

WILLIAM & MARY Board of Visitors

PRE-READS

NOVEMBER 18-19, 2021
ALUMNI HOUSE

WILLIAM & MARY

BOARD OF VISITORS
PRE-READS
NOVEMBER 18-19, 2021

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COMMITTEE ON THE STUDENT EXPERIENCE



WILLIAM & MARY

HEALTH & WELLNESS



THEMATIC AREA SPOTLIGHTS

BOARD OF VISITORS 2021

HEALTH & WELLNESS DASHBOARD

We launched the Health & Wellness Dashboard with the goal of making accurate information about our services accessible to the W&M community. The dashboard provides frequent updates of initiatives and programs of the departments of H&W, our vision of wellness for the community, illustrates our organizational structure, and addresses frequently asked questions. Most importantly, the dashboard provides clarity around misconceptions that create barriers to students seeking help.

wm.edu/wellness/dashboard

W & M WELLNESS APP

Accessible programming and awareness of occurrence are crucial to connect students to the opportunities that are available to them in Health & Wellness. *W&M Wellness* provides current class and series schedules, an easy registration process, and a bridge to information about services in Campus Recreation, the Counseling Center, Health Promotion, and the Health Center.

Download the W&M Wellness app in the [App Store](#) or [Google Play](#)

WAYS TO FLOURISH PODCAST

During the pandemic, we explored ways to maintain connection with the campus community. The ways to Flourish podcast is an opportunity to explore the intersectionality of wellness across the many disciplines, practices and perspectives within our campus,

[Listen to the Ways to Flourish Podcast](#)

S O S

Self-Care Over Soothing is an integrative approach developed in collaboration between Health Promotion and the School of Education. SOS applies the stages of behavior change from the Transtheoretical Model to support students who are seeking to be healthier, not just temporarily feel better. Through assessment, the needs of an individual are identified, whether it be consciousness-raising, self-directed behavior development, or addressing psychological wellness. Once needs are identified, students collaborate with a counselor to develop an integrative wellness treatment plan.

wm.edu/wellness/sos

C M A X

The Center for Mindfulness & Authentic Excellence is dedicated to the principles of flourishing and exploring the difference between fear-based excellence and values-centered excellence. Programs include coping and resilience training; beginner and advanced mindfulness training; expressive and experiential therapies; and health coaching.

wm.edu/wellness/cmax

Crisis on Campus: Mental Health Counselors Are Feeling the Crush

 madinamerica.com/2021/10/mia-report-college-counseling/

By Amy Biancolli

October 30, 2021



Over the last two decades, mental health and suicide-prevention efforts have blanketed the nation, targeting young people at home and on campus with campaigns to raise awareness, combat stigma, and steer them toward treatment.

And over the last two decades, students have responded. More and more have been diagnosed with depression and anxiety. More and more say they've experienced suicidal ideation and self-harm. More and more are reporting other forms of mental distress and, more and more, are actively seeking help.

One result: College and university counseling services are swamped. At some schools, the wait time for a session can be as much as six weeks. Mental health staffers are taking on a flood of appointments, sapping their energy and strapping them for time. Many counselors are exhausted, their own mental equilibrium disrupted by the constant demand. Many directors are, too, juggling the needs of students and employees along with administrative concerns.

“People are burned out. People are leaving the field,” said Nance Roy, chief clinical officer at the Jed Foundation, a suicide-prevention effort targeting teens and young adults. Job-vacancy postings for counseling-center staff and directors are everywhere.

“Most counseling centers are overwhelmed with the number of students that want to be seen, and they don’t have the capacity to see them,” she said. “And it raises the question of what is the role of a counseling center on campus? Are they supposed to be community centers and have unlimited resources? It’s a question that’s really *the* question in terms of how to manage it.”

That question, and an array of possible answers, is now being mulled by those concerned with campus mental health, from the professionals tasked with aiding students to the students themselves. Everyone can see the crush. Everyone recognizes the plight of counselors. But there’s no consensus on how to proceed, because the approach so far — outreach and treatment, treatment and outreach — has ramped up the strain on counseling centers and those who staff them. Meanwhile, more and more young people are in more and more distress: According to the Centers for Disease Control, the suicide rate among 10- to 24-year-olds **increased more than 57 percent from 2007 to 2018**.

No one takes such numbers lightly. The challenge lies in figuring out how to lower them. How to ease students’ pain. How to foster student wellness, support counseling staff, and nourish campuses as a whole — which are, in essence, communities that mirror society and the paradigm of treatment that has held sway for decades.

Some see funding as the answer: more resources, more counselors. Some, widening the lens beyond the usual narrative, are asking what the broader community can do to ease the stress on centers. Some hope to steer the conversation away from counseling and other treatment to a more all-encompassing view of mental health on a continuum of well-being, one that casts the complexities of youth in more developmental and less diagnostic terms. Some are calling for all of that: More resources, more across-campus efforts to pitch in, more developmental dialogue and efforts promoting wellness. And with that, more attention paid to the mental health needs of those tasked with counseling students.

But something, they all say, needs to be done.

“The place we’ve reached puts us all in kind of a difficult situation,” said Ben Locke, formerly the senior director of counseling and psychological services (CAPS) at Pennsylvania State University. On the one hand, more students are seeking services — which he sees as a positive. “On the other hand, we’ve kind of convinced everybody that every emotional crisis they’re experiencing requires professional help — and that’s not the case. So how do you step away from that mindset? It’s tricky.”

“What’s the chicken, and what’s the egg?”

Locke is the founder and past executive director of the Center for Collegiate Mental Health (CCMH), a Penn State research effort that collects data across counseling centers. He doesn't want to deny any student their own experience, their understanding of their own needs, as they seek help. But he wonders about the propensity to classify those needs as illness; perhaps, he said, the swelling numbers of youth reporting mental health problems signify something else.

Chewing on this, he referred to **a 2017 New Yorker article on early tumor detection** that noted South Korea's implementation of widespread screenings for thyroid cancer. While diagnoses soared, death rates stayed the same — not because the detected nodules weren't cancer, the piece explains, but because only some cancers lead to illness. The issue wasn't misdiagnosis but overdiagnosis.

In the same way, Locke said, "If you screen human beings for the presence of mental health distress, yes, you will always find it. Does that mean that they're sick? Does that mean that they're mentally unwell? Probably not."

The result, Locke said, is "a crisis of access as opposed to a mental health crisis"; his successor at CCMH, Brett Scofield, called it "a crisis of capacity." With demand outpacing supply, the impact falls on counselors.

Whether and how they're experiencing burnout is "a complex question, and one that we don't have data on," Scofield said. But anecdotally, at least, stressors seem to be associated with higher caseloads and less flexibility.

Which can all add up. Not for everyone everywhere, and not always. Situations vary across individual counselors and campuses, some of which provide better support and more resources, both human and financial. And not all observers call it "burnout." In formal research and informal conversation, different terms are used to describe a maxing-out among college and university clinicians, and different remedies are being weighed in response. But the goal is the same: How to lend helping hands to students when those hands are already full?

The answer, in Roy's opinion, "is to move the needle" away from a focus on counseling centers to a broader and more holistic approach. Others shared similar views, including those who hold a more middle-of-the-road attitude when it comes to the existing biomedical paradigm. But at no point, in on-the-record interviews with 19 people, did anyone say: *This is how to fix everything, full stop*. If the last two decades of campus mental health efforts proved anything, it's that a single approach alone won't solve the problem.

Many institutions of higher learning had already been wrestling with such topics when, in 2019, University of Pennsylvania counseling director Gregory Eells died by suicide. His death startled his colleagues, prompting soul-searching and new efforts to step back and take a look at current approaches and expectations.

“It really talked to how vulnerable, and how weighed down, caregivers are,” said Jan Collins-Eiglin, who has years of experience as a clinician and director and now serves as advisor with the Steve Fund, which advocates for the emotional and mental well-being of students of color. As she travels around campuses, she can see that counselors are “suffering as much as the students are. And so, what is the solution for that? And when you feel isolated, you’re all alone, all of this darkness just hits you. How do you really handle that?”

Combing through all the contributing factors — all the causes, all the data pointing to all the intertwined mental health challenges of students, counselors, and directors— does not lead to any tidy explanations or solutions. Such factors also reflect and embody the wider conversation around mental health management, a sprawling umbrella that can include the biomedical approach (which may be limited, on many campuses, to physicians staffing the health center) along with short-term counseling sessions, more long-term psychotherapy, and broader wellness initiatives.

Bryant Ford, who has decades of experience as a campus therapist and now serves as associate dean of community life and inclusivity at Dartmouth College, said it’s difficult, even impossible, to separate out all the many causes currently affecting campus populations. Students pouring into counseling centers, counselors and directors scrambling to cope, everything exacerbated by COVID-19 — the strands all braid together.

“What I don’t know is how much of this is actually trends that we’re seeing, and how much of this has sort of been revealed to us because of the pandemic. . . . There’s just a lot of complexity behind some of this,” he said. “And it’s really hard to get a sense of what’s the chicken, and what’s the egg.”

“Not the same job you got hired for”

Still, there’s a ton of data. Data on students, data on counselors, data on directors.

According to CCMH, the last eight years have seen a 6.9 percent increase in students at campus counseling services who say they’ve had serious suicidal ideation at some point in their lives — bringing the total, right now, up to 36.9 percent.

Further, **the latest report** also shows that students’ lifetime counseling experiences are similarly on the rise, with around 60 percent of students who seek campus services saying they’ve had previous treatment — an increase of more than 12 percent since 2012-2013. The organization’s data over the same span indicate anxiety and depression have also been increasing, with 24.1 percent citing the former as their “top concern,” 18.3 percent the latter. Meanwhile, the percentage of students reporting a traumatic event has gone from 31 percent to 42 percent.

Other research bears this out. **In a 2018 study tracking 10 years of data** from the annual **Healthy Minds Study** surveying college students’ mental health, the authors ticked off increases across the board: From 2007 to 2017, the survey saw upticks in rates of treatment

(19 percent to 34 percent) and students with lifetime diagnoses (22 percent to 36 percent). “The prevalence of depression and suicidality also increased,” they wrote, “while stigma decreased.”

In **the 2020 iteration of the study**, 41 percent of all students reported lifetime diagnoses of mental disorders; 39 percent of them, some form of depression; 34 percent, anxiety. Twenty-four percent said they were on psychiatric drugs in the past year. In the same span of time, 13 percent reported suicidal ideation; 23 percent engaged in non-suicidal self-harm.

“It’s clear that more students than ever are reporting a lot of distress — a lot of feelings of depression and anxiety, more thoughts of suicide,” said the University of Los Angeles’ Daniel Eisenberg, director of the Healthy Minds Network and author of its 2018 trends study. “I think it’s still a little bit of an open question as to what that means — because, you know, one explanation would be that young people are more aware of mental health symptoms, and more open to talking about them, and even reporting them on a survey. I think that probably explains at least some of the uptick.”

That said, “I think it also probably does reflect greater levels of distress that are separate from just the willingness to report.”

Whatever the cause, however it’s defined, all of that puts a load on counseling services. If you crunch the math on workloads, it comes down to caseloads per clinician — how many sessions each counselor at a given campus is expected to handle. A Clinical Load Index (CLI), developed at CCMH, shows annual caseloads ranging from 30 to 310 for the average 40-hour-per-week clinician (providing 24 hours of direct clinical care) within the 567 centers providing data.

That yawning gap between low end and high end underscores a considerable disparity in the experiences and stress levels of counselors, with some of them handling reasonable workloads and others teetering under a heap of professional obligations. For many, the inflation of caseloads and other duties has been gradual: A drip-drip-drip of more sessions, more walk-in shifts, more screenings, more outreach duties and other non-counseling job requirements.

Locke uses a few different metaphors to explain this. Imagine, he said, if someone told you to drive five miles per hour faster every day. Or imagine this: “Every morning when you get up, somebody adds five pounds to the bag you have to carry.” Eventually you’d be dragging around a 60-pound weight.

If you were hired to lug it around from the start, that’s one thing. But for many counselors working today, he said, “The job you’re responsible for today is not the same job you got hired for 20 years ago.”

“Burnout is incredibly real”

As interviewee after interviewee pointed out, the work is heavy as is. Listening to students' stories and absorbing their burdens can become another kind of burden, especially when those in need are in an extreme state or even at risk of suicide — and especially when the counselor in question is tired, isolated, or in distress themselves.

“That ‘burnout’ word is very, very prevalent,” said Stephen Elfenbein, a counselor with the Shaw Wellness Institute at Colgate University who also coordinates drug and alcohol services. Although he doesn’t see it in his current role (“swearing to God, I don’t”), he hears about it from friends and colleagues at other campuses or outpatient clinics — and he’s observed it himself in previous jobs.

“Burnout is incredibly real,” echoed Erica Riba, director of higher education and student engagement for the Jed Foundation. “I have unfortunately seen people leave higher education. We don’t want that.”



Stephen Elfenbein

A licensed clinical social worker, she previously served as a therapist at Eastern Michigan University and Wayne State University. Asked if she observed burnout herself, she replied; “Oh, yeah. I saw it in my work.” Assessing risk, assessing center resources, factoring in the safety of students in crisis and the needs of others: It’s a lot. “You’re daily doing your best to support people for their mental health — and it can be common for people to forget about what *they’re* going through, and their *own* mental health.”

That became especially notable throughout the COVID pause, as social interaction — and with it, therapy — turned virtual, increasing screen time and exacerbating isolation for students and counseling staff alike. In a way, the experience became a lesson in human nature and the urge to connect.

“I believe that the connection is so critical to our human condition that a sense of disconnect — the inversion of that — lays a foundation for all kinds of feelings. . . . whether it’s sadness, or exhaustion, or fatigue, or lack of motivation, or any of it,” said Harry Rockland-Miller, a onetime consulting partner with Greg Eells and former longtime counseling director at the University of Massachusetts, Amherst. He’s also co-author, with Hamilton College counseling director David Walden, of [**a recent Mantra Health whitepaper**](#) on college-provider burnout in the thick of pandemic.

The responses to Rockland-Miller and Walden's survey were stark. One of its questions: "Are you experiencing some form of burnout?" A whopping 90 percent of surveyed clinicians and 92.4 percent of surveyed directors replied "yes."

"It's not a double-blind placebo-controlled study. Not a random sample," Rockland-Miller said. There were limitations, and he wants to be cautious. "But, yeah, it was really striking to me. . . The results just — well, you saw them. They were really powerful."

