Total Expenditures	\$ 443,946,150	\$ 453,522,862	\$ 453,220,931	\$ 441,437,400	\$ 237,452,883

Financial Affairs Pre-Read
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¹Projected changes to initially approved budget reflect already known revenue and expenditure decreases.

²Local Funds are expensed based upon cash available from the related Foundations or available generated revenue.

³COVID-19 Expenses for the fall are dispersed across the programs they occurred in. This amount is projected expenses for the fall for testing, PPE, cleaning, etc.

⁴Debt service expenditures related to auxiliary enterprises and sponsored programs are included in those fund expense totals above.

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WILLIAM & MARY
Education and General
2020-2021 Operating Budget Summary¹

	2018-2019 Actual	2019-2020 Actual	Approved 2020-2021 Budget	Projected 2020-2021 Budget	2020-2021 Year-to-Date 12/31/2020
Revenue					
General Funds	44,464,414	50,098,252	51,274,900	54,774,900	24,894,937
Nongeneral Funds	167,064,324	176,620,079	172,596,850	173,311,010	107,938,387
Total Revenue ²	\$ 211,528,738	\$ 226,718,331	\$ 223,871,750	\$ 228,085,910	\$ 132,833,324
Expenditures					
Instruction	113,928,209	118,312,933	125,252,300	125,252,300	63,351,825
Research	1,689,605	1,871,989	1,710,700	1,710,700	936,646
Public Service	11,574	8,476	7,900	7,900	2,260
Academic Support	32,453,456	32,865,283	34,144,300	34,144,300	19,688,071
Student Services	9,670,044	9,739,960	10,051,200	10,051,200	5,443,659
Institutional Support	27,701,674	26,562,457	28,330,300	28,330,300	20,554,376
Plant Operations	18,491,452	18,908,191	18,988,400	18,988,400	9,562,282
Debt Service ³	4,289,058	4,283,121	4,161,687	4,161,687	3,557,485
COVID-19 Expenses ⁴	-	-	2,422,300	4,000,000	70,000
Total Expenditures	\$ 208,235,073	\$ 212,552,410	\$ 225,069,087	\$ 226,646,787	\$ 123,166,604

¹Excludes required transfers to the state.

²Excludes prior year cash balance carryover.

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

⁴Approved budget was in contingency. Category changed to reflect useage for COVID-19 expenses in the spring.

WILLIAM & MARY
Student Financial Assistance
2020-2021 Operating Budget Summary¹

	2018-2019 Actual	2019-2020 Actual	Approved 2020-2021 Budget	Projected 2020-2021 Budget	2020-2021 Year-to-Date 12/31/2020
Revenue					
General Funds	4,521,322	4,907,326	4,904,200	4,904,200	2,447,007
Nongeneral Funds	39,995,668	43,478,196	45,351,100	45,351,100	24,898,102
Auxiliary Enterprises	897,000	900,000	900,000	900,000	144,781
CARES Act Funding ²	-	-	-	200,000	116,000
Total Revenue ³	\$ 45,413,990	\$ 49,285,522	\$ 51,155,300	\$ 51,355,300	\$ 27,605,890
Expenditures					
Total Expenditures	\$ 45,413,990	\$ 49,285,522	\$ 51,155,300	\$ 51,355,300	\$ 27,605,890

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

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

³Excludes prior year cash balance carryover.

**WILLIAM & MARY
Auxiliary Enterprise
2020-2021 Operating Budget Summary¹**

	2018-2019 Actual	2019-2020 Actual	Approved 2020-2021 Budget	Projected 2020-2021 Budget²	2020-2021 Year-to-Date 12/31/2020
Revenue					
Food Service	23,274,739	20,343,898	23,044,600	16,211,607	9,208,993
Bookstore & Other Stores	2,569,816	1,918,864	1,954,025	1,954,025	711,004
Student Housing	34,761,218	31,269,778	36,417,500	27,200,000	15,514,146
Parking & Transportation	2,624,741	2,470,714	1,978,298	1,978,298	1,071,248
Technology	3,710,779	3,042,821	3,255,200	3,616,533	1,944,932
Student Health & Wellness	5,345,393	5,526,793	5,600,800	5,600,800	3,255,489
Kaplan Arena	2,724,988	2,808,008	2,798,600	2,855,750	1,586,963
Student Unions	3,245,585	3,268,650	3,236,100	3,301,850	1,810,011
Recreation Center & Campus Recreation	2,445,332	2,424,603	2,421,407	2,421,407	1,352,446
Athletics	27,381,446	28,407,737	29,231,800	23,105,299	8,805,802
Other Auxiliaries	6,024,115	5,815,115	7,796,670	3,466,370	2,996,424
COVID-19 Stabilization Funding	-	-	-	1,974,134	1,974,134
Debt Service Support	6,420,545	7,275,690	8,437,006	8,437,006	4,753,105
Total Revenue ³	\$ 120,528,697	\$ 114,572,671	\$ 126,172,006	\$ 102,123,079	\$ 54,984,697
Expenditures					
Food Service	21,064,321	17,602,738	20,899,000	16,501,263	9,319,386
Bookstore & Other Stores	3,340,067	2,891,331	2,748,575	2,748,575	1,332,882
Student Housing	34,900,111	33,210,248	35,109,400	34,894,788	16,100,773
Parking & Transportation	2,616,348	2,456,069	2,270,221	2,270,221	1,323,516
Technology	3,928,868	3,905,526	3,255,200	3,838,577	1,701,361
Student Health & Wellness	5,290,700	5,177,691	5,513,416	5,513,416	2,861,202
Kaplan Arena	2,772,502	2,491,841	2,798,600	2,855,750	832,474
Student Unions	3,172,787	3,321,625	3,223,800	3,028,951	1,528,767
Recreation Center & Campus Recreation	2,709,839	2,404,063	2,483,174	2,483,174	1,107,663
Athletics	27,663,210	28,441,692	29,231,800	23,105,299	12,286,861
Other Auxiliaries	5,674,353	4,935,828	7,162,214	3,898,359	1,870,051
COVID-19 Expenses ⁴	-	-	-	243,697	243,697
Debt Service ⁵	6,429,504	7,947,242	8,040,841	8,040,841	6,360,391
Total Expenditures	\$ 119,562,610	\$ 114,785,894	\$ 122,736,241	\$ 109,422,911	\$ 56,869,024

¹Does not include revenue allocated to support Student Aid.

²Projected changes to initially approved budget reflect already known revenue and expenditure decreases.

³Excludes prior year cash balance carryover.

⁴Includes expenses related to COVID-19 response. Expenses in this category may increase dependent upon status of spring operations.

⁵Debt service for auxiliary operations funded through student facility fees and private giving. Debt service is also included in operating expenses for housing, dining and parking.

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**WILLIAM & MARY
Sponsored Programs
2020-2021 Operating Budget Summary**

	<u>2018-2019 Actual</u>	<u>2019-2020 Actual</u>	<u>Approved 2020-2021 Budget</u>	<u>Projected 2020-2021 Budget2</u>	<u>2020-2021 Year-to-Date 12/31/2020</u>
Revenue					
General Fund	126,416	133,200	131,900	131,900	33,132
Nongeneral Fund	<u>28,029,649</u>	<u>28,851,690</u>	<u>31,350,000</u>	<u>31,350,000</u>	<u>14,891,422</u>
Total Revenue	\$ 28,156,065	\$ 28,984,890	\$ 31,481,900	\$ 31,481,900	\$ 14,924,554
Expenditures					
Operating Expenditures	27,975,006	28,805,963	31,300,275	31,300,275	14,754,312
Debt Service	<u>181,059</u>	<u>178,927</u>	<u>181,625</u>	<u>181,625</u>	<u>170,242</u>
Total Expenditures	\$ 28,156,065	\$ 28,984,890	\$ 31,481,900	\$ 31,481,900	\$ 14,924,554

WILLIAM & MARY
Private Funds
2020-2021 Operating Budget Summary

	<u>2018-2019</u> <u>Actual</u>	<u>2019-2020</u> <u>Actual</u>	<u>Approved</u> <u>2020-2021</u> <u>Budget</u>	<u>Projected</u> <u>2020-2021</u> <u>Budget¹</u>	<u>Year-to-Date</u> <u>12/31/2020</u>
Revenue					
Distributed Endowment Income	3,794,707	3,852,562	4,061,800	4,061,800	2,045,588
Administrative Overhead Allocation	300,000	300,000	300,000	300,000	151,050
Transfers from Other Sources	299,806	261,570	-	-	145,598
Earnings on Short-term Investments	1,325,573	1,173,530	640,000	640,000	285,451
Annual Gifts	8,582,048	7,418,851	8,000,000	7,990,000	3,348,813
Bequest for Campus	155,432		-	-	-
Drawdown from BOV Quasi Endowment	500,000		-	-	-
Distribution from External Trusts	29,895	32,587	30,100	30,100	25,438
Proceeds on Sale of Land Parcel	-		-	-	-
Other Revenue	304,403	841,033	350,000	101,000	61,375
Total University Private Funds Revenue	\$ 15,291,864	\$ 13,880,133	\$ 13,381,900	\$ 13,122,900	\$ 6,063,311
Other Private Funds					
Bequest designated funds - Interim Use for ISC4 Planning	3,000,000		-	-	
Total, Revenue	\$ 18,291,864	\$ 13,880,133	\$ 13,381,900	\$ 13,122,900	\$ 6,063,311
Expenditures					
Instruction	996,364	1,006,414	1,466,300	1,466,300	288,236
Research	789,107	697,257	785,500	575,544	231,955
Public Service	29,586	29,594	36,600	36,600	11,352
Academic Support	1,234,722	1,224,082	1,399,600	1,392,708	592,302
Student Services	808,521	625,012	800,500	800,500	151,190
Institutional Support	5,466,355	6,376,624	3,165,800	3,156,713	3,344,442
Plant: Operations & Capital Improvements	361,902	1,972,396	1,629,700	1,629,700	11,791
Student Aid	3,697,611	3,848,403	4,591,000	4,569,034	1,352,141
Total Expenditures	\$ 13,384,168	\$ 15,779,782	\$ 13,875,000	\$ 13,627,099	\$ 5,983,408

¹Projected decrease reflects the removal of funds that were moved from William & Mary to VIMS in the past. Overall funding is not changed since this decreased both revenue and expense.

WILLIAM & MARY
Local Funds¹
2020-2021 Operating Budget Summary

	<u>2018-2019</u> <u>Actual</u>	<u>2019-2020</u> <u>Actual</u>	<u>Approved</u> <u>2020-2021</u> <u>Budget²</u>	<u>Projected</u> <u>2020-2021</u> <u>Budget</u>	<u>Year-to-Date</u> <u>12/31/2020</u>
Revenue					
Contributions from William & Mary Foundation	9,214,261	11,765,943	2,032,520	2,032,520	2,032,520
Contributions from Law School Foundation	5,498,236	6,980,504	585,633	585,633	585,633
Contributions from Business School Foundation	2,770,225	3,905,364	811,878	811,878	811,878
Student Fees	2,744,236	2,319,575	1,570,490	1,570,490	1,570,490
Other Revenue	9,680,274	6,827,701	2,178,008	2,178,008	2,178,008
Total Revenue³	\$ 29,907,232	\$ 31,799,087	\$ 7,178,529	\$ 7,178,529	\$ 7,178,529
Expenditures					
Instruction	11,160,777	11,244,723	3,667,044	3,667,044	3,667,044
Research	1,124,817	1,883,869	851,531	851,531	851,531
Public Service	58,859	42,744	20,520	20,520	20,520
Academic Support	3,739,670	3,967,746	1,781,644	1,781,644	1,781,644
Student Services	5,578,414	4,761,661	244,360	244,360	244,360
Institutional Support	2,606,864	3,487,296	853,634	853,634	853,634
Plant: Operations & Capital Improvements	197,151	21,592	142,844	142,844	142,844
Student Aid	4,530,323	6,519,871	1,249,905	1,249,905	1,249,905
Other	197,369	204,862	91,921	91,921	91,921
Total Expenditures	\$ 29,194,244	\$ 32,134,364	\$ 8,903,403	\$ 8,903,403	\$ 8,903,403

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

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

³Excludes prior year cash balance carryover.

**VIRGINIA INSTITUTE OF MARINE SCIENCE
OPERATING BUDGET SUMMARY**

Board of Visitors
February 25-26, 2021

	2018-2019 Actual	2019-2020 Actual	Approved 2020-2021 Budget	Projected 2020-2021 Budget	Year-to-Date 12/31/2020
<u>REVENUE</u>					
General Fund	\$23,241,488	\$24,985,752	\$25,158,765	\$25,019,107	\$13,628,524
Nongeneral Funds					
Educational/General	1,783,559	1,675,663	1,888,402	1,888,402	905,602
Eminent Scholars	55,775	57,686	75,000	75,000	-
Sponsored Programs	20,947,892	19,170,688	23,250,000	23,250,000	10,554,152
Coronavirus Relief Funds	-	-	-	32,363	32,363
Total Revenue	\$46,028,714	\$45,889,789	\$50,372,167	\$50,264,872	\$25,120,641
<u>EXPENDITURES</u>					
Instruction	\$929,280	\$1,046,436	\$1,133,039	\$1,127,687	\$629,534
Research and Advisory Services	9,703,703	11,498,833	11,601,628	11,546,814	6,256,952
Academic Support	5,577,027	5,416,102	5,898,970	5,876,237	2,593,717
Institutional Support	3,776,055	3,748,904	3,159,830	3,130,118	2,425,527
Plant Operations	4,684,620	4,458,659	4,932,698	4,938,015	2,101,286
Student Financial Assistance	321,002	321,002	321,002	321,002	86,860
Sponsored Programs/Eminent Scholars	<u>21,003,667</u>	<u>19,228,374</u>	<u>23,325,000</u>	<u>23,325,000</u>	<u>10,554,152</u>
Total Expenditures	\$45,995,355	\$45,718,310	\$50,372,167	\$50,264,872	\$24,648,027

Financial Affairs Pre-Read
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Investment Portfolio Evaluation For Periods Ending December 31, 2020:



Board of Visitors Endowment

Contents

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

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Index Name	Fiscal					
	4Q 20	YTD	1 Year	3 Years	5 Years	10 Years
Dow Jones Industrial Average	10.7	19.8	9.7	9.9	14.7	13.0
NASDAQ	15.6	28.6	44.9	24.4	22.1	18.5
S&P 500	12.1	22.2	18.4	14.2	15.2	13.9
Russell 1000	13.7	24.5	21.0	14.8	15.6	14.0
Russell 1000 Value	16.3	22.8	2.8	6.1	9.7	10.5
Russell 1000 Growth	11.4	26.1	38.5	23.0	21.0	17.2
Russell Midcap	19.9	28.9	17.1	11.6	13.4	12.4
Russell Midcap Value	20.4	28.1	5.0	5.4	9.7	10.5
Russell Midcap Growth	19.0	30.2	35.6	20.5	18.7	15.0
Russell 2000	31.4	37.9	20.0	10.2	13.3	11.2
Russell 2000 Value	33.4	36.8	4.6	3.7	9.7	8.7
Russell 2000 Growth	29.6	38.9	34.6	16.2	16.4	13.5
Russell 2500	27.4	34.9	20.0	11.3	13.6	12.0
Russell 3000	14.7	25.2	20.9	14.5	15.4	13.8
MSCI EAFE Index	16.0	21.6	7.8	4.3	7.4	5.5
MSCI World Index	14.0	23.0	15.9	10.5	12.2	9.9
MSCI World Ex. US Index	15.8	21.5	7.6	4.2	7.6	5.2
MSCI EM (EMERGING MARKETS)	19.7	31.1	18.3	6.2	12.8	3.6
MSCI FM (FRONTIER MARKETS)	11.2	20.4	1.4	0.0	6.3	3.3
MSCI ACWI	14.7	24.0	16.3	10.1	12.3	9.1
MSCI ACWI ex USA	17.0	24.3	10.7	4.9	8.9	4.9
Barclays U.S. Aggregate	0.7	1.3	7.5	5.3	4.4	3.8
Barclays U.S. Government/Credit	0.8	1.6	8.9	6.0	5.0	4.2
Barclays Intermediate U.S. Government/Credit	0.5	1.1	6.4	4.7	3.6	3.1
Barclays Municipal Bond	1.8	3.1	5.2	4.6	3.9	4.6
BofA Merrill Lynch Convertible Securities	21.7	40.0	55.7	24.5	20.2	14.2
BofA Merrill Lynch High Yield Master	6.5	11.5	6.2	5.9	8.4	6.6
JPM GBI-EM Global Ex US	9.6	10.3	2.7	3.0	6.7	1.5
JPM EMBI Global Diversified	5.8	8.2	5.3	5.0	7.1	6.2
FTSE World Government Bond Index	2.8	5.8	10.1	5.0	4.8	2.3
FTSE Nareit All Equity REITs	8.1	9.4	(5.1)	5.4	6.7	9.3
HFRI Fund of Funds Composite Index	7.3	11.7	9.5	4.4	4.3	3.2
Dow UBS Commodity Index	14.0	23.4	(3.0)	(0.9)	2.8	(4.8)

Data Sources: Morningstar Direct

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*All returns longer than one year are annualized



Executive Summary

Total Fund Performance Through December 31, 2020

% of Account	\$ Value		4Q20	FYTD	One Year	Three Years ¹	Five Years ¹	Seven Years ¹	Ten Years ¹	Changes (1/1/03)	Incept (Mgr)	Incept Bench
100.0%	\$ 87,739,877	Total BOV Account	10.1	15.8	9.6	6.8	8.5	6.1	6.9	7.8	7.2	7.3
		Target Benchmark²	9.8	15.0	11.3	7.2	8.6	7.1	7.8	8.0		
		Policy Benchmark³	9.2	15.7	13.3	8.1	9.0	7.5	8.1	7.8		
5.9%	\$ 5,137,090	Blackrock: Large Cap Value	18.9	26.0	7.9	7.0	10.9	9.3	10.8	9.9	7.0	7.0
		Russell 1000 Value	16.3	22.8	2.8	6.1	9.7	8.2	10.5	9.0		
6.1%	\$ 5,374,623	Polen Growth	9.9	20.8	--	--	--	--	--	--	15.7	17.1
		Russell 1000 Growth	11.4	26.1	--	--	--	--	--	--		
5.0%	\$ 4,392,852	Fidelity 500 Index	12.1	22.2	--	--	--	--	--	--	15.6	15.6
		S&P 500	12.1	22.2	--	--	--	--	--	--		
3.6%	\$ 3,178,388	iShares Russell Mid-Cap Growth ETF	18.9	30.0	35.3	20.2	--	--	--	--	20.0	20.0
		Russell MidCap Growth	19.0	30.2	35.6	20.5	--	--	--	--		
3.4%	\$ 2,987,425	JP Morgan Mid Cap Value	19.4	24.6	0.4	--	--	--	--	--	5.1	6.7
		Russell MidCap Value	20.4	28.1	5.0	--	--	--	--	--		
3.2%	\$ 2,850,293	Dreyfus Small Cap Index	31.1	35.2	10.9	7.3	11.8	--	--	--	10.9	12.4
3.3%	\$ 2,925,209	Mass Mutual Small Cap Fund	27.6	35.5	20.4	--	--	--	--	--	10.6	10.5
		Russell 2000	31.4	37.9	20.0	10.2	13.3	--	--	--		
4.7%	\$ 4,150,135	Dodge & Cox International	24.7	25.2	2.1	0.9	6.6	2.9	--	8.9	6.5	7.1
5.2%	\$ 4,536,915	MFS International	9.9	19.3	20.4	11.3	12.8	--	--	--	11.3	5.1
		MSCI EAFE	16.0	21.6	7.8	4.3	7.4	4.4	--	7.5		
4.1%	\$ 3,564,826	Oppenheimer Developing Markets	19.0	28.8	17.5	8.8	--	--	--	--	13.6	12.3
		MSCI EM (Emerging Markets)	19.7	31.1	18.3	6.2	--	--	--	--		
1.0%	\$ 874,009	Fidelity Int'l Small Cap Equity	20.6	29.6	10.0	--	--	--	--	--	5.3	6.3
		MSCI ACWI Ex US Small	18.6	31.0	14.2	--	--	--	--	--		
3.0%	\$ 2,624,295	Lazard Global Infrastructure	5.0	3.3	--	--	--	--	--	--	4.7	13.4
		S&P Global Infrastructure	15.0	16.8	--	--	--	--	--	--		
12.5%	\$ 10,975,668	Pioneer Strategic Income	5.8	10.0	7.7	5.4	5.9	4.8	5.0	--	5.6	4.1
9.3%	\$ 8,183,040	Dodge & Cox Income Fund	2.5	4.0	9.5	6.2	5.7	4.8	--	--	4.6	3.9
9.4%	\$ 8,216,715	Met West Total Return	1.2	2.5	--	--	--	--	--	--	0.8	(0.2)
		Barclays U.S. Aggregate	0.7	1.3	7.5	5.3	4.4	4.1	3.8	--		
3.0%	\$ 2,639,198	Principal Preferreds	4.4	9.1	--	--	--	--	--	--	5.8	6.3
		BOV Preferreds Index	5.6	9.7	--	--	--	--	--	--		
3.9%	\$ 3,435,388	GMO: Emerging Mkt Fixed Inc	8.1	11.4	7.2	4.9	8.1	6.6	7.7	10.7	12.2	9.1
		JPM EMBI Global Diversified	5.8	8.2	5.3	5.0	7.1	6.3	6.2	8.2		
8.4%	\$ 7,347,305	Combined Alternatives (1 mo lag)	2.3	4.4	(0.2)	0.8	1.0	1.4	1.5	--	1.7	3.4
		HFRI FOFs Index (1 mo lag)	3.7	9.8	10.4	4.4	4.1	3.6	3.3	--		o
5.0%	\$ 4,346,505	Cash										

1 Annualized

2 From 11/17/17: 10% S&P 500, 10% Russ Midcap, 11% Russ 2000, 13% MSCI EAFE, 6% MSCI Emerging Mkts Eq, 3% MSCI ACWI Ex US Small Eq, 2% FTSE NAREIT, 24% Barclays US Aggregate, 6% Citi World Government Bond, 5% JPM EMBI Global Diversified, 10% HFRI Index; From 4/1/12: 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts, 25% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 10% HFRI Index; From 11/1/09: 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays US Aggregate, 2.5% Citi World Government Bond, 2.5% JPM EMBI+; Prior to 1/1/03, 60% Russell 3000, 15% MSCI World Ex-US, 25% Barclays Aggregate

3 From 11/17/17: 33% Russell 3000, 35% Barclays Global Aggregate, 22% MSCI ACWI ex US, 10% HFRI; From 4/1/12, 44% Russell 3000, 35% Barclays US Aggregate, 11% MSCI World ex US, 10% HFRI; From 1/1/10, 44% Russell 3000, 40% Barclays US Aggregate, 11% MSCI World ex US, 5% HFRI; From 1/1/96 60% Russell 3000, 25% Barclays US Aggregate, 15% MSCI World Ex US