Even pre-COVID, burnout was already a cause for concern, a topic of discussion, and a subject of research. In 2018, Gregory Lee Bohner's paper explored the metrics in **The Relationship Between College Counselor Work Responsibilities and Burnout**, his dissertation for Kansas State University. Now director for disability services at Union University in Jackson, Tennessee, he used various metrics to analyze burnout and test various hypotheses — and developed a "College Counselor Activity Rating Scale" to measure counseling and non-counseling work duties specifically. None of the results point to any simple explanation of causes or definition of "burnout."

But the gist of his findings: If counseling staff maintain more of a sense of meaning in their work, they're generally in a better psychological space than those who feel less. It's not a question of more non-counseling duties at small campuses versus large — which isn't the case — or even the effects of such duties themselves.

"Perceived workload and administrative activities were positively correlated with burnout," he wrote, "but finding meaning in one's work was negatively correlated."

"You're holding all the mental, emotional stress of the students"

In a phone interview Bohner expanded on this, noting a change over the decades in the role of campus counseling, in the students who access it, and the expansion in the type and scope of work that counselors do. It boiled down to *perceived* workload — how the work was understood by counselors, and whether they performed it with that critical sense of meaning.

"That stands out," Bohner said. "Because you can have all these different things that you're doing, but so long as you don't have that high perceived workload, that's not going to be connected to the burnout."

The deeply felt idealism that brings people into the field is one thing, Bohner said. The skills required in learning to switch off feelings at the end of the day are another. Some people might have trouble leaving those feelings at the office, and that's where burnout becomes a danger. "They don't quite learn how to build that boundary and to turn it off," he said.

Bohner calls this his "empathy chip." At some point in the day, he needs to switch it off — or at least down.

A different metaphor for burnout hit him right then on the phone. “You get done camping, you’re all out of wood. And you either go out into the forest and grab some more — and keep the fire burning,” he said, “or it’s burned up.”

For many clinicians feeding the fire, that sense of meaning described by Bohner — even beyond that, a sense of mission — drives them as they navigate the surge in caseloads and all that it means. That’s why they’re in the business: to help people heal. “There is a sense of calling for many people in the field,” Rockland-Miller said. That sense of purpose “keeps us moving forward.”

But helping people heal isn’t easy, he said. “You’re holding all the mental, emotional stress of the students.” Anxiety, trauma, substance abuse — all of those individual student needs. Add to that the needs of the wider community — faculty, professional staff, other groups. “You’re holding a lot, right?” All of that “can’t be held alone by the counseling center.”

Those on the outside can see it, too. “Largely, I see a workforce that has gone into this work because they cared deeply about people — and they cared deeply about students,” said Alison Malmon, founder and executive director of the student mental health awareness organization Active Minds. But they can’t be expected to carry everything; there needs to be a more public-health approach. Some campuses are doing that. Others, she said, “are not doing as good of a job.”

As Bryant Ford remarked from Dartmouth: “I wonder sometimes, do they really understand how difficult this work can be? And what kind of impact it can have on its employees? . . . Do you really know what it means, understand what it means, to sit and sometimes hold what some of our students are experiencing?” And no, he said, “I don’t know if it’s understood.”

“Representation matters”

All of this is especially true for counselors of color. They are, to put it bluntly, in demand.

“Oh, my God, that’s an understatement,” said Jan Collins-Eaglin. “They are in so much demand that it burns them out.”

In her various clinical roles, “Students would come to see me because I’m a counselor of color — and I was happy to see them. But then you have all these *other* students that have to be seen also. So how do you begin to balance who sees who? How do we balance this? Do you have the capacity to have specialized services? Do you have the staffing to have specialized services? And that poor therapist,” she said. “Because it really gets to be a whole lot.”

The preference of BIPOC students for BIPOC clinicians is in particular relief at predominantly white institutions, where a young person of color is likely to feel even more isolated. With a shared understanding of systemic racism, poverty, and trauma, “There’s an ease with which they can communicate,” said Ford, who’s African-American. Such counselors “know what it

means to feel marginalized or feel dismissed — and there's something about knowing someone may have traversed that area that they've gone through. There's a sense of bonding and feeling comfortable."

But in a counseling profession **that's also predominantly white**, most campuses have difficulty hiring, and then retaining, caregivers with that shared experience. And that means more work for those already on staff. "Sometimes it does become challenging," Ford said. If there aren't enough counselors of color, "Then everybody is clamoring to see them. It can increase caseloads. And that can also increase the stressors that are also associated with the work experience." On top of caseloads, counselors are often deeply involved in outreach.

Asked what she observed from her work at the Steve Fund and her many years as a counselor of color, Collins-Eaglin zeroed in on the student's perspective: "What we see happening is that, with everybody else — like everybody else — mental health issues are rising. And that's consistent across the board. What *isn't* consistent is the fact that we have unequal access to services and understanding about those services." BIPOC students "are marginalized in ways that others aren't. Accessing services is a real issue, right? It's a big, big, big issue — and, from my perspective, a social justice issue."

College campuses are, in a way, microcosms of society at large, contained academic biodomes featuring the intricate dynamics, etched-in hierarchies, and diverse, interweaving social groups that can be found in any community, small or large — with the same implications surrounding representation, identity, and access.

"Bingo," said Collins-Eiglin. "We represent what's out there."

Students of color are already reluctant to use campus mental health services. "When they go to the counseling center — or if they go — who do they see? . . . What we hear from students is: 'I'm not going there. They don't understand me.'"

Marcus Hotaling, counseling-center director at Union College in Schenectady, NY, and president-elect of the Association for University and College Counseling Center Directors (AUCCCD), said he comprehends the need for diverse staffing. "I do think it's important," he said. "Representation matters. It is important that we do our best to offer resources and support services that students can identify with."

"That feeling of neglect and being ignored is no longer there"

At campuses both large and small, the call for greater representation acknowledges students across a rainbow of identities, LGBTQ included. While smaller institutions with tighter budgets might have a harder time hiring staff that reflects them all, regular diversity training is now the norm for campus services, Hotaling said; education of counselors has become more inclusive and identity-minded, as well.

Such priorities mark a notable and ongoing shift in the history of college counseling, which has transformed and expanded in significant ways over the last century. Twenty years ago, Shannon Hodges of Niagara University published **University Counseling Centers at the Twenty-First Century: Looking Forward, Looking Back**, but much of the article's content is as relevant now as it was when it first appeared in the fall 2001 issue of the *Journal of College Counseling*.

Around 100 years ago, counseling was principally academic — the bailiwick of professors advising students. After World War II, with veterans returning, it expanded to include vocational training. In the decades that followed, counseling became more specialized and distinct from the work of student affairs, focusing on personal and mental health matters and moving into the more humanistic realm with talk therapy trained on listening. Later in the 20th century, as the medical model and its focus on psychopathology became dominant, an emphasis on psychiatric diagnoses and treatment emerged on many campuses.

The more developmental approach pushed back as best it could — emphasizing the transition from adolescence into adulthood and the “interpersonal, emotional, physical, and spiritual” changes that typically characterize the college years. That emphasis, which Hodges calls “a remnant of the early days of the field,” remained a hallmark of the profession and its many splintered subgroups as more and more counseling centers served more and more students. By the turn of the 21st century, the diversification of the student body and, with it, the gradual metamorphosis of counseling itself, meant that counselors were addressing a wide range of needs for a wide range of students.

In the two decades since, needs grew. Duties expanded to meet them, and needs grew more. As they did, another “chicken and egg” conundrum came to the fore as research highlighted continually worsening mental disquiet among undergraduates.

John Miner, a partner in College Health and Counseling Services Consulting and a psychiatrist who worked on staff and served as counseling director for Williams College, noted Richard Kadison's 2004 book, **College of the Overwhelmed: The Campus Mental Health Crisis and What to Do About It**, which “really sprang out of” the massive **National College Health Assessment** survey and its first batch of results from four years earlier.

The data “pointed to this notion of students being overwhelmed and really stressed out by being in college,” Miner said. Since then, “There's kind of been an ongoing argument in the field whether students are more disturbed than they were in the last generation” — or whether young people, parents, and society itself are simply changing in how they frame and address experiences.

Do the numbers showing an increase in anxiety and depression indicate an actual downturn in student mental health? Or do they represent a “much more open” culture, and an increased willingness to talk about it?

David Reetz, CAPS director at Rochester Institute of Technology and 2020-2021 president of the AUCCCD, sees it as a change in language and a matter of students feeling more at ease in discussing their mental health. In previous generations, he said, someone might have identified a challenging state as “academic stress — worrying about being able to learn the material, struggling with group dynamics and group projects, being anxious about a presentation in class.” Nowadays, “students are more inclined to label that as mental health distress.”



David Reetz

He also cited the Obama-administration drive for more accountability in higher education, which cranked up the pressure on universities and colleges to produce numbers on all facets of education and campus life. Mental health services, formerly under the radar, felt compelled to meet demand and maintain accountability.

Maybe 15 years ago, he said, most university and college counseling directors “would say that they were there as kind of an afterthought. They were doing their own thing. They were underfunded. And we were just not valued.”

And now? “That feeling of neglect and being ignored is no longer there.”

“Perfectionism is in the water everywhere”

Counseling centers have swollen in footprint and prominence, their literal growth mirroring their ever-expanding role.

For a long time, at most colleges, health services in general were located on the periphery of the campus. At a smaller school, it might have been staffed with a nurse. What’s more, Miner said, “Nobody knew who went to the health services. Nobody wanted to *know* who went to the health services.”

But over time, health “became more centralized on campus, and there was kind of a push to integrate services and reach out more” — rather than simply wait for people to show up. Those services grew, with “all of those fields hiring more and more people. And the number of students utilizing those services kept growing, and growing, and growing, as well.”

Just look at the buildings themselves. “Wellness centers are gleaming structures with all these things — that’s a big selling point for colleges,” said Miner’s consulting partner Gerard Fromm, who teaches at the Yale Child Study Center (and, like Miner, is affiliated with the Erikson institute at the Austen Riggs Center in Stockbridge, Mass).

Not too long ago, Hotaling said, a counseling center “never got calls before from parents asking what services were available as they were looking at what college to pick.” But the reduction in stigma, combined with the advent of “helicopter” parenting, means that primo mental health services can now give an institution bragging rights — even promoted in emails and on campus tours. Because of that, “They’re now calling in March, saying, ‘My son, my daughter, my child is considering Union, and we want to see what services are available.’”

The upshot: Pressure in all directions. Pressure on colleges and universities, especially the priciest ones, to be full-service operations. Pressure on directors to keep upper management happy while tending their own staffers and figuring out how best to make do with the resources they have — in many cases, while also handling some individual sessions with students themselves. Pressure on counselors to provide all care, to meet all needs, to be all things for all students.

One outcome, said Vanderbilt University counseling director Todd Weinman, has been an “the erosion of boundaries” in college counseling, which historically etched a line between therapist and student. Formerly, a student would meet a counselor in strictly delineated sessions of maybe 45 or 50 minutes, slowly building a special therapeutic relationship. Now, “It’s all access, all the time, and kind of treating mental health as you would a primary care office.”

Weinman, close friends with Eells, was on a Zoom call with Greg’s wife Michelle. Reflecting on her late husband, she recalled something he often said about the system — and all the loaded expectations being heaped upon counseling services. So many people expect the campus medical and counseling “to fix all their needs, and provide these services that society doesn’t provide.” Instant medical care, instant mental health counseling — none of that is available in the outside world “unless you go to the E.R. And even at the E.R., you don’t get immediate counseling services. So they have this pressure — the university and the center — have this pressure to provide services and fix things that don’t happen anywhere else.

“He said this, of course, more eloquently than I did,” she added. “But it’s true.”

“Yeah,” Weinman said. “Perfectionism is in the water everywhere.”

“You don’t even notice what you’re carrying”

For counseling service directors, it all adds up.

“In some ways, all the trauma becomes a little bit cumulative . . . We’re absorbing it without really knowing it,” said Weinman. Managing staff, navigating work dynamics, juggling through-the-roof expectations: that takes a toll. “You don’t even notice what you’re carrying.”

Consider Eells himself, a beacon in the community and admired — loved, even — for his vitality, charisma, and passion for the cause of student mental health. Co-author of a book on the healing powers of nature (**Nature Rx: Improving College-Student Mental Health**, with Donald A. Rakow) and a public speaker known for his **TEDx talk on resilience**, Eells had worked for years as CAPS director at Cornell and was serving in that capacity at the University of Pennsylvania when, two years ago, he died by suicide.



Greg Eells (Courtesy Michelle Eells)

In that tight community, many were friends with Eells, had worked beside him, or had met him at some conference or other. Even those who hadn't were familiar with his work. "Everybody knew him. Greg had a personality that just shined through," said Marcus Hotaling. His death "was definitely a shock to the system." Commented Jan Collins-Eiglin: "It shook all of us who were his friends." At a counseling-service conference held after Eells' death, Fromm said, "the depression was palpable."

In her Zoom call with Weinman, Michelle Eells described a man who "liked to be connected . . . He loved to be around people, with people. He'd have a party every day, if he could."

As humble as he was charismatic, he was also physically imposing — 6'2" and around 250 pounds, much of it muscle. Riding his bike to Cornell, five hilly miles each way, he was known for his "freakishly large calves." At home, they called him "Mr. Incredible." He never stopped feeling committed to his work or rewarded by it, she said. Even up to the end.

But suicides are complex. The reasons behind them aren't straightforward and can't be unpacked easily — or, more often, at all. Eells' wife, friends, and colleagues are all loath to blame work or pinpoint one stressor over another. Michelle Eells, for one, does not characterize what happened to him as "burnout." But whatever the causes, his suicide sparked dialogue among his colleagues, prompting focus groups, workshops, and countless informal conversations brainstorming ways to help counselors and directors while also meeting student needs.

"Everyone struggles, okay? And you may never know what someone is struggling with," Riba said. This is something she's long known. But Eells' suicide — "wow, it was a total shock to the colleagues around him. All of us."

Said Hotaling: "I think that was the first time people were saying, 'We need to be talking about our own health. Because who's helping the helpers?'" For years now, "We were looking into the resiliency and self-care of college students. . . . Now, how do we do that for

everybody helping the students? Whether that be faculty, whether that be administrators and health care providers?”

For Michelle Eells, the chief takeaway is even more searing and plainspoken: “There needs to be change.” Dwelling on the lessons of her husband’s death, she quoted a sentiment conveyed by many, in more or less the same words.

“If this can happen to Greg,” she said, “then it can happen to anyone.”

“I think our world has gone mad”

College students have long been wrestling with that same, plainspoken admonition.