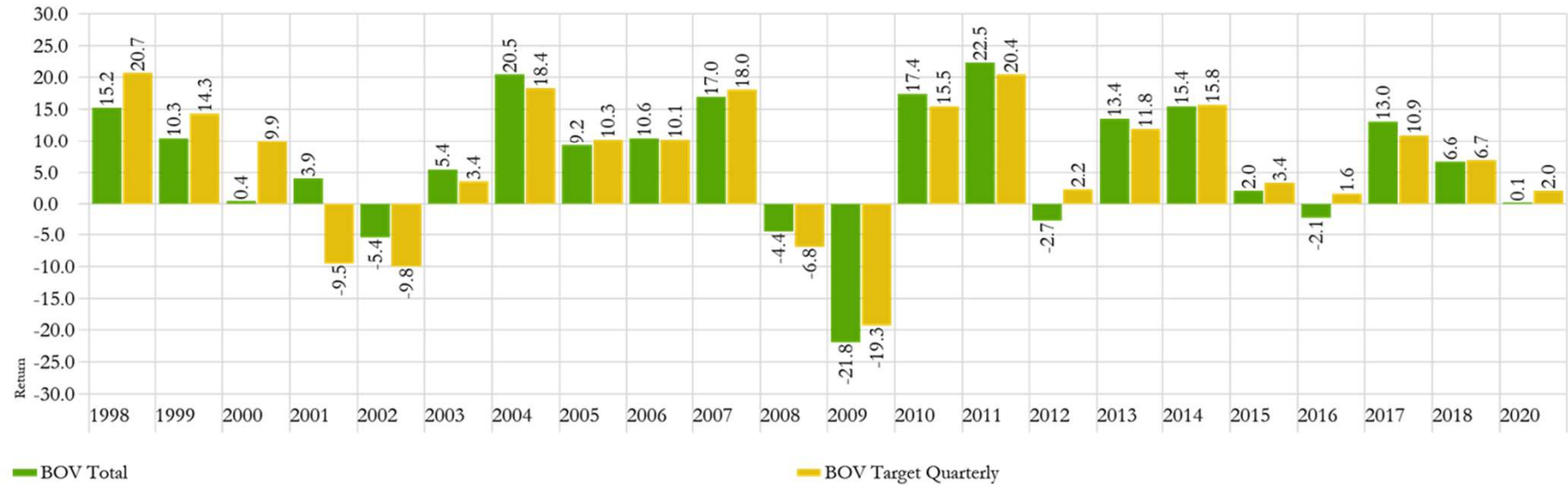
+ Quarterly performance results prior to the third quarter of 2002, were provided by Delaware Investments Advisors and Lazard Asset Management. There were no calculations by Wells Fargo Advisors to ensure the accuracy of the results. Based on information provided by SunTrust, Wells Fargo Advisors began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

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Performance is net of investment management fees

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Fiscal Year Returns



Fiscal Year Returns

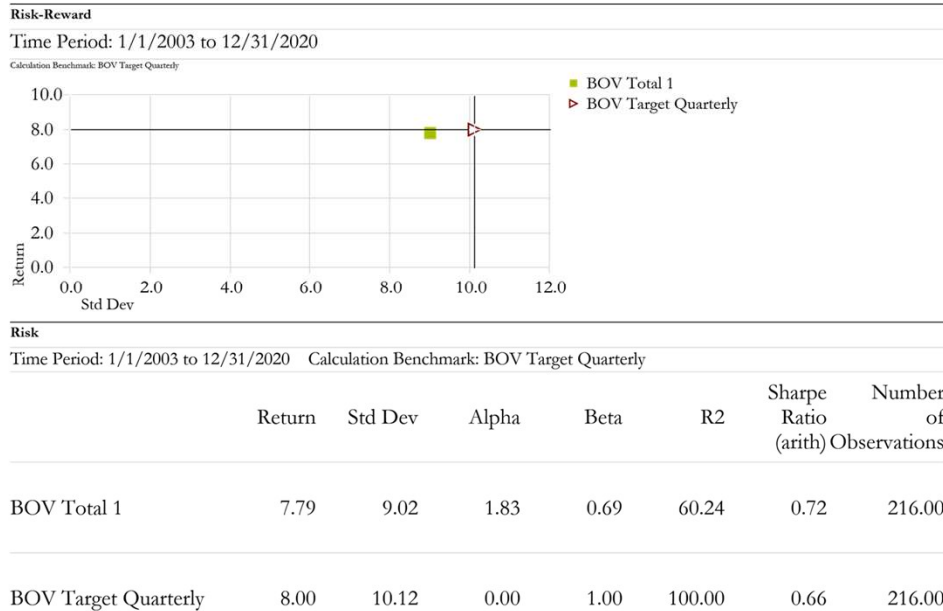
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
BOV Total	15.20	10.35	0.37	3.89	-5.38	5.38	20.46	9.20	10.56	17.01	-4.38	-21.82	17.37	22.53	-2.71	13.44	15.41	2.04	-2.15	12.98	6.60	4.67	0.08
BOV Target Quarterly	20.72	14.34	9.87	-9.50	-9.82	3.40	18.40	10.31	10.15	18.03	-6.76	-19.29	15.50	20.44	2.20	11.77	15.78	3.36	1.57	10.88	6.75	4.94	2.02

Source: Morningstar Direct

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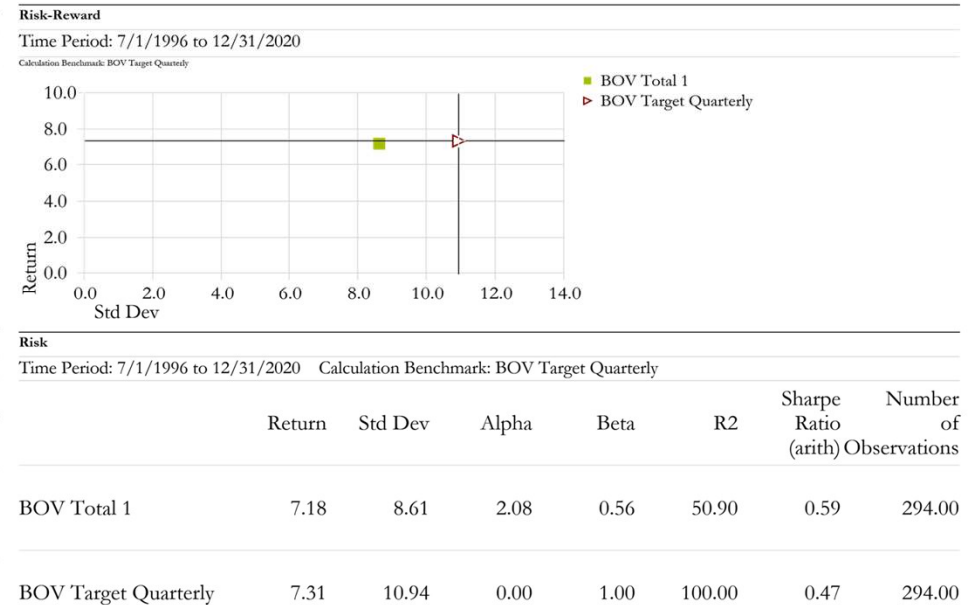
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Since Changes



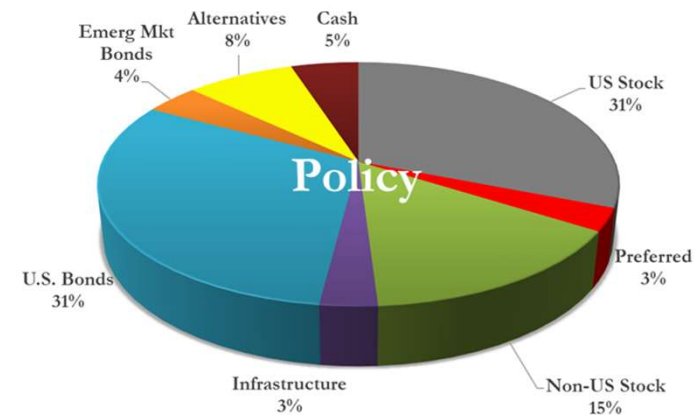
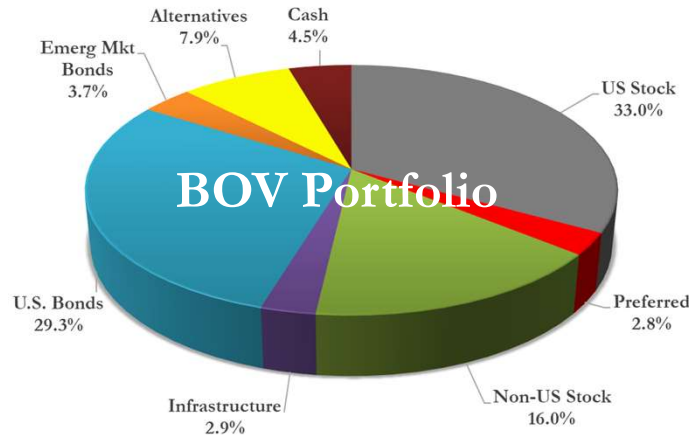
Source: Morningstar Direct

Since Inception



Source: Morningstar Direct

BOV Target Benchmark: From 11/17/17- Present: 33% Russell 3000, 35% Barclays US Aggregate, 22% MSCI World ex US, 10% HFRI; From 4/1/12, 44% Russell 3000, 35% Barclays US Aggregate, 11% MSCI World ex US, 10% HFRI; From 1/1/10, 44% Russell 3000, 40% Barclays US Aggregate, 11% MSCI World ex US, 5% HFRI; From 1/1/96 60% Russell 3000, 25% Barclays US Aggregate, 15% MSCI World Ex US



Manager	Domestic Fixed Income	Global Fixed Income	Domestic Equity	REITs	Non-US Equity	Alternative	Cash Equiv.	Total
Polen Large Growth	0	0	5,905,820	0	0	0	0	5,905,820
Fidelity 500 Index Fund	0	0	4,926,237	0	0	0	0	4,926,237
Blackrock Large Value	0	0	6,066,302	0	0	0	0	6,066,302
JP Morgan Midcap Value	0	0	3,567,191	0	0	0	0	3,567,191
iShares Russell Mid Growth ETF	0	0	3,774,646	0	0	0	0	3,774,646
Mass Mutual Small Cap	0	0	3,731,158	0	0	0	0	3,731,158
Dreyfus Small Cap	0	0	3,741,416	0	0	0	0	3,741,416
Dodge & Cox International	0	0	0	0	5,080,137	0	0	5,080,137
MFS International Value	0	0	0	0	4,958,002	0	0	4,958,002
Oppenheimer Developing Mkts	0	0	0	0	4,227,644	0	0	4,227,644
Fidelity Int'l Small Cap Eq	0	0	0	0	1,053,977	0	0	1,053,977
Dodge & Cox Income Fund	8,343,247	0	0	0	0	0	0	8,343,247
Met West Total Return	8,287,251	0	0	0	0	0	0	8,287,251
Grantham, Mayo EMD	0	3,508,528	0	0	0	0	0	3,508,528
Principal Preferreds	2,722,405	0	0	0	0	0	0	2,722,405
Lazard Global Infrastructure	0	0	0	0	2,755,980	0	0	2,755,980
Pioneer Strategic Income	11,488,268	0	0	0	0	0	0	11,488,268
Cash & Equivalents	0	0	0	0	0	0	4,299,353	4,299,353
Combined Alternatives	0	0	0	0	0	7,586,047	0	7,586,047
Total BOV Account	30,841,171	3,508,528	31,712,771	0	18,075,739	7,586,047	4,299,353	96,023,609
% of Total Fund	32.1%	3.7%	33.0%	0.0%	18.8%	7.9%	4.5%	100%

* Values (except "Alternatives") are reflected at market as reported by SunTrust; Alternatives are reported by Wells Fargo Advisors; beginning and ending market values include accrued income on fixed income assets only.

July 1, 2020 – December 31, 2020

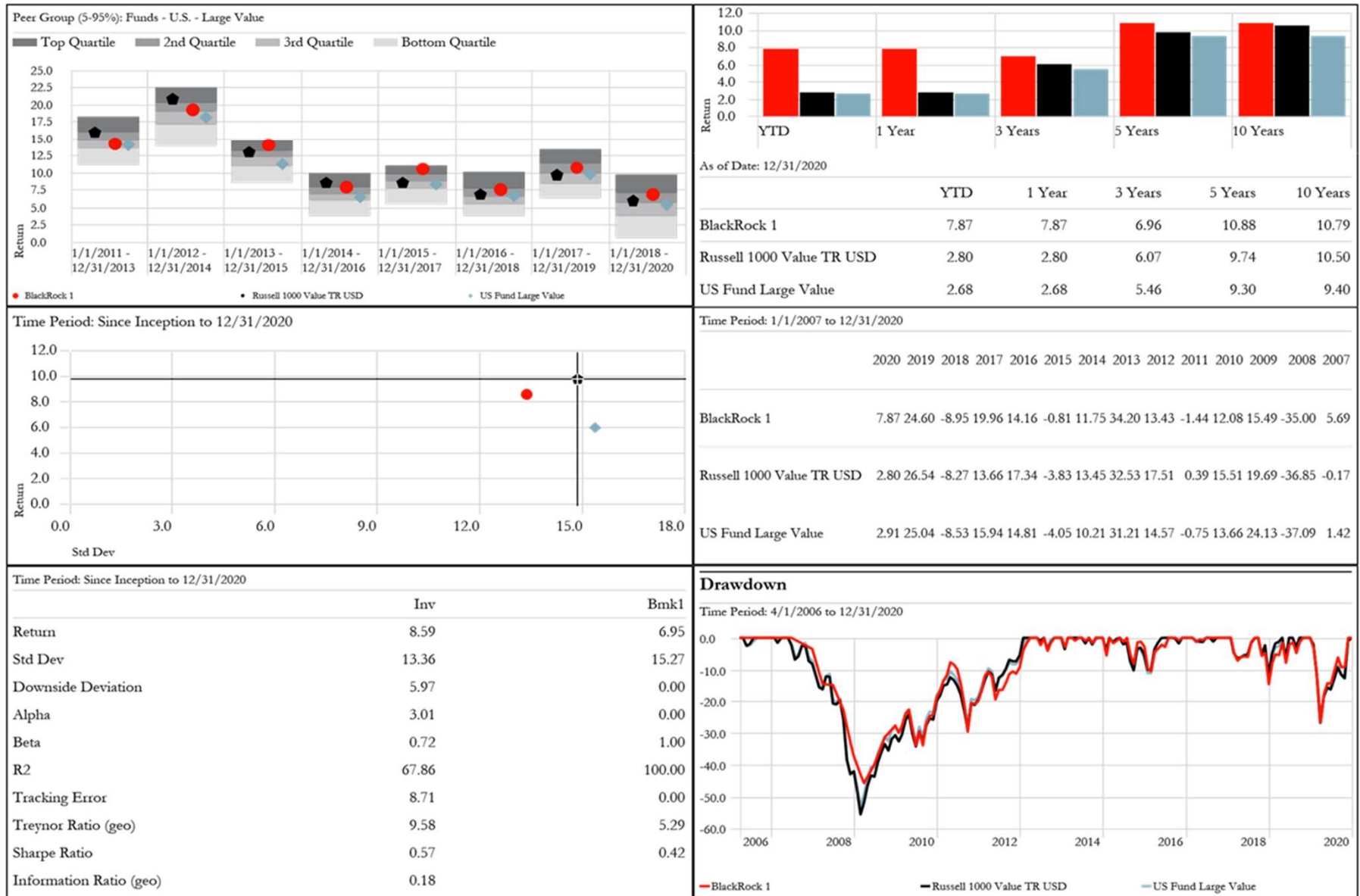
William & Mary
BOV Endowment

6/30/20 Market Value	83,750,603
Net Additions/Withdrawals	(866,406)
Expenses	<u>(24,505)</u>
<i>Net Cash Flow</i>	<i>(890,912)</i>
Net Income	1,103,229
Net Realized Gain/(Loss)	5,719,923
Change Unrealized Gain/(Loss)	<u>6,337,904</u>
<i>Total Investment Gain/(Loss)</i>	<i>13,161,057</i>
12/31/20 Market Value	96,023,609

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

II. Equity Sector (Large-Cap Value*)

Periods Ending December 31, 2020 - Performance



Source: Morningstar Direct

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

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Equity Sector (Large-Cap Value Separate Account)

Characteristics - As of December 31, 2020

Top Ten Equity Holdings	% of Portfolio
Berkshire Hathaway Inc	4.4
JPMorgan Chase	3.5
Comcast A	2.9
General Motors	2.8
Corveta Inc	2.5
Citigroup	2.5
Alphabet	2.3
Coca-Cola	2.3
Quanta Services	2.2
Dollar Tree	2.2

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

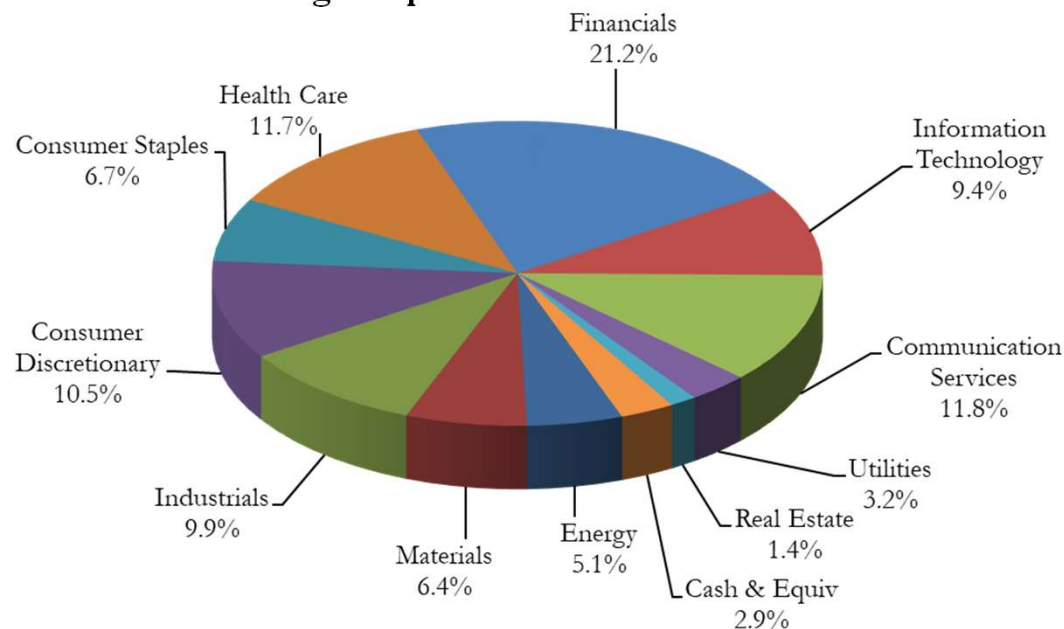
Data Source: Blackrock, Morningstar Direct

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Equity Sectors (Large-Cap Value Separate Account)

Characteristics - As of December 31, 2020

Large-Cap Value Sector Distribution



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

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Data Source: Blackrock, Morningstar Direct

Equity Sector (Large Cap Growth)



Source: Morningstar Direct

Equity Sector (Mid Cap Growth)



Source: Morningstar Direct

Equity Sector (Mid Cap Value)



Source: Morningstar Direct

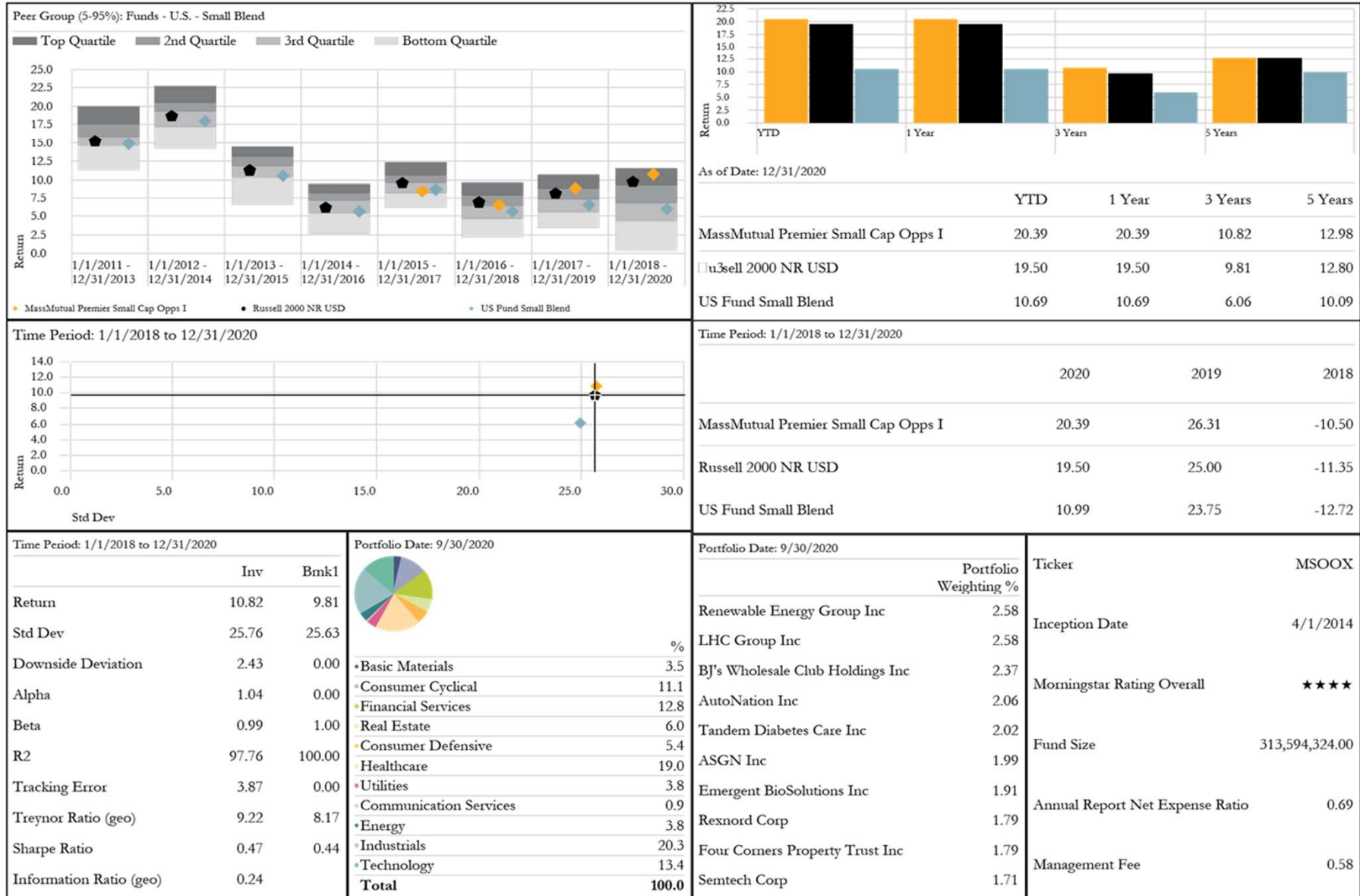
Equity Sector (Small Cap)



Source: Morningstar Direct

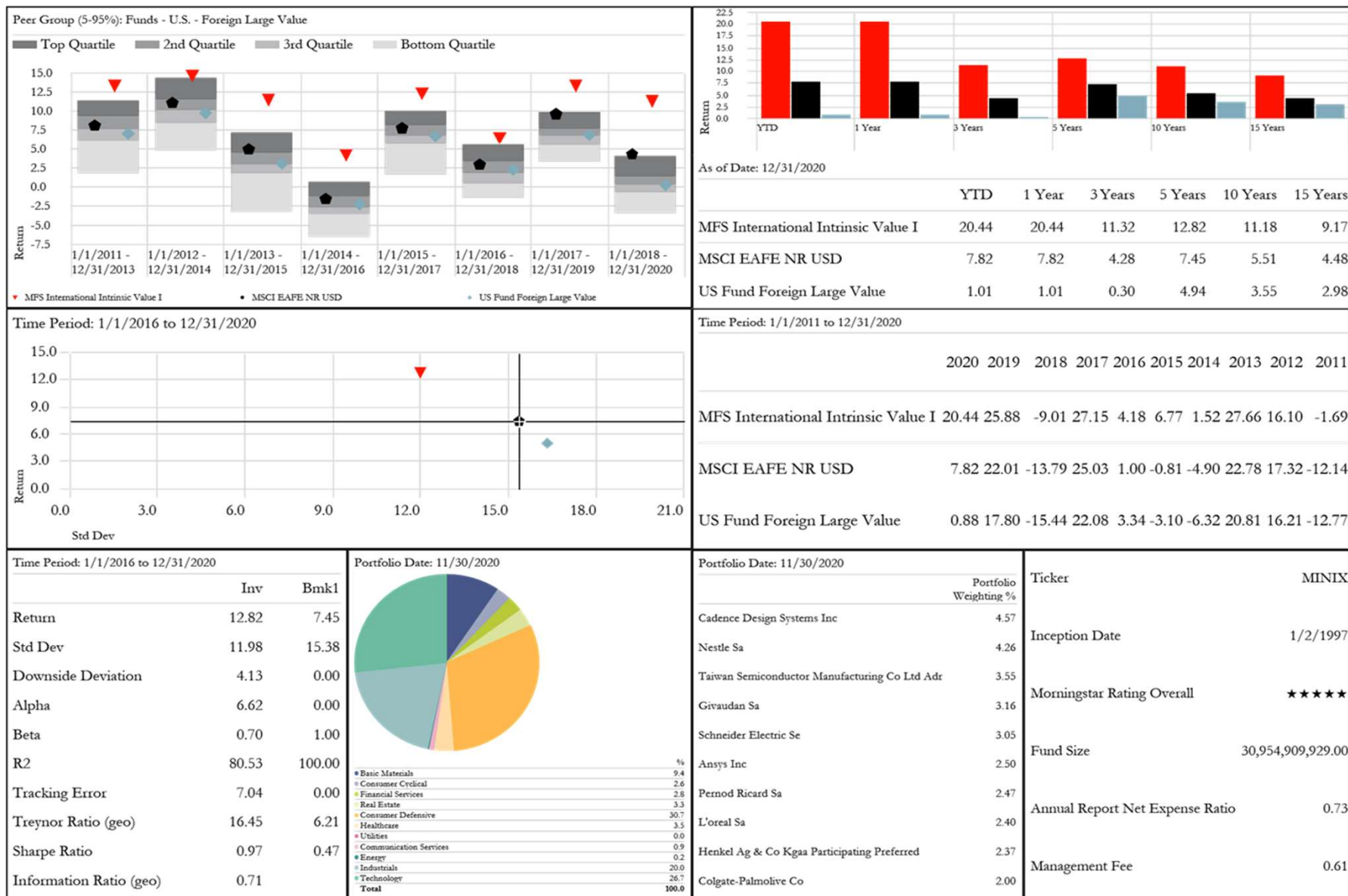
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Equity Sector (Small Cap)