Emma Smith, a junior at Drexel University in Philadelphia, was in high school when she first ran across statistics identifying suicide as the **second-leading cause of death for youth and young adults**. She thought, “This is such a big issue. Why aren’t we talking about this more?”



Emma Smith (Photo credit: Jon Shematek)

In school, she attended an event with Malmon, who founded Active Minds after her brother Brian died by suicide. Smith was amazed and relieved to witness someone speaking openly about mental health. Feeling invigorated and empowered, she sought out the Drexel chapter shortly after arriving on campus. She now serves as co-president, reaching out into the student body with efforts aimed at outreach and open communication.

Smith is open about her own mental health issues — a diagnosis of anxiety, an episode of depression. Talking about it is more normalized now than, say, when her mom was in college. But stigma is still an issue. Openness still needs to be encouraged. Asked whether she would classify the waves of students accessing services as a crisis, she replied: “Yes. I think I would.”

For her, those suicide statistics brook no argument. “That’s, like, the final thing,” she said. “I don’t know how to say it. . . . If people are dying at that rate? High suicide? That shows so much is going untreated.”

Which raises a big question: *Why?*

Why are suicides continuing to spike? And why are young people in such distress to begin with?

Could the reasons be iatrogenic — that is, the treatment itself? **A 2014 study by Danish researchers** showed suicide risk increases according to the level of a person’s psychiatric care: from 5.8 times higher for those on medication to 44.3 times higher for those who’ve been admitted as an inpatient.

But could other factors, societal factors, be playing a role? **Could racism, poverty, and other systemic issues** be contributing to malaise? Could the cause be **global warming**, political extremism, **social unrest** — or all of that? Perhaps, some say, it’s life in this particular epoch of history, riddled with uncertainty and strife.

“I think our world has gone mad, and I think that has significant implications for all,” said Nance Roy at the Jed Foundation, “but especially for young people. . . . I think it’s a scary place right now.”

Social media usage, and its effect on sleep patterns, was one more potential cause for stress cited by those interviewed; another was the parallel downturn in real-world social interaction, which is always critical in developmental terms as teenagers inch toward adulthood. David Reetz, with the AUCCCD, cited **The Freshman Survey** of incoming American students in breaking down the causes of student anxiety. Conducted each year by UCLA, it has shown **a shrinking allotment of time that they spend with their peers**. Asked about their last year in high school, students are reporting less and less experience in high school clubs, athletics, volunteerism — and other forms of socializing.

“All of that time engaged in social interaction is diminishing,” Reetz said, who also noted **a 2019 study**. “So of course, when they come to campuses, they’re gonna be anxious, because they have less experience in those social interactions.” Talking to peers, engaging with faculty, all of it. “And there’s a learning curve there. And that’s a notable part of this increasing anxiety — that learning curve. Now, is that a mental health disorder, or is that a normal developmental process?”

On top of that: the pandemic.

According to Hotaling, Union College is currently seeing a spike in the number of first-year students accessing services. From the first week of term until Oct. 1, he said, the college saw a jump of “85 percent in the number of first-year students we’re seeing, and a 20-percent jump in the number of appointments we’ve had. So that means the majority of our clients right now are first-year students.”

The reasons why, he postulates: “They haven’t really had normality in a year and a half. Their last normal year was two years ago. Now, all of a sudden, we’re throwing them back into full-time student (life), and classes, and adjusting to college, and overcoming the pandemic, and trying to meet people with masks on their faces. And all sorts of things.”

Smith agreed. “COVID was like a collective trauma,” she said. “But there’s always going to be a student who’s struggling, and we always need to keep that in mind.” And even if students are using the language of mental health to describe stressors that generations past might have identified as academic or social, well, they’re still feeling it.

“I think if you’re reaching out for help and going to therapy — and it’s already stigmatized at that level,” she said, “there’s a reason *why* you’re reaching out.”

“Crisis is in the eye of the beholder”

Which prompts another big question: What would help? What would ease the pain of students and the impact on counselors? What should colleges *do*?

Smith had a few answers. For a start: “More counselors. Honestly, just expanding the whole counseling center. They’re really overworked, and, like, the pressure on them — I really empathize with them. . . The counselors try to do the best they can with what’s given to them.”

Others concurred. But many are cautious on this front, both recognizing that students need access and acknowledging that efforts to ramp up that access haven’t solved the problem so far. For years now, students have been in crisis; services needed to expand. But students are still in crisis; services still need to expand.

As a response to the crush of appointment requests, institutions across the country are now instituting some form of triage — a method of screenings, assessment, or stepped care that identifies those in acute need and re-routes others toward less-immediate treatment. Students trying to access mental health services aren’t all suicidal, profoundly depressed, or in some other state requiring immediate care. But some are, and any student who feels in danger needs to be heard. As the Jed Foundation’s John Dunkle put it: “Crisis is in the eye of the beholder.”

Dunkle long served as CAPS director at Northwestern University. There, he said, “the number of crisis appointments were far outsurpassing the number of other appointments” — and so they trained their energies on those most urgent demands. “If a student is expressing it as a crisis, then we had to focus attention there, because it could potentially be someone at high risk.”

But the result can be a bottleneck in longer-term or even shorter-term treatment as counseling centers drop everything and respond — something Dunkle has heard from colleagues across the country. According to the **AUCCCD’s 2020 survey**, the average time for a first appointment is four business days; the wait for a follow-up after a triage appointment is seven days; at schools with between 15,001 and 20,000 students, it’s 10 business days. Other research and news accounts note even longer wait times: At the University of Arizona, **a *Daily Wildcat* story from late 2019** quoted a student who had to wait six weeks for an appointment. Other accounts assert the same, or more. (And in **its 2019 survey**, the AUCCCD listed a “maximum wait time” of 54 days for schools with 10,001-15,000 students.)

“Six weeks. . . . that’s a long, long time,” said Alison Malmon.

Sometimes, students themselves don’t recognize the seriousness of their own mental or emotional state. “You don’t always know the answer to that question until someone helps you see how severe it’s gotten,” she said. “I don’t think it’s an issue of triaging.” Whether they’re suicidal or not, “By the time somebody calls a counseling center for help, it’s extreme for them.”

Riba described it this way: “Every student matters. Every student, no matter the situation. . . . We have to commend students for taking that step and wanting to talk about it. It could be that they’re in a panic or a crisis, and need to be seen immediately.” Or maybe they just need to share. “But counseling centers need to create that space.”

“It’s a see something, say something kind of thing”

All such programs — triage, by any other name — still put the onus on counselors. They still follow the established treatment paradigm, routing students toward campus centers for aid, assessment, and counseling. Crisis mode is one thing; broader support is another. Further ramping up CAPS funds, some say, can only do so much.

Jan Collins-Eaglin regards the allocation of more resources as good news. “But the other piece of that is you can’t resource your way out of this situation,” she said. Institutions of higher learning should be considering alternate models of care, weighing the diverse and complex range of students’ needs. “You’ve gotta think about it differently.”

Which raises yet another big question: What does that mean? What would *thinking about it differently* entail? Given the shifting aims and arc of counseling on American campuses, what should the next phase be? For many, the long view requires something beyond that

treatment-oriented model — something that nudges campus mental health into more broadly human territory.

“I’m not saying that we shouldn’t be giving treatment,” said Brett Scofield at CCMH. “But there are students, certainly, where there are alternative routes that might meet their needs — that’s not a professional, long-term, mental health intervention. Faculty supports. Peer supports. There’s connection with others. There’s other support services on campuses. There’s online wellness support services. So there’s alternative pathways where, I think, people can get supportive care outside professional interventions — and faculty could be a part of that.”

This point — that not only counselors should be helping students in need — was made, with similar urgency, by people in positions both on campus and off.

“The responsibility of addressing student mental health issues on campus is really a community issue, and can’t just be the counseling center,” Dunkle said. Added his colleague, Nance Roy: “Not every student on campus needs direct clinical care. But they can all certainly benefit from support, from a warm hand.” And that warm hand could belong to anyone. “Security folks, dining hall people, I mean, you name it. Everyone on campus has a role to play — not to be therapists, but to be caring human beings.”

Maybe a professor notices a student has gone silent in class. Maybe someone else, on some other corner of the campus, notices an absence or alteration of mood. “Reach out,” Roy said. “It’s a ‘see something, say something’ kind of thing.”

As basic as that sounds, putting it into place isn’t easy — because many people don’t know exactly what to say.

“How do you learn to just check in with people?” asked Bryant Ford at Dartmouth. “Because people question whether or not they know how to ask the right question.”

“People are so afraid to say the wrong thing that they don’t say anything at all,” said Alison Malmon, noting that **67 percent of college students tell a friend that they’re suicidal before telling anyone else**. Given that statistic, she asked, “What kind of tools and language can we arm students with?” Awareness is rising, stigma is decreasing, “and yet nobody has ever been taught what words to use.”

Active Minds has developed one approach, **Validate Appreciate Refer (VAR)**, which it highlights online and promotes on campuses. Everyday observation, conversation, and compassion are the keys. As the website explains: “Someone doesn’t need to be in a crisis to seek help; you don’t have to be an expert to provide help; and help can come in many different forms. Being there for someone in a moment of need is what it’s all about.”

Other organizations are promoting similar toolkits and training methods urging people to speak up — and, when they do so, what to say. Advice varies. But in general, open-ended questions (“How are you?”) are encouraged; more specific ones (“Are you depressed?”) are discouraged. Trainings are short, sweet, compassionate, direct. Nothing too time-consuming. Nothing too complicated.

An assortment of other efforts are being promoted and pursued. Jennifer Howard’s 2015 piece in the Chronicle of Higher Education, “**Faculty on the Front Lines**,” looked at “rapid-response” initiatives that engage faculty in different types of crises and quoted Reetz on the need for more campuses to train them. The Jed Foundation also offers materials for professors, staff, and other non-health professionals — ways to educate the community on suicide prevention, language skills, listening skills, and more.

From the wellness center at Colgate, Stephen Elfenbein works with students on Active Minds programs — including the anti-suicide initiative **Send Silence Packing** — and other campus programs. Many such efforts are focused on prevention, mindfulness, self-care (“sometimes, the students need to give themselves a hug”) and positive engagement, stressing a whole-community model and mindset on issues from sexual violence and drug prevention to broader issues of mental health and wellness.

From his standpoint, it just makes sense.

“It’s a campus-wide problem,” he said, “so we’re gonna find campus-wide solutions.”

“There’s room for us all to grow”

But the campus is only a piece of it. For many, the larger target for change is society itself — combating the idea of “mental health” as a topic only addressed in terms of the treatment model, and only for those in crisis. Emma Smith, for her part, wishes therapy were considered a preventative measure “for every phase, every part of the spectrum, even if you feel you’re in the best place mentally.”

As Malmon expressed it: “Our goal is to change the culture around mental health— and in some environments, that means starting a conversation around mental health. Because it may be an environment, or a school, where no one is talking.”

The aim is to get people conversing about it in normal ways, on normal days. Not just now and then — say, because it happens to be World Suicide Prevention Day, each Sept. 10, or National Depression Screening Day on Oct. 7. “But also because it’s Thursday,” she said. “And mental health exists on Thursday, too.”

And that, for Malmon and others, is a critical element of the quest to reframe mental health: It isn’t just a concern for those in crisis. No one thinks that way about dental or medical health, she said. No one assumes that only diabetics need to eat mindfully, or only cardiac patients need to exercise. Mental health, stretched along a continuum, is everyone’s concern.

“It’s part of our overall well-being. . . . It’s every day, taking care of what’s going on in your mind. If we wait until something is wrong, we’ve missed a lot of time to help teach coping skills, and help people to feel great, and to thrive.”

She spoke of her brother’s own struggles, which he battled silently for too long. Eventually his family learned of two weeks when he failed to get out of bed, missing all of his classes at Columbia and saying he had mono to anyone who asked. No one questioned that. Back then, she said, “It was okay to have mono.” But it wasn’t okay to feel depressed, and he couldn’t find a way to tell anyone.

He died by suicide in March of 2000. Malmon, then a psychology and sociology major at Penn, created a student group — what became the first chapter of Active Minds — the following year. She founded the nonprofit in 2003.



Alison Malmon with her brother, Brian

So in her view: Yes, students nowadays “are just more open about their struggles.” One student might say they’re having a lot of trouble with a roommate, and another might say they’re grappling with anxiety — “and those two things might be the same situation.” But at least, she said, they’re talking about it.

“There has been an evolution in the acceptance of mental health as being a challenge — or something to take care of, something to acknowledge — in the past five to ten years that didn’t exist in the years prior to that.”

That same change, she added, can and should occur for the people staffing counseling centers — a point that emerged repeatedly in interviews. Caretakers are on that same mental health continuum. They should be taking note of their own needs, and each other’s, along with those of students.

Often, Riba said, counselors forget to do that. They forget to take vacation days, sick time, even lunchtime. They forget to get up from the screen in between telehealth sessions. They forget to stay hydrated. They forget to indulge in exercise and activities that make them happy. All of that needs to be part of the message. “Now, more than ever, we have to prioritize self-care, prioritize our own mental health. We need to recognize that mental health is health,” Riba said, noting an MTV initiative and website employing that four-word phrase.

“Therapists, psychologists, physicians, lawyers, everyone: We need to make sure that we’re checking in on our colleagues and that people have resources that they can access as well. . . You can take notice when your colleagues are struggling,” she said. “There’s room for us to all grow.”

At Colgate, Elfenbein said, a “group supervision model” allows counselors to meet with their supervisors and each other to discuss all the issues they’re facing. “And you can vent about it. You can seek solutions . . . We care deeply for the students, and for each other. And I would say we support each other.”

The key, there or anywhere, is “practicing what we preach about self-care. . . . We need a break, and I think, also, we need a connection. I think that’s something we always are working on.”

“We can’t ever be a totally solo ship”

In the second half of that Mantra Health article exploring the spikes in COVID-era counselor burnout, the authors steer toward implications and recommendations for those who run, and staff, psychological services. They urge “togetherness,” the nurturing of relationships with colleagues and the nourishment of support; “boundaries,” emphasizing work-life balance, outside activities, and sleep; and “openness,” calling for clear policies and connection with professionals in equivalent roles.

“For example,” it says, “directors may feel that their unique position makes it challenging to present their own fatigue or uncertainty to their staff or supervisors.” It then advises: “Join a community of other directors.”

This is a recurring theme. For directors in particular, simply talking about their mental health isn’t easy — wedged, as they are, in a middle-management role between the clinicians they supervise and the administrative higher-ups who set goals and establish the policies they’re charged with implementing. What’s more, they generally have no director-colleagues on campus with them.