Source: Morningstar Direct

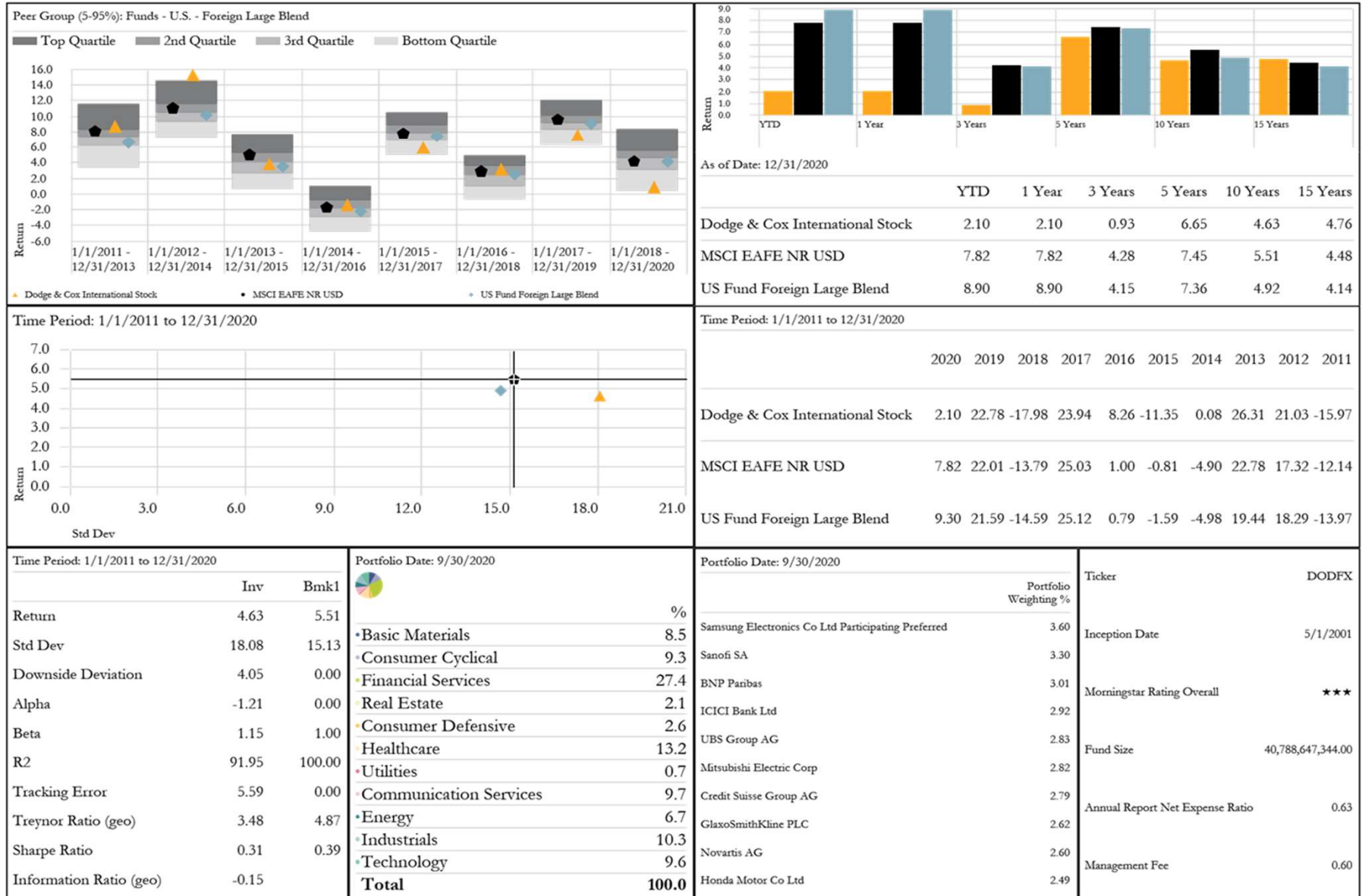
Equity Sector (International Developed)



Source: Morningstar Direct

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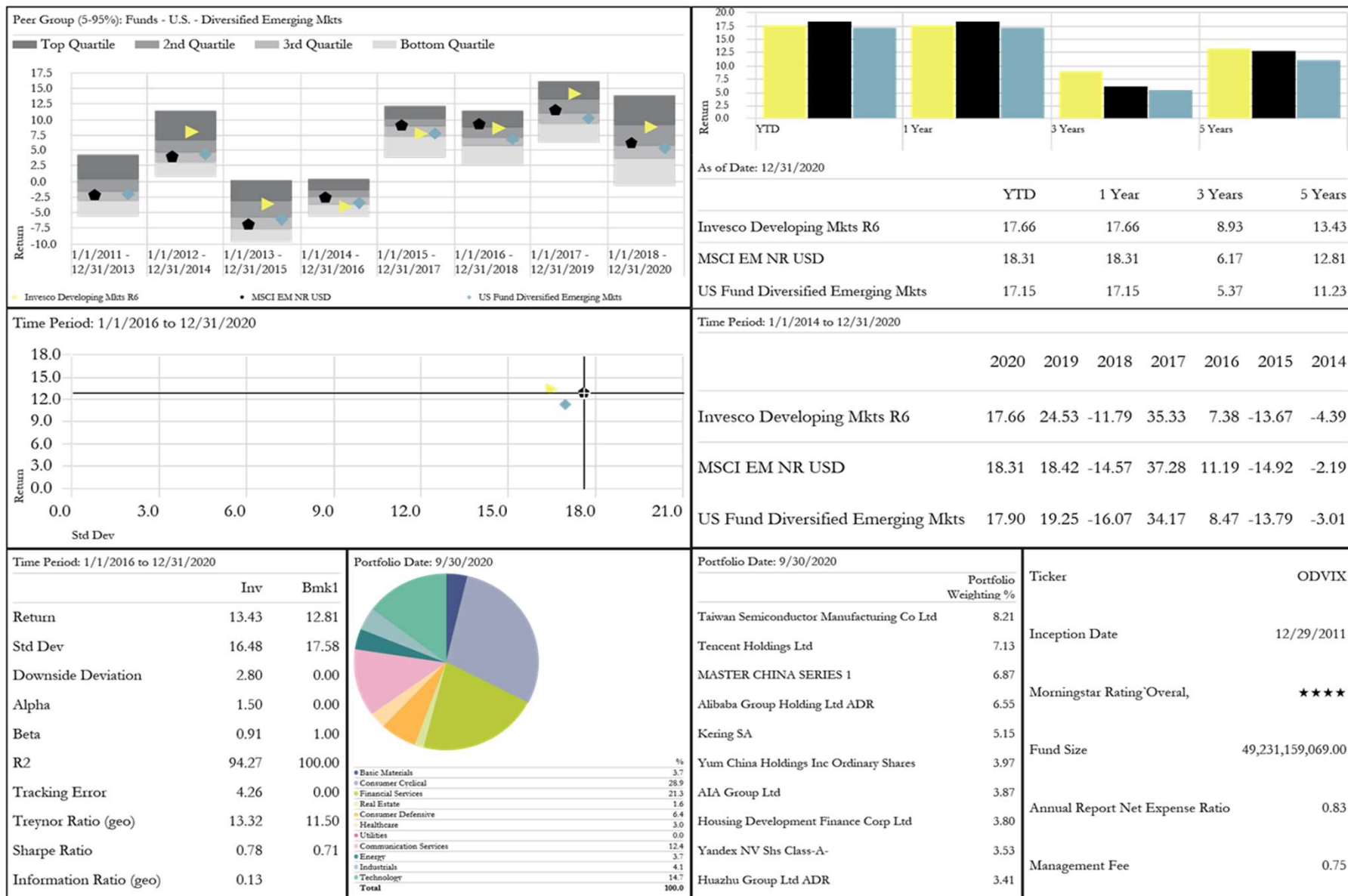
Equity Sector (International Developed)



Source: Morningstar Direct

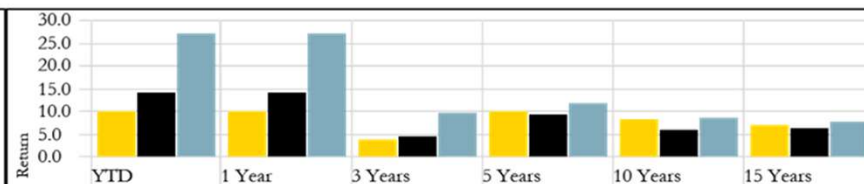
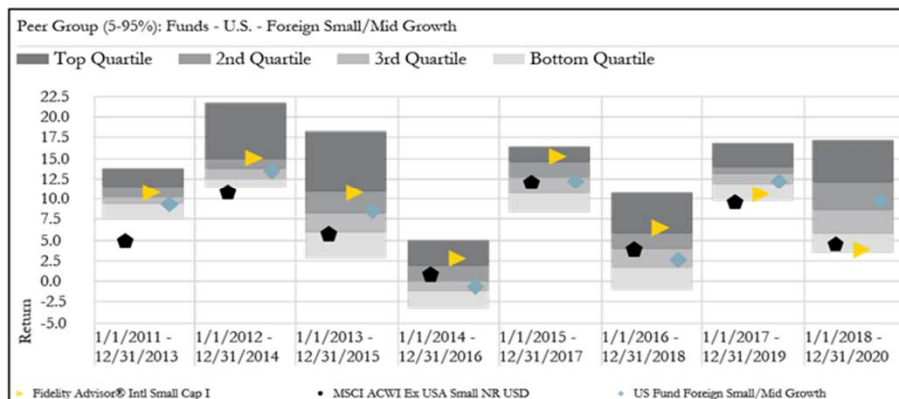
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Equity Sector (Emerging Markets)

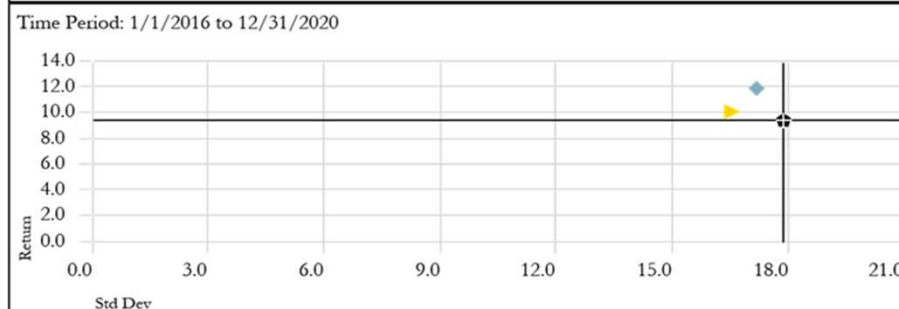


Source: Morningstar Direct

Equity Sector (Int'l Small Cap)