As Todd Weinman said: “It’s the sort of system where you’re the chief mental health officer,” working to create a healthier community and managing a team. “It’s definitely a sense of, ‘Oh, God, I don’t want something to go awry below me, but I don’t want something to go awry on campus. . . . It’s just hard.’ Whatever happens, ‘It’s your job to fix it. . . and I think Greg and all of us feel like ‘If we don’t fix it, no one will.’”

Charisma, drive, and natural leadership skills help. But many directors rose to the job from their positions as counselors; and part of their new role means absorbing all of their clinicians' stresses, all of their work experiences, without being able to share any of their own with immediate colleagues. Which means the people they can most naturally connect with — the people who would most easily understand — are under their supervision. And directors can't tell them what's going on.

"This is why organizations like AUCCCD are so invaluable," Rockland-Miller said, "because you can talk to professionals who are shoulder-to-shoulder with you, without that kind of worry. . . You need to make room for it. It's just really important, and we can't ever be a totally solo ship, right? We need to have support. We need to have people we can speak with about our uncertainties, or things we're trying to sort out."

After Greg Eells died, there was a lot of sorting out. There still is. Earlier this year, Miner and Fromm organized workshops for counseling directors as a way to address grief over his death and stress over their work. The sessions were designed to help them understand and articulate "what they knew but didn't know about their situations," Fromm said, adding: "We're seeing people who are almost despairing about all that's coming their way . . . and don't have a way to bring what they're learning to those above them, to kind of help guide the institution."

Two half-day workshops were held this past May. After one of them, a participant summed up the effects with three words: "I'm well now."

"And it was stunning," Fromm said. "Stunning."

"We're all in this together"

For those who work in counseling, none of this is surprising. Being human means yearning to communicate with others — during a pandemic, or anytime. Erica Riba spoke to this, emphasizing the power of belonging and connecting, the nature of community, and the culture that encourages it. "We have to drive home a culture of caring — of everyone involved in a student's life."

"On a community level, what if we did that?" asked Daniel Eisenberg of the Healthy Minds Study. "What if we could change the community in a way that students feel a greater sense of belonging? They feel more a part of the campus community. . . . They feel less discriminated against — feel they have more connection with their peers and with the campus community?"

He continued, "The reality of actually improving it — it's not simple. It's not basic." It doesn't operate "on an individual or a group level." It needs to be coordinated across all corners of the community at large — a call for change now being voiced with increasing urgency.

“What we’re striving for — in an optimal way, in an aspirational way — is a community of care. *Community of care*,” said Rockland-Miller. “And the counseling center is a critical part of that, but certainly not the only part of that. It’s a community thing.”

Weinman stated it plainly. “We’re all in this together.”

Ben Locke stated something else, just as plainly, about life and its many jagged parts. It tells an age-old story.

“If you’re a human being, you will die,” he said. “And along that pathway you will experience health problems. If you’re a human being, you will experience distress. You will experience loss. You will experience periods of happiness, sadness, and grief — and those are not mental health failures. . . . So my perspective is: How do we move back toward understanding that?”

In Greg Eells’ talk on resilience, he opens with a quote from the Buddha: “Life is Dukkha,” which is commonly translated as “suffering.” But that’s too simplistic, he says. A better translation would be “a bone slipped out of socket” — or “a wheel with a hub that’s just a little bit out of center. At a very core way, the Buddha is describing what it means to be human.” How we bounce back from that out-of-whack bone or wheel hub: That, Eells says, is resilience.

Two years after his death, the counseling community is still working on the bounce-back — still trying to rethink the collective wisdom surrounding campus mental health, still searching for some new way forward, with some new narrative, in the midst of so much hurt.

Erica Riba recalled the last email from him, which included a link to his TEDx talk. She had known him during his time at Cornell, she said. Trained as a clinician, she followed his webinars and appreciated his gifts for educating the field.

His death affected her. Affected the team she worked with. Affected so many others. She wants his family to know “how great he was, and how much he taught those who were wanting to be in the field — how to do this work with empathy, and courage, and humility. I really learned so much from him.”

All of his work on college mental health, all of his energy, all of the ways he reached people and inspired them: “He was transformative.” Is he still teaching? “Yeah,” Riba said. “He is.”

Weinman is also looking to his late friend for guidance. Eells was a man of hope, he said. He always believed that things could get better. He always had faith. But in the aftermath of his suicide, what could that mean? “How do we channel Greg’s optimism in the face of such a difficult event?”

He isn’t sure.

“I do find myself channeling him and trying to do that,” Weinman said. “But it ain’t easy.”

7 COMMENTS

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COMMITTEE ON FINANCIAL AFFAIRS PRE-READS



WILLIAM & MARY

CHARTERED 1693

Unaudited Consolidated Financial Report For The Year Ended June 30, 2021





WILLIAM & MARY

CHARTERED 1693

2020-2021 CONSOLIDATED FINANCIAL REPORT
FOR
THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA,
VIRGINIA INSTITUTE OF MARINE SCIENCE
AND
RICHARD BLAND COLLEGE

November 1, 2021

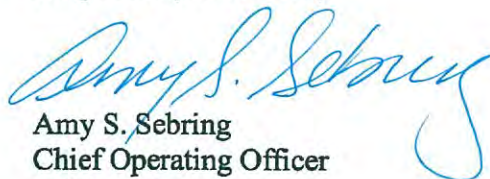
To the Board of Visitors of The College of William and Mary (William & Mary), Virginia
Institute of Marine Science and Richard Bland College:


We are pleased to submit the unaudited consolidated annual financial report for William & Mary, Virginia Institute of Marine Science and Richard Bland College for the fiscal year ended June 30, 2021. Financial management has prepared and is responsible for the consolidated financial statements and all information in the financial report. The financial statements have been prepared in conformity with generally accepted accounting principles consistently applied.

The statements contained in this report are intended to provide a picture of the flow of financial resources during the fiscal year 2020-21 and the balances available for the future.

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

Respectfully submitted,


Amy S. Sebring
Chief Operating Officer
William & Mary


Paul Edwards
Chief Business Officer
Richard Bland College

**William & Mary
Richard Bland College**

June 30, 2021

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**WILLIAM & MARY,
VIRGINIA INSTITUTE OF MARINE SCIENCE
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ANNUAL FINANCIAL REPORT 2020 - 2021

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

MANAGEMENT'S DISCUSSION AND ANALYSIS

(Unaudited)

This Management's Discussion and Analysis (MD&A) is required supplemental information to the consolidated financial statements designed to assist readers in understanding the accompanying financial statements. The following information includes a comparative analysis between the fiscal year ended June 30, 2021 (FY21) and the prior fiscal year ended June 30, 2020 (FY20). Significant changes between the two fiscal years and important management decisions are highlighted. The summarized information presented in the MD&A should be reviewed in conjunction with both the financial statements and associated footnotes in order for the reader to have a comprehensive understanding of the institution's financial status and results of operations for FY21. William & Mary's (W&M) management has prepared the MD&A, along with the financial statements and footnotes. W&M's management is responsible for all the information presented for William & Mary, the Virginia Institute of Marine Science (VIMS), and their affiliated foundations. Richard Bland College's (RBC) management is responsible for all the information presented for RBC and its affiliated foundation.

The financial statements have been prepared in accordance with the Governmental Accounting Standards Board (GASB) reporting framework. Accordingly, the three financial statements required are the Statement of Net Position, the Statement of Revenues, Expenses, and Changes in Net Position, and the Statement of Cash Flows. The aforementioned statements are summarized and analyzed in the MD&A.

These financial statements are consolidated statements that include W&M, VIMS, and RBC. All three entities are agencies of the Commonwealth of Virginia reporting to the Board of Visitors of The College of William and Mary in Virginia. W&M and VIMS, which serves as the university's School of Marine Science, are referred to collectively as the "university" and Richard Bland College is referred to as the "college" within the MD&A as well as in the consolidated financial statements.

The institutions' affiliated foundations are component units and are included in the accompanying financial statements in separate columns. However, the following MD&A does not include the foundations' financial condition and activities.

Financial Summary

Statement of Net Position

The Statement of Net Position provides a combined snapshot of the university's and college's financial positions, specifically the assets, deferred outflows of resources, liabilities, deferred inflows of resources and resulting net position as of June 30, 2021. The information allows the reader to determine the combined assets available for future operations of all three entities, amounts owed by the university and college, and the categorization of net position as follows:

- (1) Net Investment in Capital Assets – reflects the university's and college's capital assets net of accumulated depreciation and any debt attributable to their acquisition, construction or improvements.
- (2) Restricted – reflects the university's and college's endowment and similar funds whereby the donor has stipulated that the gift or the income from the principal, where the principal is to be preserved, is to be used to support specific programs. Donor restricted funds are grouped into generally descriptive categories of scholarships, research, departmental uses, etc.

- (3) Unrestricted – reflects a broad range of assets available to the university and college that may be used at the discretion of the university or college, respectively, for any lawful purpose in support of the university's and college's primary missions of education, research and public service. These assets are derived from student tuition and fees, state appropriations, indirect cost recoveries from grants and contracts, auxiliary services sales and gifts.

Summary Statement of Net Position

	<u>FY 2021</u>	<u>FY 2020</u>	<u>Dollar Change</u>	<u>Percent Change</u>
<u>Assets:</u>				
Current	\$ 137,367,116	\$ 88,934,760	\$ 48,432,356	54.46%
Capital, net of accumulated depreciation	956,657,068	943,368,421	13,288,647	1.41%
Other non-current	257,826,702	161,544,932	96,281,770	59.60%
Total assets	<u>1,351,850,886</u>	<u>1,193,848,113</u>	<u>158,002,773</u>	<u>13.23%</u>
<u>Deferred outflows of resources:</u>				
Pension related	28,793,157	23,064,379	5,728,778	24.84%
Other post-employment benefits	11,023,728	10,338,266	685,462	6.63%
Loss on refunding of debt	5,376,511	3,942,569	1,433,942	36.37%
Total deferred outflows of resources	<u>45,193,396</u>	<u>37,345,214</u>	<u>7,848,182</u>	<u>21.02%</u>
<u>Liabilities:</u>				
Current	94,162,334	93,907,152	255,182	0.27%
Non-current	539,305,268	434,939,958	104,365,310	24.00%
Total liabilities	<u>633,467,602</u>	<u>528,847,110</u>	<u>104,620,492</u>	<u>19.78%</u>
<u>Deferred inflows of resources:</u>				
Pension related	4,332,212	8,217,900	(3,885,688)	(47.28%)
Other post-employment benefits	23,981,292	25,483,451	(1,502,159)	(5.89%)
Gain on refunding of debt	1,400,704	776,174	624,530	80.46%
Total deferred inflows of resources	<u>29,714,208</u>	<u>34,477,525</u>	<u>(4,763,317)</u>	<u>(13.82%)</u>
<u>Net Position:</u>				
Net investment in capital assets	723,364,781	701,520,412	21,844,369	3.11%
Restricted	110,084,157	88,639,751	21,444,406	24.19%
Unrestricted	(99,586,466)	(122,291,471)	22,705,005	18.57%
Total net position	<u>\$ 733,862,472</u>	<u>\$ 667,868,692</u>	<u>\$ 65,993,780</u>	<u>9.88%</u>

The overall result of the combined FY21 operations was a growth in net position of approximately \$66.0 million or an increase of 9.9 percent, bringing the total net position to \$733.9 million. The growth was a result of an increase in net investment in capital assets of \$21.8 million, increase in restricted of \$21.4 million and unrestricted funds of \$22.7 million.

Total assets increased by \$158.0 million. Current assets increased \$48.4 million primarily due to an increase in cash and investments of \$36.2 million from cost containment measures and strengthening of market conditions along with an increase in the amount due from the Commonwealth for reimbursement of capital project expenditures. Capital assets, net of accumulated depreciation, increased by \$13.3 million primarily as a result of ongoing construction projects offset by capitalization of completed projects. These projects are discussed in more detail under *Capital Asset and Debt Administration* below. Other non-current assets increased by \$96.3 million due to increase in market performance coupled with the investment of \$70 million in university bond funds. The \$7.8 million increase in deferred outflows of resources is due to pension related outflows and loss on refunding of debt.

Total liabilities increased by \$104.6 million. The change in long term liabilities was attributable to the issuance of new debt offset by refunding of existing debt and increases in Net Pension liability. The decrease in deferred inflows of resources is primarily attributed to actuarial calculations related to pension and OPEB liabilities.

Statement of Revenues, Expenses and Changes in Net Position

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

Summary Statement of Revenues, Expenses and Changes in Net Position

	<u>FY 2021</u>	<u>FY 2020</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating revenues	\$ 323,358,039	\$ 320,956,048	\$ 2,401,991	0.75%
Operating expenses	<u>468,603,171</u>	<u>478,343,094</u>	<u>(9,739,923)</u>	<u>(2.04%)</u>
Operating gain/(loss)	(145,245,132)	(157,387,046)	12,141,914	7.71%
Net Non-operating revenues	<u>171,612,510</u>	<u>150,735,438</u>	<u>20,877,072</u>	<u>13.85%</u>
Income/(Loss) before other revenues	26,367,378	(6,651,608)	33,018,986	496.41%
Net other revenues	<u>39,626,402</u>	<u>44,239,221</u>	<u>(4,612,819)</u>	<u>(10.43%)</u>
Increase in net position	<u>\$ 65,993,780</u>	<u>\$ 37,587,613</u>	<u>\$ 28,406,167</u>	<u>75.57%</u>

Overall, the result from operations was an increase in net position of \$66.0 million or 75.57%. This resulted in a net change year over year of \$28.4 million. Details are provided in the following sections entitled *Summary of Operating and Non-Operating Revenues net of Non-Operating Expenses* and *Summary of Operating Expenses*.

State appropriations for the university and college are treated as non-operating revenues, therefore the university and college will typically display an operating loss for the year. For FY21, state appropriations contributed almost \$94.1 million or 18.7 % of all revenue.

The following table provides additional details of the operating, non-operating and other revenues of the university's and college's net of non-operating expenses.