As of Date: 12/31/2020	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Fidelity Advisor® Intl Small Cap I	9.97	9.97	3.88	10.02	8.26	7.09
MSCI ACWI Ex USA Small NR USD	14.24	14.24	4.59	9.37	5.95	6.42
US Fund Foreign Small/Mid Growth	27.14	27.14	9.88	11.86	8.77	7.82



Time Period: 1/1/2011 to 12/31/2020										
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Fidelity Advisor® Intl Small Cap I	9.97	21.44	-16.05	32.86	8.20	6.44	-5.30	35.26	19.06	-15.50
MSCI ACWI Ex USA Small NR USD	14.24	22.42	-18.20	31.65	3.91	2.60	-4.03	19.73	18.52	-18.50
US Fund Foreign Small/Mid Growth	28.40	27.78	-18.34	36.19	-2.98	7.05	-5.40	26.61	22.20	-14.72

Time Period: 1/1/2016 to 12/31/2020			Portfolio Date: 10/31/2020	
	Inv	Bmk1		
Return	10.02	9.37		%
Std Dev	16.55	17.87	•Basic Materials	5.8
Downside Deviation	2.35	0.00	•Consumer Cyclical	15.6
Alpha	1.20	0.00	•Financial Services	10.5
Beta	0.91	1.00	•Real Estate	9.1
R2	96.94	100.00	•Consumer Defensive	9.0
Tracking Error	3.30	0.00	•Healthcare	7.2
Treynor Ratio (geo)	9.58	8.10	•Utilities	0.0
Sharpe Ratio	0.59	0.53	•Communication Services	1.8
Information Ratio (geo)	0.18		•Energy	2.3
			•Industrials	25.1
			•Technology	13.6
			Total	100.0

Portfolio Date: 10/31/2020		Ticker	FIXIX
	Portfolio Weighting %		
Fidelity Revere Str Tr	4.74	Inception Date	5/27/2003
Arata Corp	1.48	Morningstar Rating Overall	★★★★★
Renesas Electronics Corp	1.40	Fund Size	2,631,913,858.00
RHI Magnesita NV Ordinary Shares	1.36	Annual Report Net Expense Ratio	1.06
Arcland Sakamoto Co Ltd	1.31	Management Fee	0.82
Persol Holdings Co Ltd	1.23		
S Foods Inc	1.14		
Mytilineos SA	1.04		
Dexerials Corp	1.01		
Open Text Corp	0.94		

Source: Morningstar Direct

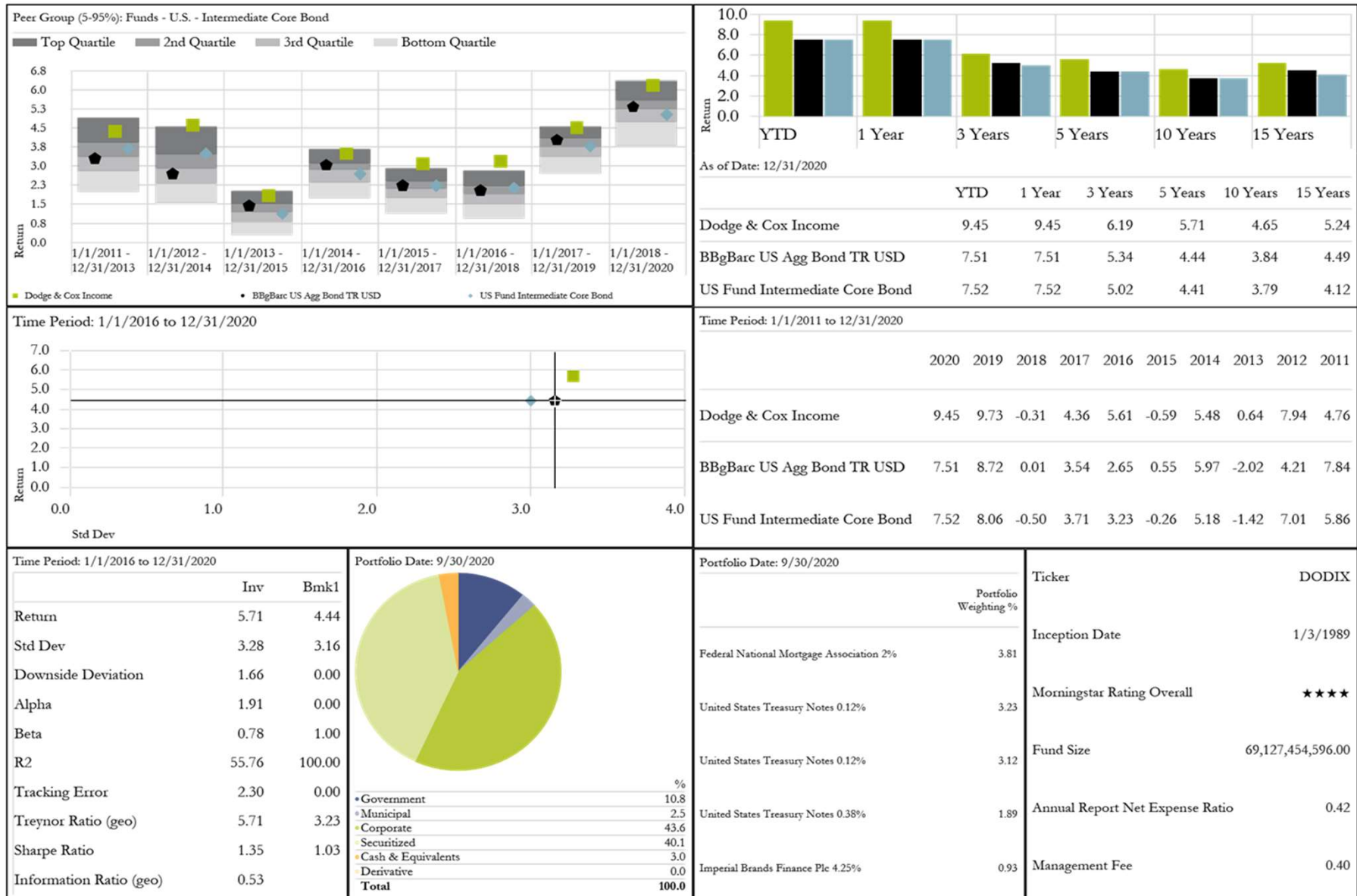
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Page 20



Source: Morningstar Direct

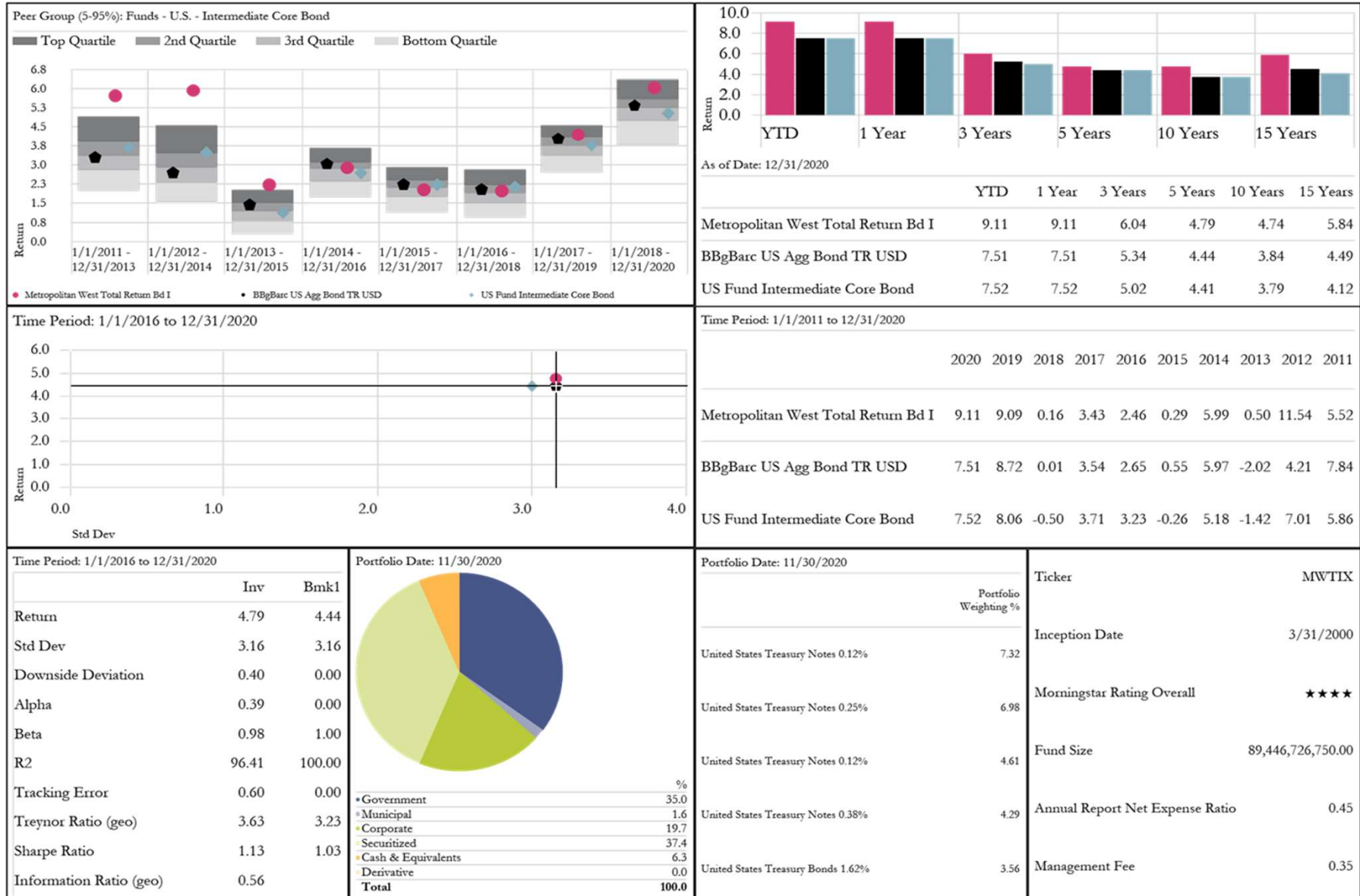
III. Fixed Income Sector (US Bonds)