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

	<u>FY 2021</u>	<u>FY 2020</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating Revenues:				
Student Tuition and Fees, net of scholarship allowances	\$ 196,371,656	\$ 182,318,974	\$ 14,052,682	7.71%
Federal, State, Local and Non-governmental grants and contracts	43,341,947	43,403,344	(61,397)	(0.14%)
Auxiliary Enterprise, net of scholarship allowances	77,719,945	88,387,631	(10,667,686)	(12.07%)
Other	5,924,491	6,846,099	(921,608)	(13.46%)
Total Operating Revenues	<u>323,358,039</u>	<u>320,956,048</u>	<u>2,401,991</u>	<u>0.75%</u>
Non-Operating:				
State Appropriations	94,090,039	90,401,326	3,688,713	4.08%
Gifts, Investment Income and other income and expenses	77,522,471	60,334,112	17,188,359	28.49%
Total Non-Operating	<u>171,612,510</u>	<u>150,735,438</u>	<u>20,877,072</u>	<u>13.85%</u>
Other Revenues, Gains and (Losses):				
Capital Appropriations	32,294,489	22,807,700	9,486,789	41.59%
Capital Grants and Gifts	8,540,437	21,642,116	(13,101,679)	(60.54%)
Loss on disposal of assets	(1,208,524)	(210,595)	(997,929)	473.86%
Total Other Revenues, Gains and (Losses)	<u>39,626,402</u>	<u>44,239,221</u>	<u>(4,612,819)</u>	<u>(10.43%)</u>
Total Revenues	<u>\$ 534,596,951</u>	<u>\$ 515,930,707</u>	<u>\$ 18,666,244</u>	<u>3.62%</u>

Operating revenue increased \$2.4 million or less than 1% as compared to the prior year. There was an increase in student tuition and fees of \$14.1 million or 7.7% offset by a reduction in auxiliary enterprise revenue in response to pandemic conditions. Non-operating revenues grew, with increases in State Appropriations, CARES Act and Coronavirus funding and investment income as a result of a strong market. The university and college experienced a decrease in Total Other Revenues due to capital grants and gifts offset by an increase in capital appropriations.

Details of the operating expenses of the university and college are summarized below:

Summary of Operating Expenses

	<u>FY 2021</u>	<u>FY 2020</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Operating Expenses:				
Instruction	\$ 136,151,291	\$ 140,310,110	\$ (4,158,819)	(2.96%)
Research	54,928,938	55,648,171	(719,233)	(1.29%)
Public Service	64,482	62,837	1,645	2.62%
Academic Support	43,735,414	42,482,406	1,253,008	2.95%
Student Services	15,186,706	16,975,860	(1,789,154)	(10.54%)
Institutional Support	52,878,448	47,483,518	5,394,930	11.36%
Operation and Maintenance of Plant	34,093,712	29,319,059	4,774,653	16.29%
Student Aid	21,379,585	20,011,482	1,368,103	6.84%
Auxiliary Enterprise	70,147,337	88,121,892	(17,974,555)	(20.40%)
Depreciation	39,854,426	37,702,243	2,152,183	5.71%
Other Operating Expenses	182,832	225,516	(42,684)	(18.93%)
Total Operating Expenses	<u>\$ 468,603,171</u>	<u>\$ 478,343,094</u>	<u>\$ (9,739,923)</u>	<u>(2.04%)</u>

For FY21, operating expenses decreased by \$9.7 million or 2.0%. The decrease was due to cost containment measures and a reduction in Auxiliary Enterprise expenses in response to the pandemic. Those decreases were offset by increases in expenses for testing and other pandemic related expenses.

Statement of Cash Flows

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

Summary Statement of Cash Flows

	<u>FY 2021</u>	<u>FY 2020</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Cash Flows from:				
Operating Activities	\$ (107,139,723)	\$ (119,762,492)	\$ 12,622,769	10.54%
Non-Capital Financing	232,491,847	154,217,177	78,274,670	50.76%
Capital and Related Financing	(13,762,836)	(35,913,568)	22,150,732	61.68%
Investing Activities	(75,940,169)	9,718,245	(85,658,414)	(881.42%)
Net Increase/(Decrease) in Cash	<u>\$ 35,649,119</u>	<u>\$ 8,259,362</u>	<u>\$ 27,389,757</u>	<u>331.62%</u>

Cash flow from operations and non-capital financing reflects the sources and uses of cash to support the core mission of the university and college. The primary sources of cash supporting the core mission of the university and college in FY 21 were: tuition and fees - \$193.8 million, state appropriations - \$94.1 million, auxiliary enterprise revenues - \$77.8 million, proceeds from general revenue pledge bonds \$74.5 million, gifts - \$40.8 million and grants and contracts - \$35.5 million.

The primary uses of operating cash in FY21 were payments to employees - \$272.8 million representing salaries, wages, and fringe benefits and payments to suppliers of goods and services - \$129.5 million.

Cash flow from capital financing activities reflects the activities associated with the acquisition and construction of capital assets including related debt payments. The primary sources of cash in FY21 were: capital appropriations - \$24.7 million, proceeds from issuance of capital debt - \$21.9 million, and capital grants and contributions - \$8.2 million. The primary uses of cash were for capital expenditures - \$45.5 million and debt payments - \$23.4 million.

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

Capital Asset and Debt Administration

William & Mary

The following list provides highlights of capital projects completed, in progress, or in design during FY21.

- ***Projects Completed in FY21*** – Three projects were placed into service in FY21. Reveley Garden, One Tribe Place structural repairs, water infiltration repairs, mold remediation and room finish upgrades, and the Law School Patio improvements were completed.
- ***Projects in Progress*** – Including the 9 projects highlighted in this document, there are over 50 projects currently in some phase of progress – concept development, design, construction, or close out.

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

- Lake Matoaka Dam Spillway Improvement project addresses Virginia dam safety regulations, which require that high risk dams have the capacity to pass off 90% of the flow created by probable maximum precipitation. The capacity will be created by hardening the downstream face of the dam using roller compacted concrete in order to allow passage of flow by overtopping without damage to the earthen embankment.
- Muscarelle Museum Renovation and Expansion will renovate the existing 19,000 square foot museum and construct a 30,000 square foot addition. This will provide a more modern, program oriented facility which will include exhibit space and teaching space.
- Integrated Science Center, Phase 4 (ISC4) will support the Computer Science, Engineering Design and Kinesiology & Health Sciences programs which are currently housed in facilities that lack sufficient space and robust building systems. This new facility will accommodate state of the art instruction and research by constructing approximately 116,000 square feet of new space and renovating 10,000 square feet of existing space in order to connect ISC 4 to the adjacent ISC 1. The facility will be constructed on the site of the former Millington Hall. The project has been funded by the state and design has recommenced.
- Kaplan Arena Renovation & Addition provides a new, enlarged arena entry lobby and concourse, bowl improvements and the construction of an adjacent, connected Sports Performance Center. The project will renovate portions of the existing building to improve locker room and other student athlete spaces. Building systems will be improved as necessary. Bowl improvements will include seating upgrades, club seating and other fan experience improvements. The Sports Performance Center will provide a practice basketball/volleyball court, strength training, and sports therapy spaces.

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

- Fine and Performing Arts Phase I and II will expand and renovate Phi Beta Kappa (PBK) Hall, construct a new music building, and improve pedestrian and vehicular circulation in the immediate vicinity. PBK will house Theater, Dance, and Speech and feature a 100 seat student laboratory, a 250 seat studio (black box) theater and a 499 seat renovated main theater. The music building will feature a 125 seat recital hall and a 450 seat recital hall. Both facilities will be uniquely suited to the instructional and acoustic needs of the supported programs. Construction continues with a completion target of December 2022.
- Sadler West Addition constructs a 46,000 square foot addition to the western side of the Sadler Center and renovates 8,000 square feet in the old Student Health Center. This project will allow for the relocation and consolidation of the university's mission essential student affairs programs which are currently spread across multiple facilities on campus. Construction is underway with a completion target of Summer 2022.
- Hearth. Memorial to the Enslaved, a concept design selected from a multi-national competition to honor the enslaved persons that helped establish William & Mary. Memorial is under construction to the south of the Wren Building. Completion target is February 2022.
- Blow Hall IT Data Center Renovation installs a new HVAC system for computer rack cooling to meet current cooling loads. The project also adds redundant power sources with two new uninterruptible power supplies and a new generator power source. Contract is awarded and construction will begin September 2021. Completion target is Fall 2022.
- Swem Library Side Deck project constructs an accessible outdoor seating and gathering area to the east of the main entrance to Swem Library. Project will consist of brick pavers, steps, access ramp and associated landscaping. Construction is in progress with target completion of December 2021.

Looking ahead, W&M will be centered on significant construction efforts in the coming year with Fine and Performing Arts Phases I and II, Integrative Science Center 4, Muscarelle Museum, Sadler Center and Kaplan Arena all active in 2022. We will also explore academic, auxiliary and administrative space needs balanced against existing inventory and master plan data to determine best courses of action for renovations or new construction to support current and future programs.

Virginia Institute of Marine Science

The following list provides highlights of projects completed and in progress or in design during FY21.

- ***Projects Completed in FY21*** – The Consolidated Scientific Research Facility was completed in FY20. VIMS is waiting for the archaeologist to finalize their report and submit to the Department of Historical Resources for approval. Archaeology artifacts were cataloged and will be displayed in the new facility.
- ***Projects in Progress or Design*** - VIMS had several projects either in design or under construction in FY21.
 - The New Research Facility project involves the planning of a new building to replace the existing Chesapeake Bay Hall building with a new 68,000 square foot building to provide research, education, and office space for the Departments of Aquatic Health Sciences, Biological Sciences, Fisheries Science, and Physical Sciences. Baskervill & Son, P.C. has completed the preliminary design documents and the design team developed cost estimates and performed value engineering that were provided to the Division of Engineering and Buildings (DEB) for review.

- The Facilities Management Building project involves the planning and construction of a new 15,000 square foot modern building to relocate and house Facilities Management administrative offices, maintenance trades shops, automotive and equipment repair garage, grounds, housekeeping, and central shipping and receiving units. The design is complete and was submitted to the Division of Engineering & Buildings (DEB) for final review.
- The Eastern Shore Laboratory Complex project involves the 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 shop. The building permit was approved and the General Contractor (GC), E.T. Gresham Company has mobilized. The first phase of demolition is complete. The building concrete foundations, foundation walls and foundation piles were 90% complete by the end of the fiscal year.
- The Oyster Hatchery project involves the planning for a new state-of-the-art 22,000 square foot oyster hatchery which will house space for research, education, and training as well as space for outreach activities with industry that promotes economic development. The building permit was approved and the construction manager (CM), Kjellstrom and Lee has mobilized. Utilities, foundations and exterior walls are complete. Structural steel was 50% complete as of June 30, 2021.

Richard Bland College

The following list provides highlights of capital projects completed, in progress, or in design during FY21.

- Project in Design in FY21-The Academic Innovation Center project includes new space for active learning, student collaboration, and student engagement as well as access to specialized high tech equipment for use by faculty and students. The new innovation center will include space for partnership classrooms, regular classrooms, collaboration classrooms, and recording studios. By renovating the second floor of the existing library and connecting the new spaces to the library, the innovation center and the library will combine to foster a seamless and natural flow of learning, information, research, experimentation, and discovery for students in every course offered by the college.

Debt Activity

The university's and college's long-term debt is comprised of bonds payable, notes payable, capital lease payable and installment purchases. The bonds payable are Section 9(c) bonds, which are general obligation bonds issued and backed by the Commonwealth of Virginia on behalf of the university and college and in FY 21, the university issued General Revenue Pledge Bonds. These bonds are used to finance capital projects which will produce revenue to repay the debt as well as general corporate purposes. The university's and college's notes payable consist of Section 9(d) bonds, which are issued by the Virginia College Building Authority's (VCBA) Pooled Bond Program. These bonds are backed by pledges against the university's and college's general revenues. As of June 30, 2021, the university and college had \$63.4 million, \$112.1 million and \$153.8 million in outstanding balances for Section 9(c), 9(d) bonds, and University General Revenue Pledge bonds, respectively.

The outstanding balance of 9(c) bonds can be summarized in five major categories: (1) Renovation of Dormitories - \$32.4 million, (2) New Dormitory - \$17.1 million, (3) Commons Dining Hall - \$3.2 million, (4) Graduate Housing - \$2.6 million, and (5) RBC Student Housing - \$4.4 million. The remaining difference reflects \$3.7 million in unamortized premiums.

The majority of the 9(d) balance at June 30, 2021 is related to: Plant Renovations – \$27.9 million, Expansion of Sadler Center - \$23.1 million, Athletic related projects – \$16.4 million, Miller Hall School of Business - \$10.5 million, Integrated Science Center - \$9.0 million, McLeod Tyler Wellness Center - \$8.0, Barksdale dormitories - \$1.7 million, Marshall-Wythe Law School Library - \$1.6 million, Various other projects - \$2.8 million, and RBC Student Housing – \$1.4 million. The remaining difference reflects \$9.7 million in unamortized premiums.

The outstanding balance of General Revenue Pledge bonds is classified in the following categories (1) General Purposes - \$75.1 million, (2) Renovation/Construction of Dormitories - \$54.0 million, (3) Athletic Related Projects – \$8.6 million, (4) Marshall Wythe Law Library - \$5.8 million, and (5) Various other projects - \$7.7 million. The remaining difference reflects \$2.6 million in unamortized premiums.

Economic Outlook

The university ended FY21 very strong. Overall net assets increased \$66 million and the university implemented cost containment measures in response to the pandemic. The university's economic health continues to reflect its strong student demand for a W&M degree, its ability to respond to changes quickly to reallocate funds to the university's highest priorities, and continued funding from the Commonwealth of Virginia, particularly for targeted initiatives and capital projects. The university continues to focus on diversifying sources of revenue that align with its overall strategic direction.

W&M continues to recruit, admit and retain top-caliber students even as the university competes against the most selective public and private institutions in the country. The freshman applicant pool continues to be strong, with 17,475 students seeking admission for Fall 2021. With an incoming class size of 1,684 undergraduate students, W&M has almost 9.6 applicants for every student enrolled. Given its robust applicant pool, the credentials of admitted students remain strong, reflecting the university's highly selective nature. These statistics, coupled with the university's academic reputation, suggest a strong continuing student demand for the future. Similarly, VIMS continues to see significant success in its academic, research and advisory programs, particularly in high profile areas such as coastal flooding, sea-level rise, and water quality. Over the past several years, the enrollment trend at RBC, a separate two-year college governed by the Board of Visitors, reflects strategic efforts to diversify programs and services in response to demographics and demand. Given ongoing uncertainty around student enrollment behaviors in response to the COVID-19 pandemic, the college continues to forecast revenues conservatively, monitor enrollments closely, and manage its budget tightly.

Heading into fiscal year 2022, the university's board of visitors approved an operating budget assuming growth of 50 undergraduates in the incoming class representing a 3% increase in the incoming class. Summer 2021 enrollments and related revenues remained strong, especially related to online programs in business and education. In addition, the incoming class is projected to exceed initial projections. The university has returned to mainly in-person learning with appropriate safeguards, such as a vaccination and masking requirements, to help mitigate impacts of the pandemic and provide the learning atmosphere that students expect at W&M. W&M continues to have a COVID testing program for all individuals who cannot be vaccinated and has case managers and procedures in place to manage positive tests and close contacts. The American Rescue Plan provided over \$5 million in funding that is being utilized to cover the costs associated with testing as well as any other pandemic related expenses. The university continues its *Healthy Together* initiative, a university-wide commitment to behavioral norms and expectations given the ongoing pandemic. Although W&M has higher than projected enrollment and ended the prior year in a better position than initially anticipated, the university continues to monitor revenues and the possible impact of any changes related to the pandemic on university operations so W&M can quickly adapt using cost control and other measures that were implemented for FY21. In addition, while adjusting to the immediate circumstance, the university continues to take a long-term view, allowing it to implement sustained and strategic solutions even in the midst of the current public health and economic uncertainty.

State support for operations is a function of general economic conditions and the priority assigned to higher education among competing demands for Commonwealth resources. The 2020-2022 Appropriation Act, Chapter 552, adopted by the General Assembly during a special session in 2021 and signed into law by the Governor, included additional funding for Virginia's public high education institutions. W&M received \$3.5 million in base funding starting in FY21,

with an additional \$2.17 million in FY22 one-time funds to offset unavoidable costs related to the pandemic or other operations, and additional undergraduate in-state financial aid.

As of June 30, 2021 the market value of W&M's total endowment was greater than \$1.3 billion. The portfolio remained strong with a significant increase over the prior year. The Board of Visitors' endowment and endowments managed by the 1693 Partners Fund remain the largest of the investment portfolios and both remain highly diversified across asset classes.

William & Mary continues to benefit from the generosity of alumni and friends, foundations, and corporations. This year, the university raised more than \$61 million resulting in one of the biggest fundraising years outside of a campaign year. Ties among alumni and alma mater are strong as the University continues its status as the No. 1 public university for alumni participation - a position the university has held for several years.

Investments in academic facilities and infrastructure remain strong. With support from the Commonwealth for construction and renovation of academic facilities, W&M is well under way in the construction of state-of-the-art educational and performance facilities for its music, theater, dance and speech programs. The last phase of the Integrated Science Center is in design and will accommodate state-of-the-art instruction and research space along with the expansion of the Sadler Center that will support the consolidation of activities and programs for Student Affairs. Likewise, with support from the Commonwealth, VIMS is also continuing to invest in its facilities and physical inventory, with the completion of construction of the Consolidated Scientific Research Facility. The New Research Facility, Oyster Hatchery, and Eastern Shore Research Facilities are under way.

In the year ahead, William & Mary will complete work on Vision 2026, which will provide the university's strategic direction for the next five years and a financial plan to support that direction. The university's ability to navigate FY21 successfully amid a pandemic has left it well positioned to take advantage of the opportunities ahead.

Consolidated Financial Statements

William & Mary, Virginia Institute of Marine Science and Richard Bland College - Consolidated Report
Statement of Net Position
As of June 30, 2021

	University	Component Units
ASSETS		
Current assets:		
Cash and cash equivalents (Note 3)	\$ 76,133,246	\$ 28,642,152
Investments (Note 3)	24,412,607	55,786,881
Appropriation available	619,527	-
Receivables, net of allowance for doubtful accounts (Note 5)	20,508,833	4,853,542
Notes receivable (Note 5)	423,689	-
Due from commonwealth	10,498,800	-
Inventories	633,734	24,322
Pledges receivable	-	13,660,927
Prepaid expenses	4,032,564	581,274
Other assets	104,116	228,130
Total current assets	<u>137,367,116</u>	<u>103,777,228</u>
Non-current assets:		
Restricted cash and cash equivalents (Note 3)	45,532,561	7,542,539
Restricted investments (Note 3)	107,452,745	537,709,683
Investments (Note 3)	101,295,570	475,360,767
Receivables	-	18,727,907
Notes receivable, net of allowance for doubtful accounts (Note 5)	728,873	-
Pledges receivable	-	28,399,562
Capital assets, nondepreciable (Note 6)	175,956,829	16,646,686
Capital assets, depreciable net of accumulated depreciation (Note 6)	780,700,239	25,963,550
Other assets	-	2,167,902
Other restricted assets	2,816,953	195,617,482
Total non-current assets	<u>1,214,483,770</u>	<u>1,308,136,078</u>
Total assets	<u>1,351,850,886</u>	<u>1,411,913,306</u>
DEFERRED OUTFLOWS OF RESOURCES		
Pension related (Note 14)	28,793,157	
Other postemployment benefits (Note 15)	11,023,728	
Loss on refunding of debt	5,376,511	
Total deferred outflows of resources	<u>45,193,396</u>	
Total assets and deferred outflows of resources	<u>1,397,044,282</u>	
LIABILITIES		
Current liabilities:		
Accounts payable and accrued expenses (Note 7)	54,770,115	1,499,274
Unearned revenue	14,513,306	210,028
Deposits held in custody for others	1,522,254	273,436
Obligations under securities lending program	211,101	-
Long-term liabilities-current portion (Note 9)	23,112,246	2,381,072
Short term debt	-	400,000
Other liabilities	33,312	17,101
Total current liabilities	<u>94,162,334</u>	<u>4,780,911</u>
Long-term liabilities-non-current portion (Note 9)	<u>539,305,268</u>	<u>69,454,739</u>
Total liabilities	<u>633,467,602</u>	<u>74,235,650</u>
DEFERRED INFLOWS OF RESOURCES		
Pension related (Note 14)	4,332,212	
Other postemployment benefits (Note 15)	23,981,292	
Gain on refunding of debt	1,400,704	
Total deferred inflows of resources	<u>29,714,208</u>	
Total liabilities and deferred inflows of resources	<u>663,181,810</u>	
NET POSITION		
Net investment in capital assets	723,364,781	15,431,812
Restricted for:		
Nonexpendable:		
Scholarships and fellowships	10,737,178	184,143,780
Research	-	26,518,376
Loans	-	24,230
Departmental uses	61,761,161	185,839,785
Other	-	250,445,208
Expendable:		
Scholarships and fellowships	11,809,616	193,908,546
Research	1,759,524	17,119,697
Debt service	2,313,266	-
Capital projects	239,203	32,099,276
Loans	496,804	134,459
Departmental uses	20,967,405	293,140,995
Other	-	64,906,369
Unrestricted	(99,586,466)	73,965,123
Total net position	<u>\$ 733,862,472</u>	<u>\$ 1,337,677,656</u>

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

William & Mary, Virginia Institute of Marine Science and Richard Bland College - Consolidated Report
Statement of Revenues, Expenses and Changes in Net Position
For the Year Ended June 30, 2021

	University	Component Units
Operating revenues:		
Student tuition and fees, net of scholarship allowances of \$48,225,803	\$ 196,371,656	\$ -
Gifts and contributions	-	21,527,901
Federal grants and contracts	33,093,102	-
State grants and contracts	4,055,959	-
Local grants and contracts	238,938	-
Nongovernmental grants and contracts	5,953,948	-
Auxiliary enterprises, net of scholarship allowances of \$18,237,577	77,719,945	-
Other	5,924,491	7,385,714
Total operating revenues	<u>323,358,039</u>	<u>28,913,615</u>
Operating expenses: (Note 11)		
Instruction	136,151,291	8,206,397
Research	54,928,938	1,608,738
Public service	64,482	80,021
Academic support	43,735,414	4,061,535
Student services	15,186,706	871,345
Institutional support	52,878,448	12,656,265
Operation and maintenance of plant	34,093,712	6,711,940
Student aid	21,379,585	18,104,768
Auxiliary enterprises	70,147,337	2,296,463
Depreciation	39,854,426	990,266
Other	182,832	3,865,787
Total operating expenses	<u>468,603,171</u>	<u>59,453,525</u>
Operating loss	<u>(145,245,132)</u>	<u>(30,539,910)</u>
Non-operating revenues/(expenses):		
State appropriations (Note 12)	94,090,039	-
Gifts	40,791,373	-
Net investment revenue	21,318,290	235,521,533
Pell grant revenue	5,966,388	-
CARES act and coronavirus relief funds	15,078,515	-
Interest on capital asset related debt	(6,147,308)	(843,962)
Other non-operating revenue	3,512,505	42,742,079
Other non-operating expense	(2,997,292)	(2,804,014)
Net non-operating revenues	<u>171,612,510</u>	<u>274,615,636</u>
Income/(loss) before other revenues, expenses, gains or losses	<u>26,367,378</u>	<u>244,075,726</u>
Capital appropriations	32,294,489	-
Capital grants and contributions	8,540,437	6,294,352
Loss on disposal of assets	(1,208,524)	-
Additions to permanent endowments	-	41,288,165
Net other revenues, expenses, gains or losses	<u>39,626,402</u>	<u>47,582,517</u>
Increase/(Decrease) in net position	<u>65,993,780</u>	<u>291,658,243</u>
Net position - beginning of year	<u>667,868,692</u>	<u>1,046,019,413</u>
Net position - end of year	<u>\$ 733,862,472</u>	<u>\$ 1,337,677,656</u>

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

William & Mary, Virginia Institute of Marine Science and Richard Bland College - Consolidated Report
Statement of Cash Flows
For the Year Ended June 30, 2021

Cash flows from operating activities:	
Tuition and fees	\$ 193,832,459
Scholarships	(20,129,657)
Research grants and contracts	35,499,957
Auxiliary enterprise charges	77,773,132
Payments to suppliers	(113,984,363)
Payments to employees	(272,770,293)
Payments for operation and maintenance of facilities	(15,554,011)
Collection of loans to students and employees	429,513
Other receipts	7,946,422
Other payments	(182,882)
Net cash used by operating activities	(107,139,723)
Cash flows from noncapital financing activities:	
State appropriations	94,090,039
Gifts	40,791,373
Custodial receipts	788,494
Custodial payments	(124,281)
Direct Loan receipts	49,973,978
Direct Loan disbursements	(49,973,978)
Proceeds from general revenue pledge bonds	74,534,478
Other non-operating receipts	24,431,789
Other non-operating disbursements	(2,020,045)
Net cash provided by noncapital financing activities	232,491,847
Cash flows from capital financing activities:	
Proceeds from issuance of capital debt	21,882,479
Capital appropriations	24,741,195
Capital grants and contributions	8,217,888
Insurance payments	251,166
Capital expenditures	(45,511,905)
Principal paid on capital-related debt	(14,191,030)
Interest paid on capital-related debt	(9,164,848)
Proceeds from sale of capital assets	12,219
Net cash used by capital and related financing activities	(13,762,836)
Cash flows from investing activities:	
Investment income	3,239,694
Investment expense	(253,685)
Proceeds from sale of investments	138,598,934
Purchase of investments	(217,525,112)
Net cash provided by investing activities	(75,940,169)
Net increase/(decrease) in cash	35,649,119
Cash-beginning of year	85,805,587
Cash-end of year	\$ 121,454,706

William & Mary, Virginia Institute of Marine Science and Richard Bland College - Consolidated Report
Statement of Cash Flows
For the Year Ended June 30, 2021

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

Statement of Net Position

Cash and cash equivalents	\$ 76,133,246
Restricted cash and cash equivalents	45,532,561
Less: Securities lending -Treasurer of Virginia	<u>(211,101)</u>

Net cash and cash equivalents \$ 121,454,706

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

Net operating loss \$ (145,245,132)

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

Depreciation expense 39,854,426

Changes in assets, deferred outflows of resources, liabilities and deferred inflows of resources

Receivables-net	(3,148,181)
Inventories	(10,419)
Prepaid expense	(893,109)
Accounts payable	1,877,370
Unearned revenue	(79,012)
Custodial funds	(49,661)
Federal loan contribution	(419,832)
Compensated absences	839,304
Pension liability	14,537,476
Deferred outflows of resources related to pension obligations	(5,728,778)
Deferred inflows of resources related to pension obligations	(3,885,688)
Other post-employment benefits liability	(2,347,645)
Other post-employment benefits asset	(253,172)
Deferred outflows of resources related to other post-employment benefit	(685,461)
Deferred inflows of resources related to other post-employment benefit	(1,502,159)
Other liability	<u>(50)</u>

Net cash used in operating activities \$ (107,139,723)

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

Amortization of deferred loss	\$ 454,932
Donated capital assets	\$ 322,549
Loss on disposal of assets	\$ 1,208,634
Capital assets acquired through accounts payable	\$ 15,325,882
Amortization of bond premium	\$ 2,362,440
Net change in value of investments	\$ 18,040,166

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

**Notes to
Financial Statements
Year Ended June 30, 2021**

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

NOTES TO FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity

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

The accompanying financial statements present all funds for which the university’s and college’s Board of Visitors are financially accountable. Related foundations and similar non-profit corporations for which the university and college are not financially accountable are also a part of the accompanying financial statements in accordance with the Governmental Accounting Standards Board (GASB) reporting model. These entities are legally separate and tax exempt organizations formed to promote the achievements and further the aims and purposes of the university and college. These component units are described in Note 13.

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

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

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

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

The William & Mary Alumni Association is a private, not-for-profit corporation organized under the laws of the Commonwealth of Virginia which provides aid to W&M in its work and promotes and strengthens the bonds of interest between and among William & Mary and its alumni. For additional information on the Alumni Association, contact the Alumni Association Office at Post Office Box 2100, Williamsburg, Virginia, 23187-2100.

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

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

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

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

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

The Intellectual Property Foundation is a nonprofit organization incorporated under the laws of the Commonwealth of Virginia. Its purpose is to handle all aspects of the intellectual property of William & Mary in support of the educational goals of the university. For additional information on the William & Mary Intellectual Property Foundation, contact the Foundation Office at Post Office Box 8795, Williamsburg, Virginia, 23187-8795.

Basis of Presentation

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

Basis of Accounting

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

intra-agency transactions have been eliminated.

Newly Adopted Accounting Pronouncements

GASB Statement No. 93, *Replacement of Interbank Offered Rates*, and GASB Statement No. 97, *Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans – an amendment of GASB Statements No. 14 and No. 84, and a supersession of GASB Statement No. 32* are effective for fiscal year 2021. The university does not have any changes due to these GASB pronouncements.

Cash and Cash Equivalents

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

Investments

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

Receivables

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

Inventories

Inventories at the university are reported using the consumption method and valued at average cost. RBC does not report any inventory.