Source: Morningstar Direct

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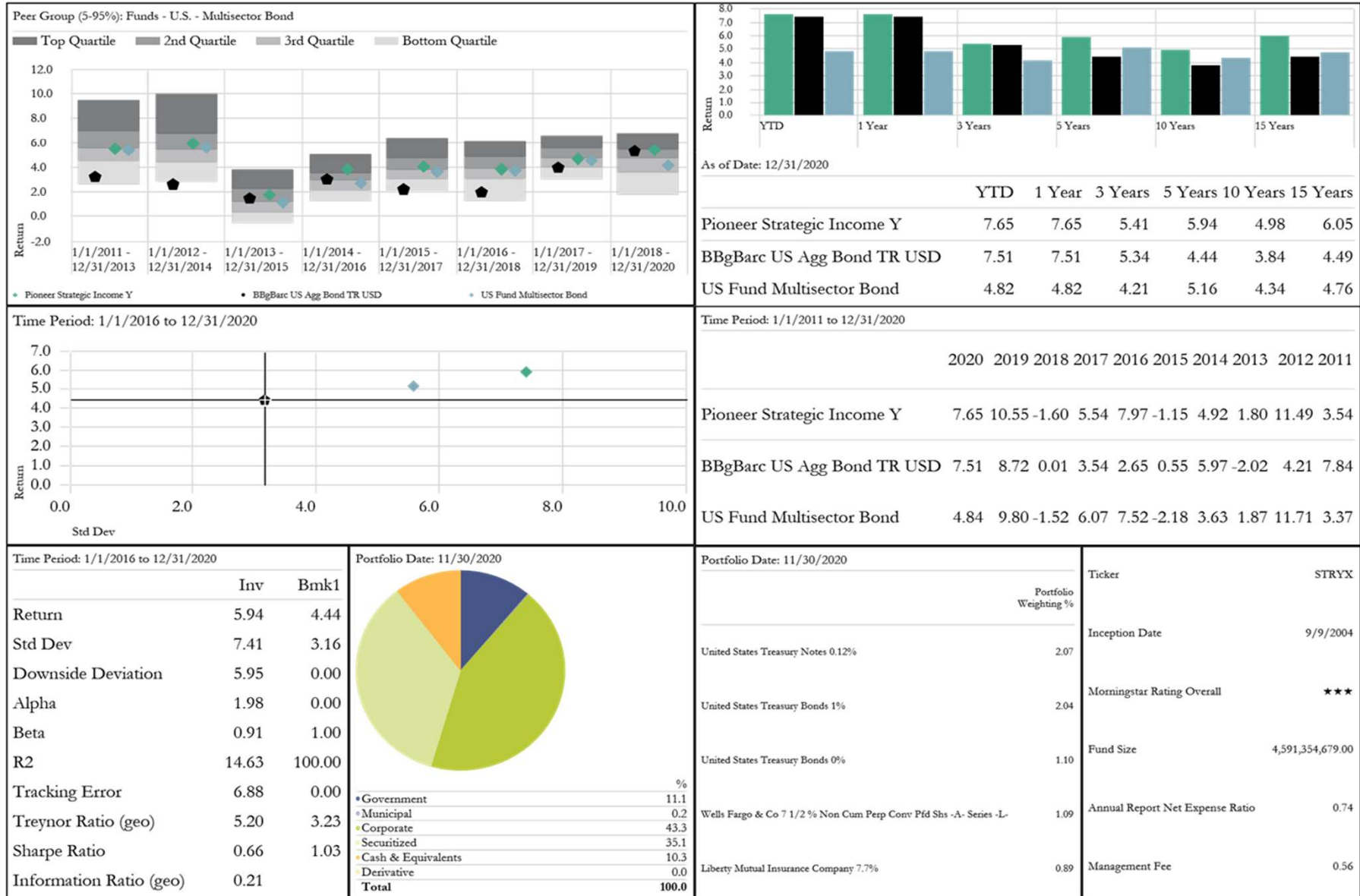
Fixed Income Sector (US Bonds)



Source: Morningstar Direct

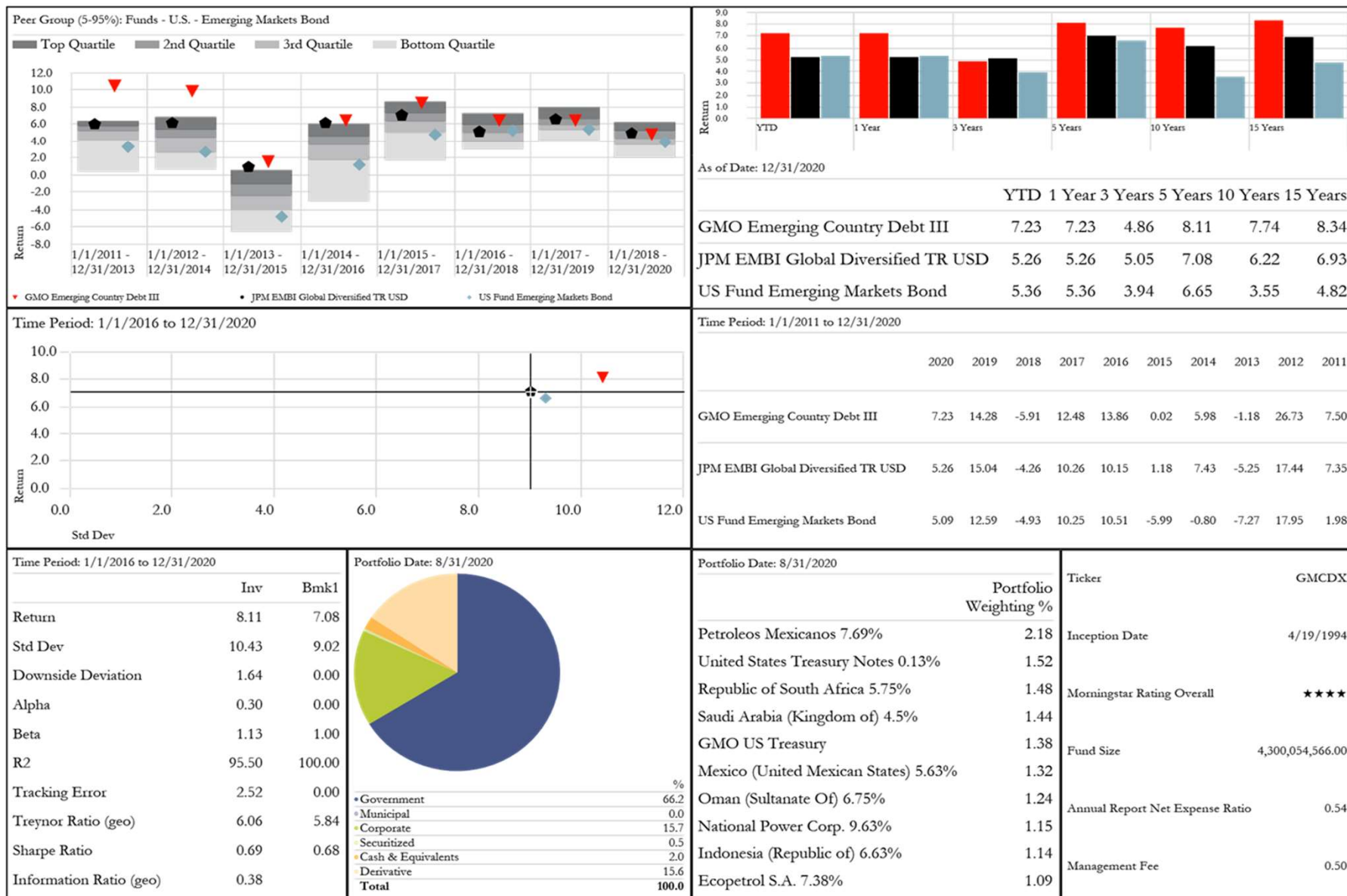
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Fixed Income Sector (US Bonds)



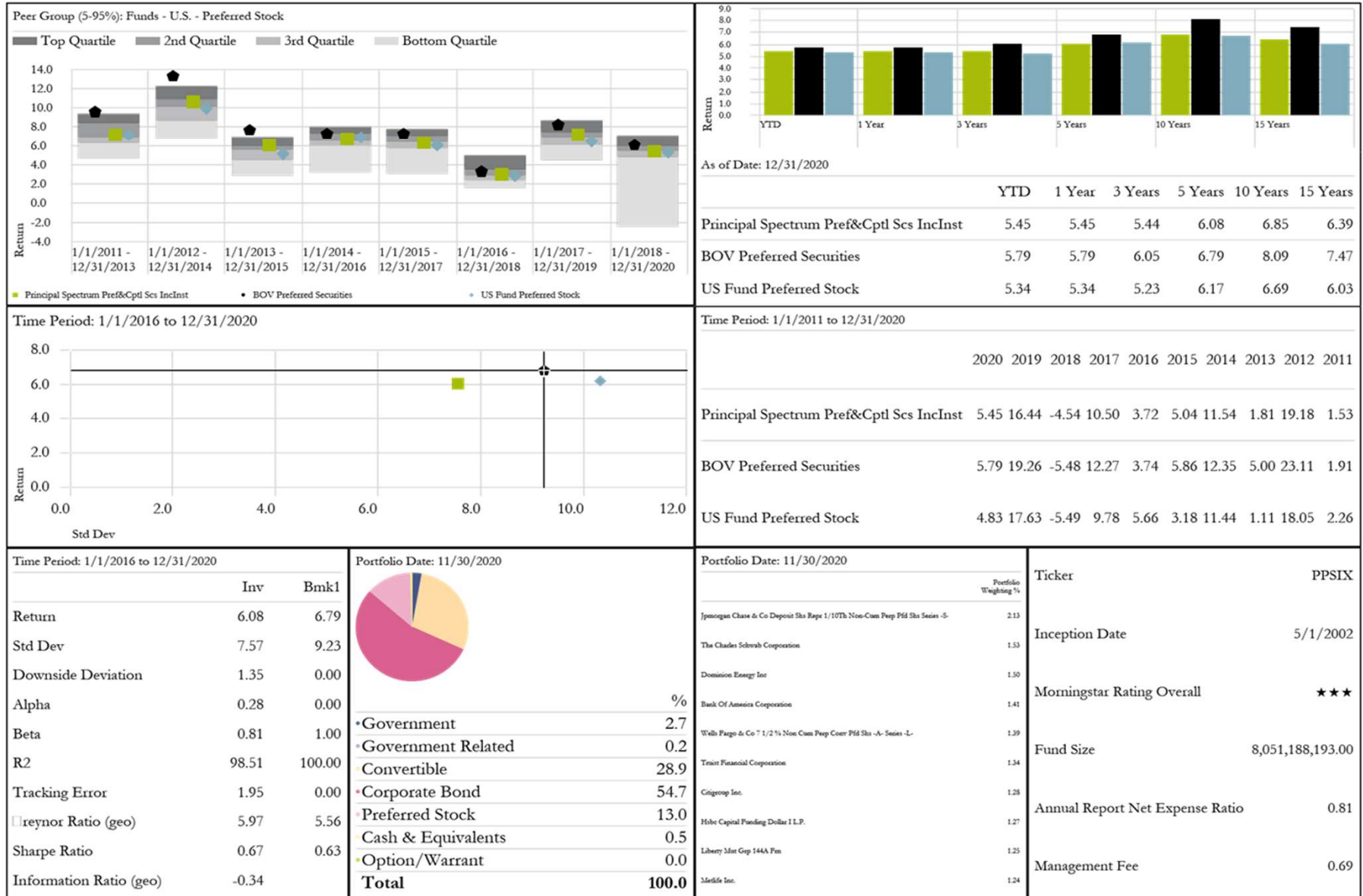
Source: Morningstar Direct

Fixed Income Sector (EM Debt)



Source: Morningstar Direct

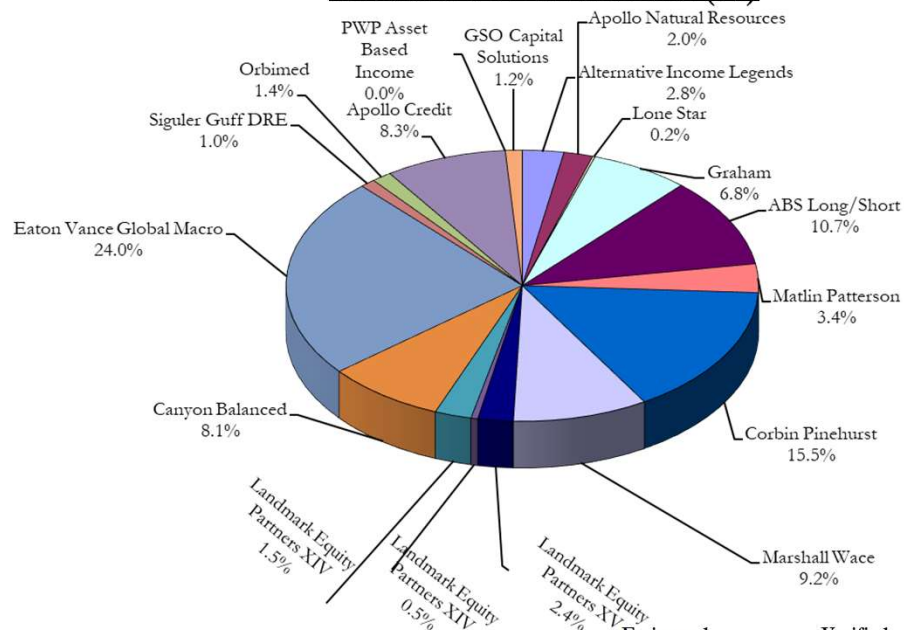
Fixed Income Sector (Preferreds)



Source: Morningstar Direct

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Alternative Breakdown (%)