Prepaid Expenses

As of June 30, 2021, the university's and college's prepaid expenses included items such as insurance premiums, membership dues, conference registrations and publication subscriptions for FY22 that were paid in advance.

Capital Assets

Capital assets are recorded at historical cost at the date of acquisition or acquisition value at the date of donation in the case of gifts. Construction expenses for capital assets and improvements are capitalized when expended. Interest expense of \$2,091,405 relating to construction is capitalized net of interest income earned on resources set aside for this purpose for the year ended June 30, 2021. The university's and college's capitalization policy on equipment includes all items with an estimated useful life of two years or more. The university and college capitalize all items with a unit price greater than or equal to \$5,000. The university capitalizes buildings, improvements other than buildings and infrastructure with a cost greater than or equal to \$100,000. Richard Bland College capitalizes buildings and improvements other than buildings with a cost greater than or equal to \$5,000. Library materials for the academic or research libraries are capitalized as a collection and are valued at cost. The university capitalizes intangible assets with a cost greater than or equal to \$50,000 except for internally generated computer software which is capitalized at a cost of

\$100,000 or greater. Richard Bland College capitalizes intangible assets with a cost greater than or equal to \$20,000.

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

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

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

Deferred Outflows of Resources

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

Unearned Revenue

Unearned revenue represents revenue collected but not earned as of June 30, 2021. This is primarily comprised of revenue for student tuition and fees paid in advance of the semester, amounts received from grant and contract sponsors that have not yet been earned and advance ticket sales for athletic events.

Compensated Absences

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

Noncurrent Liabilities

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

Pensions

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

Other Postemployment Benefits

The Virginia Retirement System (VRS) Group Life Insurance Program is a multiple-employer, cost-sharing plan. It provides coverage to state employees, teachers, and employees of participating political subdivisions. For purposes of measuring the net Group Life Insurance Program OPEB liability, deferred outflows of resources, deferred inflows of

resources and OPEB expense, information about the fiduciary net position of the Virginia Retirement System (VRS) Group Life Insurance program OPEB and the additions to/deductions from the VRS Group Life Insurance Program OPEB's net fiduciary position have been determined on the same basis as they were reported by VRS. In addition, benefit payments are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

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

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

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

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

Deferred Inflows of Resources

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

Net Position

The university's and college's net position is classified as follows:

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

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

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

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

Scholarship Allowances

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

Federal Financial Assistance Programs

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

Classification of Revenues and Expenses

The university and college present revenues and expenses as operating or non-operating based on the following criteria:

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

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

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

2. RESTATEMENT OF NET POSITION

There were no restatements to net position reported in the university's and college's financial statements as of June 30, 2020.

3. CASH, CASH EQUIVALENTS AND INVESTMENTS

Cash and Cash Equivalents

Pursuant to Section 2.2-1800, et. seq., Code of Virginia, all state funds of the university and college are maintained by the Treasurer of Virginia, who is responsible for the collection, disbursement, custody and investment of State funds. Cash held by the university and college is maintained in accounts that are collateralized in accordance with the Virginia Securities for Public Deposits Act, Section 2.2-4400, et. seq. Code of Virginia with the exception of cash held by the university and college in foreign currency, when applicable. The Virginia Security for Public Deposits Act eliminates any custodial credit risk for the university and college. The university has cash equivalents with the Virginia State Non-Arbitrage Program (SNAP). SNAP offers a professionally managed money market mutual fund, which provides a temporary pooled investment vehicle for proceeds pending expenditure, and with record keeping, depository and arbitrage rebate calculations. SNAP complies with all standards of GASB Statement 79. SNAP investments are reported using the net asset value per share, which is calculated on an amortized cost basis that provides a NAV per share that approximates fair value.

Investments

The investment policy of the university and college is established by the Board of Visitors and monitored by the Board's Financial Affairs Committee. In accordance with the Board of Visitors' Resolution 18, April 22-23, 2021, investments can be made in the following instruments: cash, U.S. Treasury and Federal agency obligations, commercial bank certificates of deposit, commercial paper, bankers' acceptances, corporate notes and debentures, money market funds, mutual funds, convertible securities and equities. Money market funds are cash equivalents and are presented at amortized cost.

Credit Risk

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

Concentration of Credit Risk

Concentration of credit risk requires the disclosure by amount and issuer of any investments in any one issuer that represents five percent or more of total investments. Investments explicitly guaranteed by the U.S. government and investments in mutual funds or external investment pools and other pooled investments are excluded from this requirement. The university's and college's investment policy does not limit the amount invested in U.S. Government or Agency Securities. As of June 30, 2021, none of the investments in stocks or bonds of any one issuer represents five percent or more of the total investments; therefore, the university and college had no concentration of credit risk.

Custodial Credit Risk

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

Interest Rate Risk

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

Foreign Currency Risk

Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or a deposit. The university had no investments in foreign currency or foreign deposits as of June 30, 2021. The university does not have a foreign currency risk policy.

Fair Value Measurement

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

Level 1—Quoted prices (unadjusted) in active markets for identical assets or liabilities that the university and college have the ability to access at the measurement date.

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

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

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

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

The university and college categorize fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The following table presents investments as of June 30, 2021:

Investments Measured at Fair Value

	<u>6/30/2021</u>	<u>Level 1</u>	<u>Level 2</u>
Investments by Fair Value Level			
Debt Securities			
Corporate Bonds	\$ 59,280,941	\$ -	\$ 59,280,941
Agency Unsecured Bonds and Notes	7,853,458	7,853,458	-
Agency Mortgage Backed Securities	13,144,586	-	13,144,586
Asset Backed Securities	17,593,528	-	17,593,528
Supranational and Non-U.S. Government Bonds	933,474	-	933,474
U.S. Treasury and Agency Securities	3,859,924	-	3,859,924
United States Treasury Notes	29,214,273	29,214,273	-
Mutual Funds	950,451	950,451	-
Fixed Income and Commingled Funds	<u>35,963,946</u>	<u>35,963,946</u>	<u>-</u>
Total Debt Securities	<u>168,794,581</u>	<u>73,982,128</u>	<u>94,812,453</u>
Equity Securities			
Common and Preferred Stocks	7,018,352	7,018,352	-
Equity Index Funds	34,118,584	34,118,584	-
Equity International and Emerging Markets	16,921,406	16,921,406	-
Real Estate	<u>6,600</u>	<u>6,600</u>	<u>-</u>
Total Equity Securities	<u>58,064,942</u>	<u>58,064,942</u>	<u>-</u>
Total Investments by Fair Value level	<u>226,859,523</u>	<u>132,047,070</u>	<u>94,812,453</u>
Other - Rare Coin	280		
Investments measured at the Net Asset Value (NAV)			
Equity Hedge Long/Short	1,650,665		
Diversified Event Driven	726,169		
Commodities	-		
Managed Futures/Commodities	564,120		
Multi Strategy	-		
Relative Value	2,291,890		
Private Equity	<u>1,058,289</u>		
Total Investments measured at the NAV	<u>6,291,133</u>		
Total Investments	<u>\$ 233,150,936</u>		

Securities traded on U.S. or foreign exchanges are valued at the last reported sales price or, if there are no sales, at the latest bid quotation. Mutual funds and exchange traded funds listed on U.S. or foreign exchanges are valued at the closing net asset value; mutual funds not traded on national exchanges are valued in good faith at the pro-rata interest in the net assets of these entities. Short-term government and agency bonds and notes are valued based on market-driven observations and securities characteristics including ratings, coupons and redemptions. The values of limited partnerships are determined in good faith at the pro-rata interest in the net assets of these entities. Investments held by these entities are valued at prices which approximate fair value. The estimated fair value of certain investments in the underlying entities, which may include private placements and other securities for which values are not readily available, are determined in good faith by the investment advisors or third party administrators of the respective entities and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. These investments are valued using valuation techniques such as the market approach, income approach, and cost approach. The estimated fair values may differ significantly from the values that would have been used had a ready

market existed for these investments, and these differences could be material.

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

Investments Measured at NAV

	<u>Fair Value</u>	<u>Unfunded Commitments</u>	<u>Redemption Frequency</u>	<u>Redemption Notice Period</u>
Equity Hedge Long/Short	\$ 1,650,665	\$ -	Monthly, Quarterly	35-95 days
Diversified Event Driven	726,169	-	Quarterly	95 days
Managed Futures/Commodities	564,120	-	Monthly	35 days
Relative Value	1,992,786	-	Quarterly	70-100 days
Relative Value	299,104	-	Liquidating	
Private Equity	<u>1,058,289</u>	<u>2,161,174</u>	Illiquid	
Total Investments measured at NAV	<u>\$ 6,291,133</u>	<u>\$ 2,161,174</u>		

Interest Rate Risk: Maturities

<u>Type of Investment</u>	<u>June 30, 2021</u>	<u>Less than 1 year</u>	<u>1-5 years</u>	<u>6-10 years</u>	<u>Greater than 10 years</u>
Agency unsecured bonds and notes:					
Federal Home Loan Mortgage Corp	\$ 4,749,823	\$ -	\$ 4,749,823	\$ -	\$ -
Federal National Mortgage Assn	3,103,635	-	3,103,635	-	-
United States Treasury Notes	-	-	-	-	-
Agency mortgage backed securities:					
Federal Home Loan Mortgage Corp	7,904,502	-	4,541,291	2,468,361	894,850
Federal National Mortgage Assn	5,240,084	-	2,643,820	1,364,512	1,231,752
United States Treasury Notes	29,214,273	7,593,844	21,620,429	-	-
Asset Backed Securities	17,593,528	-	12,672,701	1,425,529	3,495,298
Corporate Bonds	59,280,941	18,237,258	41,043,683	-	-
Fixed Income and Commingled Funds	35,963,946	-	-	29,701,543	6,262,403
Mutual and money market funds:					
Money market	3,736,209	3,736,209	-	-	-
Mutual funds - Green Funds	248,921	-	-	248,921	-
Mutual funds - Osher Lifelong Learning Institute	228,422	7,955	41,229	179,238	-
Mutual funds - Wells Fargo	473,108	-	473,108	-	-
State non-arbitrage program	32,375,990	32,375,990	-	-	-
Supranational and Non-U.S. Government Bonds and Notes					
	933,474	-	933,474	-	-
U.S. Treasury and Agency Securities					
Government National Mortgage Association	3,859,924	-	-	-	3,859,924
	<u>\$ 204,906,780</u>	<u>\$ 61,951,256</u>	<u>\$ 91,823,193</u>	<u>\$ 35,388,104</u>	<u>\$ 15,744,227</u>

Credit & Concentration of Credit Risks

	<u>June 30, 2021</u>	<u>Moody's Credit Rating</u>	<u>S&P Credit Rating</u>	<u>Fitch Credit Rating</u>	<u>Unrated</u>
<u>Cash Equivalents</u>					
Money market - AAA	\$ 3,736,209	\$ 3,736,209	\$ -	\$ -	\$ -
Commercial Paper	-	-	-	-	-
State non-arbitrage program - AAAM	32,375,990	-	32,375,990	-	-
Securities lending	211,101	-	-	-	211,101
Total cash equivalents	<u>36,323,300</u>	<u>3,736,209</u>	<u>32,375,990</u>	<u>-</u>	<u>211,101</u>
<u>Investments</u>					
Agency unsecured bonds and notes:					
Federal Home Loan Bank	-	-	-	-	-
Federal Home Loan Mortgage Corp - AA+	3,999,740	-	3,999,740	-	-
Federal Home Loan Mortgage Corp - AAA	750,083	750,083	-	-	-
Federal National Mortgage Assn - AA+	3,103,635	-	3,103,635	-	-
Commercial Paper	-	-	-	-	-
Agency mortgage backed securities:					
Federal Home Loan Bank	-	-	-	-	-
Federal Home Loan Mortgage Corp	7,904,502	-	-	-	7,904,502
Federal National Mortgage Assn	5,240,084	-	-	-	5,240,084
Asset Backed Securities	17,593,528	7,310,162	10,283,366	-	-
Corporate Bonds:					
AA	206,156	-	206,156	-	-
AA+	2,196,147	-	2,196,147	-	-
AA-	3,045,561	-	3,045,561	-	-
AA3	-	-	-	-	-
A1	759,088	759,088	-	-	-
A+	8,105,688	-	7,846,243	259,445	-
A	9,427,877	-	9,064,010	363,867	-
A2	6,932,853	6,932,853	-	-	-
A3	6,714,222	6,714,222	-	-	-
A-	15,911,951	-	15,911,951	-	-
BBB+	4,612,998	-	4,262,893	350,105	-
BAA1	559,840	559,840	-	-	-
BAA2	808,560	808,560	-	-	-
Fixed Income and Commingled Funds	35,963,946	-	-	-	35,963,946
Mutual funds:					
Green Funds	248,921	-	-	-	248,921
AA	-	-	-	-	-
A	-	-	-	-	-
BBB	-	-	-	-	-
Osher Lifelong Learning Institute	220,467	-	-	-	220,467
AAA	7,955	-	7,955	-	-
Wells Fargo	473,108	-	-	-	473,108
Non-U.S. Government Bonds					
AA-	426,300	-	-	426,300	-
AA3	507,174	507,174	-	-	-
Total investments	<u>135,720,384</u>	<u>\$ 24,341,982</u>	<u>\$ 59,927,657</u>	<u>\$ 1,399,717</u>	<u>\$ 50,051,028</u>
<u>Other Investments</u>					
Equity and other investments not					
subject to credit risk	97,433,672				
Rare coins	280				
Property held as investment for endowments	6,600				
Total other investments	<u>97,440,552</u>				
Total cash equivalents and investments	<u>\$ 269,484,236</u>				

4. DONOR RESTRICTED ENDOWMENTS

Investments of the university's endowment funds are pooled and consist primarily of gifts and bequests, the use of which is restricted by donor-imposed limitations. The Uniform Prudent Management of Institutional Funds Act, Code of Virginia Section 64.2-1100 et. seq., permits the spending policy adopted by the Board of Visitors to appropriate an amount of realized and unrealized endowment appreciation as the Board determines to be prudent. In determining the amount of appreciation to appropriate, the Board is required by the Act to consider such factors as long- and short-term needs of the institution, present and anticipated financial requirements, expected total return on investments, price level trends, and general economic conditions. The amount available for spending is determined by applying the payout percentage to the average market value of the investment portfolio for the three previous calendar year-ends. The payout percentage is reviewed and adjusted annually as deemed prudent.