Manager	% of Account	Estimated Statement Value	Verified Values	Verified As Of
Alternative Income Legends	2.8%	\$214,738	\$0	6/30/2020
Apollo Natural Resources	2.0%	\$151,180	\$151,134	9/30/2020
Lone Star	0.2%	\$12,182	\$9,897	6/30/2020
Graham	6.8%	\$512,535	\$513,737	9/30/2020
ABS Long/Short	10.7%	\$810,629	\$801,930	9/30/2020
Matlin Patterson	3.4%	\$258,676	\$400,075	9/30/2020
Corbin Pinehurst	15.5%	\$1,177,981	\$1,181,894	9/30/2020
Marshall Wace	9.2%	\$700,673	\$671,322	9/30/2020
Landmark Equity Partners XV	2.4%	\$183,244	\$180,752	9/30/2020
Landmark Equity Partners XIV	0.5%	\$35,583	\$30,486	9/30/2020
Landmark Equity Partners XVI	2.5%	\$190,189	\$184,865	9/30/2020
Canyon Balanced	8.1%	\$614,936	\$621,002	9/30/2020
Eaton Vance Global Macro	24.0%	\$1,821,780	\$1,821,780	12/31/2020
Siguler Guff DRE	1.0%	\$78,628	\$78,628	6/30/2020
Orbimed	1.4%	\$103,377	\$35,572	9/30/2020
Apollo Credit	8.3%	\$632,128	\$629,216	9/30/2020
PWP Asset Based Income	--	\$0	\$55,307	6/30/2020
GSO Capital Solutions	1.2%	\$87,587	\$84,787	9/30/2020
Total	100.0%	\$7,586,047	\$7,452,386	

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Data Source: Wells Fargo Advisors

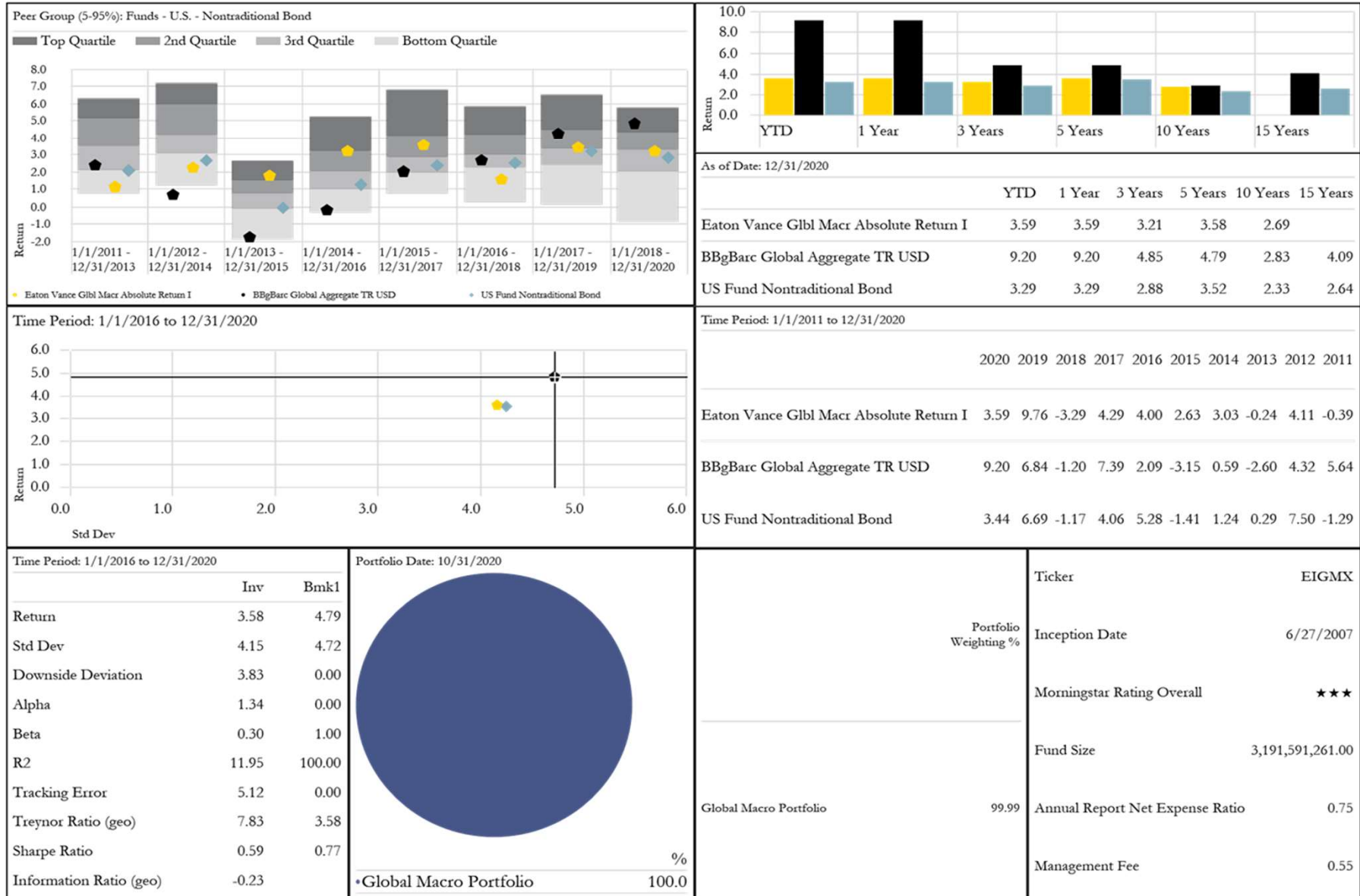
% of Account	\$ Value		4Q20	FYTD	One Year	Three Years*	Five Years*	Incept (Mgr)*	Incept Bench*
100%	\$ 7,586,047	<i>Combined Alternatives (1 mo lag)</i>	2.3	4.4	(0.2)	0.8	1.0	1.7	3.4
		<i>HFRI FoF Index (1 mo lag)</i>	3.7	9.8	10.4	4.4	4.1		
		<u>Lower Volatility</u>							
8%	\$ 614,936	Canyon Balanced	7.8	17.1	(4.9)	--	--	0.4	3.1
24%	\$ 1,821,780	Eaton Vance Global Macro	2.6	3.8	3.6	--	--	3.2	3.1
		<i>HFRI Conservative Index</i>	3.1	7.7	4.6	--	--		
		<u>Diversified</u>							
8%	\$ 632,128	Apollo Credit	2.4	5.4	--	--	--	3.9	8.4
16%	\$ 1,177,981	Corbin Pinehurst	3.7	11.3	9.5	5.7	5.0	5.0	3.4
3%	\$ 214,738	Alternative Income Legends	(0.0)	(4.9)	(5.8)	(1.7)	0.1	(0.4)	3.1
3%	\$ 258,676	Matlin Patterson	(5.7)	(4.9)	(23.3)	--	--	(6.3)	8.4
		<i>HFRI Fund of Funds</i>	3.7	9.8	10.4	4.4	4.1		
		<u>Hedged Equity</u>							
11%	\$ 810,629	ABS Global L/S (K2 prior to 12/12)	6.4	12.1	10.1	4.7	4.1	4.6	5.5
9%	\$ 700,673	Marshall Wace	5.1	11.2	11.4	--	--	6.8	6.0
		<i>HFRI Equity Hedge</i>	7.2	18.3	14.2	6.0	6.8		
		<u>Absolute Return</u>							
7%	\$ 512,535	Graham	0.8	7.6	(2.4)	--	--	(0.5)	(0.5)
		<i>HFRI Market Neutral</i>	(0.5)	0.5	(1.0)	--	--		
		<u>*Private Capital</u>							
2%	\$ 151,180	Apollo Natural Resources						(4.8)	
0%	\$ 35,583	Landmark Equity Partners XIV						5.7	
2%	\$ 183,244	Landmark Equity Partners XV						6.3	
3%	\$ 190,189	Landmark Equity Partners XVI						14.5	
1%	\$ 78,628	Singular Guff DRE						10.2	
0%	\$ 12,182	Lone Star						(73.8)	
1%	\$ 103,377	Orbimed						--	
0%	\$ 87,587	GSO Capital Solutions						(5.0)	

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

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

Data Source: Wells Fargo Advisors

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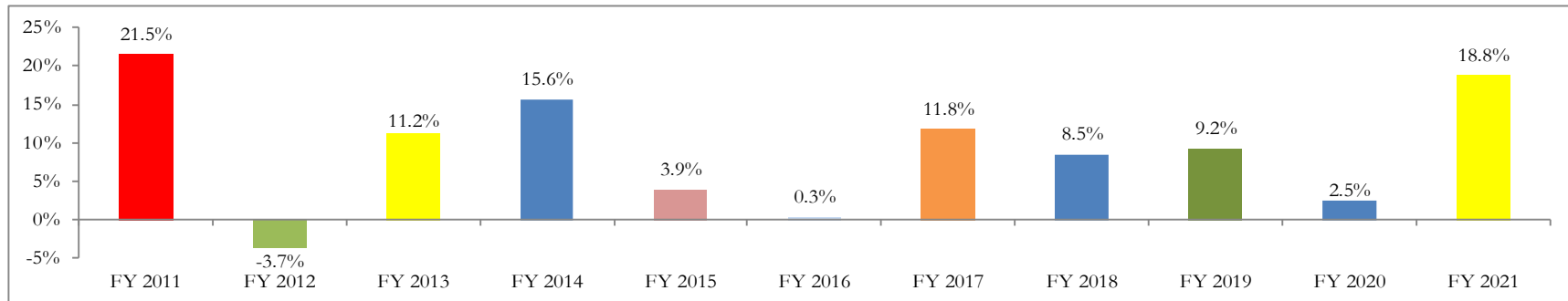


Source: Morningstar Direct

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Performance for William & Mary Green Fund

Rates of Return



Performance Inception Date: January 23, 2009

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

Quarter

3Q20
4Q20
1Q21
2Q21

Contributions

Withdrawals

\$ (11,502)

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

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

Returns greater than one year are annualized.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



WILLIAM & MARY

CHARTERED 1693

W&M STRATEGIC PLANNING

REFLECTION → VISION → FOCUSED ACTION

Board of Visitors

February 2021

Strategic Planning 2020-2021

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

Where We Were

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

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May				
Phase I: Vision, Mission, Values SPSC Responsibility						COVID-19: Strategic Planning Paused							
	Phase II: Environmental Analysis SPSC Responsibility												
						Phase III: Strategy Development Cabinet and SPSC Collaboration							

What We Have Learned

What we already knew has much more impact and value now

We must act much more quickly on what we know to be true

We can act swiftly in a principled, mission-driven way

To use the extraordinary efforts and changes of pandemic well, we must determine:

- *How have we changed? How have we matured?*
- *What do we want to continue? What do we lay aside?*

2020: Planning Goals and Scope

Original Goals

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

Original Scope

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

Process Recap

Phase I: Mission, Vision, Values

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

Phase II: Environmental Scan

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

Phase III: Flourishing Post-Pandemic

Expanded Goals

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

Long-Term Vision / Near-Term Action

- Vision: W&M 2030
- Focus: university-level priorities to swiftly advance W&M as a whole
- Shape the next campaign
- New 3-Year Action Plan: optimize what we have learned, surmount short-falls, launch with focus and speed

Phase III: Key Questions

How will it be? What will our community need at the end of the marathon?

Potential needs include ...

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

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

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

Phase III: Spring 2021 Process

Reflection: reconvene SPSC's subcommittee chairs

- Pandemic stress-test: revisit whitepapers, framing assumptions
 - *How have our assumptions been proven, disproven, changed?*
 - *How have we changed?*
 - *How have we matured?*
 - *What changes do we want to continue?*
 - *What do we want to lay aside?*
- Community conversations, playback

Focus: Cabinet revises assumptions in re playback

- *What do we already know that we must take swift action on?*
- *How have we changed in ways that will help us flourish long term?*

Vision: President and Senior Team

- Shape vision in consultation with Cabinet and Board
- Shape the next Campaign

Launch Vision 2030 with AY21-24 Action Plan

- Strategic vision and priorities published, with near-term actions to launch AY21-24
- Cabinet implements near-term strategic priorities aligned with long term vision

Phase III Timeline

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