William & Mary, at FY21 year-end, had a net appreciation of \$21,459,953 which is available to be spent and is reported in the Statement of Net Position in the following categories: Restricted Expendable for Scholarships and Fellowships - \$11,666,231, Restricted Expendable for Departmental Uses - \$7,723,674, Restricted Expendable for Research \$440,779, and Unrestricted - \$1,629,269.

5. ACCOUNTS AND NOTES RECEIVABLES

Receivables include transactions related to accounts and notes receivable and are shown net of allowance for doubtful accounts for the year ending June 30, 2021 as follows:

Accounts receivable consisted of the following at June 30, 2021:

Student Tuition and Fees	\$ 6,299,599
Auxiliary Enterprises	579,645
Federal, State and Non-Governmental Grants & Contracts	11,640,360
Other Activities	<u>2,225,928</u>
Gross Receivables	20,745,532
Less: allowance for doubtful accounts	<u>(236,699)</u>
Net Receivables	<u><u>\$ 20,508,833</u></u>

Notes receivable consisted of the following at June 30, 2021:

Current portion:	
Federal student loans and promissory notes	<u><u>\$ 423,689</u></u>
Non-current portion:	
Federal student loans and promissory notes	\$ 786,811
Less: allowance for doubtful accounts	<u>(57,938)</u>
Net non-current notes receivable	<u><u>\$ 728,873</u></u>

6. CAPITAL ASSETS

A summary of changes in the various capital asset categories for the year ending June 30, 2021 consists of the following:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>
Non-depreciable capital assets:				
Land	\$ 25,412,446	\$ -	\$ -	\$ 25,412,446
Inexhaustible artwork and Historical treasures	78,120,463	690,563	-	78,811,026
Construction in Progress	<u>51,544,213</u>	<u>47,686,213</u>	<u>(27,497,069)</u>	<u>71,733,357</u>
Total non-depreciable capital assets	<u>155,077,122</u>	<u>48,376,776</u>	<u>(27,497,069)</u>	<u>175,956,829</u>
Depreciable capital assets:				
Buildings	1,037,787,062	21,966,351	(348,950)	1,059,404,463
Equipment	102,313,167	5,127,157	(3,028,293)	104,412,031
Infrastructure	86,586,886	-	-	86,586,886
Other improvements	14,494,251	4,637,082	(555,618)	18,575,715
Library Materials	69,660,501	540,095	(126,630)	70,073,966
Computer software	<u>12,832,565</u>	<u>1,213,535</u>	<u>(804,000)</u>	<u>13,242,100</u>
Total depreciable capital assets	<u>1,323,674,432</u>	<u>33,484,220</u>	<u>(4,863,491)</u>	<u>1,352,295,161</u>
Less accumulated depreciation for:				
Buildings	346,776,997	29,216,466	(274,053)	375,719,410
Equipment	64,209,605	5,420,290	(2,651,552)	66,978,343
Infrastructure	43,829,049	1,932,369	-	45,761,418
Other improvements	8,367,595	773,499	(212,985)	8,928,109
Library Materials	64,382,974	1,085,618	(126,630)	65,341,962
Computer software	<u>7,816,913</u>	<u>1,426,184</u>	<u>(377,417)</u>	<u>8,865,680</u>
Total accumulated depreciation	<u>535,383,133</u>	<u>39,854,426</u>	<u>(3,642,637)</u>	<u>571,594,922</u>
Depreciable capital assets, net	<u>788,291,299</u>	<u>(6,370,206)</u>	<u>(1,220,854)</u>	<u>780,700,239</u>
Total capital assets, net	<u>\$ 943,368,421</u>	<u>\$ 42,006,570</u>	<u>\$ (28,717,923)</u>	<u>\$ 956,657,068</u>

Capitalization of Library Books

The methods employed to value the general collections of W&M's Earl Gregg Swem Library, W&M's Marshall-Wythe Law Library, VIMS' Hargis Library, and RBC's Library are based on average cost determined by each library. The average cost of the Swem Library purchases of books was \$107.79 for FY21. The average cost of the Law Library purchases of books was \$187.70 for FY21. Special collections maintained by each library are valued at historical cost or acquisition value. The average cost of library books purchased for VIMS was \$96.00 for FY21. RBC did not purchase any library books during FY21. The changes reflected in the valuation are due to the recognition of depreciation in accordance with GASB Statements No. 34 and 35, as well as purchases, donations and disposals.

7. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following at June 30, 2021:

Current Liabilities:

Employee salaries, wages, and fringe benefits payable	\$ 29,601,507
Vendors and supplies accounts payable	6,866,792
Capital projects accounts and retainage payable	15,048,026
Accrued interest payable	<u>3,253,791</u>
Total current liabilities-accounts payable and accrued liabilities	<u><u>\$ 54,770,115</u></u>

8. COMMITMENTS

At June 30, 2021, outstanding construction commitments totaled approximately \$205,174,478.

Commitments also exist under various operating leases for buildings, equipment and computer software. In general, the leases are for one to three year terms with renewal options on the buildings, equipment and certain computer software for additional one-year terms. In most cases, these leases will be replaced by similar leases. Rental expense for the fiscal year ending June 30, 2021, was \$4,823,746.

As of June 30, 2021, the following total future minimum rental payments are due under the above leases:

<u>Year Ending June 30, 2021</u>	<u>Amount</u>
2022	\$ 4,255,153
2023	3,974,792
2024	2,367,718
2025	2,162,807
2026	2,100,464
2027-2031	<u>4,238,685</u>
Total	<u><u>\$ 19,099,619</u></u>

9. LONG-TERM LIABILITIES

The university's and college's long-term liabilities consist of long-term debt (further described in Note 10), and other long-term liabilities. A summary of changes in long-term liabilities for the year ending June 30, 2021 is presented as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Installment Purchases	\$ 2,082,697	\$ 394,645	\$ (483,277)	\$ 1,994,065	\$ 465,886
Capital Leases Payable	19,542,826	-	(457,069)	19,085,757	842,591
Other long-term obligations	598,380	-	(11,760)	586,620	35,786
Notes Payable	172,003,700	-	(59,936,086)	112,067,614	7,280,000
Bonds Payable	<u>74,536,664</u>	<u>163,879,526</u>	<u>(21,248,576)</u>	<u>217,167,614</u>	<u>4,399,409</u>
Total long-term debt	268,764,267	164,274,171	(82,136,768)	350,901,670	13,023,672
Perkins Loan Fund Balance	1,418,305	-	(419,832)	998,473	-
Accrued compensated absences	12,860,901	13,700,205	(12,860,901)	13,700,205	8,342,662
Software licenses	3,331,085	1,213,535	(935,679)	3,608,941	708,806
Net Pension Liability	121,587,172	14,537,476 *		136,124,648	-
OPEB Liability	<u>59,431,222</u>		<u>(2,347,645) *</u>	<u>57,083,577</u>	<u>1,037,106</u>
Total long-term liabilities	<u>\$ 467,392,952</u>	<u>\$ 193,725,387</u>	<u>\$ (98,700,825)</u>	<u>\$ 562,417,514</u>	<u>\$ 23,112,246</u>

* net change is shown

10. LONG-TERM DEBT

Bonds Payable

William & Mary and Richard Bland College's bonds are issued pursuant to Section 9 of Article X of the Constitution of Virginia. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the university and college, and are backed by the full faith, credit and taxing power of the Commonwealth and are issued to finance capital projects which, when completed, will generate revenue to repay the debt. William & Mary issued general revenue pledge bonds in October 2020. William & Mary bonds are issued for the university's general corporate purposes, to finance capital projects, and refund a portion of the university's outstanding debt. Listed below are the bonds outstanding at year-end:

Description	Interest Rates (%)	Fiscal year Maturity	Balance as of June 30, 2021
Section 9(c) Bonds:			
Construct New Dormitory, Series 2010A2	3.300 - 4.400	2030	\$ 1,050,000
Construct New Dormitory, Series 2013A	2.000 - 5.000	2033	6,040,000
Construct New Dormitory, Series 2020B	0.550 - 1.410	2031	<u>9,980,000</u>
Construct New Dormitory			17,070,000

Description	Interest Rates (%)	Fiscal year Maturity	Balance as of June 30, 2021
Dormitory Phase IV, Series 2012A	5.000	2024	779,720
Dormitory Phase IV, Series 2013B	4.000	2026	844,462
Dormitory Phase IV, Series 2019B	5.000	2022	625,000
Dormitory Phase VIII, Series 2013A	2.000 - 5.000	2033	3,205,000
Dormitory Phase VIII, Series 2014A	3.000 - 5.000	2034	6,705,000
Dormitory Phase X, Series 2019A	2.000 - 5.000	2039	2,095,000
Dormitory Renovations Phase IX, Series 2015A	3.000 - 5.000	2034	3,555,000
Dormitory Renovations Phase IX, Series 2018A	3.000 - 5.000	2038	12,160,000
Dormitory Renovations Phase IX, Series 2019A	2.000 - 5.000	2039	<u>2,455,000</u>
Renovation of Dormitories			32,424,182
Graduate Housing, Series 2013B	4.000	2026	1,200,361
Graduate Housing, Series 2019B	5.000	2022	260,000
Graduate Housing 6&7, Series 2015B	5.000	2028	<u>1,114,379</u>
Graduate Housing			2,574,740
Renovate Commons Dining Hall, Series 2012A	5.000	2024	1,289,537
Renovate Commons Dining Hall, Series 2013B	4.000	2026	1,389,450
Renovate Commons Dining Hall, Series 2019B	5.000	2022	<u>545,000</u>
Commons Dining Hall			3,223,987
Renovate Residence Halls, Series 2010A2	3.300 - 4.400	2030	2,300,000
RBC Student Housing Conversion 2016A	3.000 - 5.000	2036	2,105,000
W&M General Revenue Pledge Bonds:			
Barksdale Dormitory, Series 2020B	0.613 - 3.023	2036	\$ 7,400,000
Construct New Dormitory, Series 2020B	0.613 - 2.312	2032	527,455
Dormitory Phase IV, Series 2020B	0.613 - 2.312	2032	1,021,584
Dormitory Phase VIII, Series 2020B	0.613 - 2.312	2032	635,186
Dormitory Phase X, Series 2020B	0.613 - 2.312	2032	83,078
Dormitory Renovations Phase IX, Series 2020B	0.613 - 2.312	2032	590,924
Dormitory Renovations Phase IX, Series 2020B	0.613 - 2.592	2035	<u>6,540,000</u>
Renovation of Dormitories			8,870,772
Graduate Housing, Series 2020B	0.613 - 2.312	2032	264,660
Graduate Housing 6&7, Series 2020B	0.613 - 2.312	2032	<u>137,623</u>
Graduate Housing			402,283
Improve Athletics Facilities, Series 2020B	0.613 - 3.023	2036	990,000
Improve Athletics Facilities II, Series 2020B	0.613 - 2.542	2034	<u>1,320,000</u>
Improve Athletics Facilities			2,310,000

Description	Interest Rates (%)	Fiscal year Maturity	Balance as of June 30, 2021
Improve Aux Facilities, Series 2020B	0.613 - 2.417	2033	5,425,000
Improve Aux Facilities, Series 2020B	0.613 - 2.542	2034	830,000
Improve Aux Facilities			<u>6,255,000</u>
Law Library, Series 2020B	0.613 - 3.023	2036	240,000
Law School Renovations, Series 2020B	0.613 - 2.542	2034	5,590,000
Law School Renovations			<u>5,830,000</u>
Magnet Facility, Series 2020B	0.613 - 3.023	2036	500,000
One Tribe Place, Series 2020B	0.613 - 2.542	2034	18,955,000
Parking Deck, Series 2020B	0.613 - 3.023	2036	3,395,000
Recreation Sports Center, Series 2020B	0.613 - 3.023	2036	3,220,000
Renovate Commons Dining Hall, Series 2020B	0.613 - 2.312	2032	550,493
Renovate Residence Halls, Series 2020B	0.613 - 2.312	2032	233,997
Taxable - General Purposes, Series 2020B	1.942 - 3.123	2051	75,110,000
Taxable - Dormitory Renovations, Series 2020B	1.942 - 3.023	2040	3,935,000
Tax-exempt Dormitory Renovations, Series 2020A	3.000 - 5.000	2038	13,665,000
Total bonds payable			210,857,909
Net unamortized premiums (discounts)			<u>6,309,705</u>
Net bonds payable			<u>\$ 217,167,614</u>

Notes Payable

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

Description	Interest Rates (%)	Fiscal year Maturity	Balance as of June 30, 2021
Section 9(d) Bonds:			
Ash Lawn-Highland Barn, Series 2010A1&A2	4.150 - 5.500	2031	\$ 455,000

Description	Interest Rates (%)	Fiscal year Maturity	Balance as of June 30, 2021
Barksdale Dormitory, Series 2014B	5.000	2024	345,000
Barksdale Dormitory, Series 2014B	4.000 - 5.000	2026	980,000
Barksdale Dormitory, Series 2016A	3.000	2027	<u>375,000</u>
Barksdale Dormitory			1,700,000
Busch Field Astro turf Replacement, Series 2016A	3.000 - 5.000	2030	790,000
Cooling Plant & Utilities, Series 2010A1&A2	4.150 - 5.500	2031	6,540,000
Cooling Plant & Utilities, Series 2016A	3.000 - 5.000	2030	<u>6,760,000</u>
Cooling Plant & Utilities			13,300,000
Improve Athletics Facilities, Series 2014B	5.000	2024	130,000
Improve Athletics Facilities, Series 2014B	4.000 - 5.000	2026	260,000
Improve Athletics Facilities, Series 2016A	3.000	2027	150,000
Improve Athletics Facilities, Series 2019A	5.000	2030	3,855,000
Improve Athletics Facilities II, Series 2017A	2.125 - 5.000	2038	<u>1,925,000</u>
Improve Athletics Facilities			6,320,000
Improve Aux Facilities Project 2017A	2.125 - 5.000	2038	7,225,000
Integrated Science Center, Series 2014B	4.000 - 5.000	2026	3,720,000
Integrated Science Center, Series 2015B	3.000 - 5.000	2029	3,425,000
Integrated Science Center, Series 2016A	3.000 - 5.000	2028	<u>1,800,000</u>
Integrated Science Center			8,945,000
Integrative Wellness Center 2015A	3.000 - 5.000	2036	7,965,000
J. Laycock Football Facility, Series 2014B	5.000	2024	985,000
J. Laycock Football Facility, Series 2016A	3.000	2027	<u>1,100,000</u>
J. Laycock Football Facility			2,085,000
Law School Library, Series 2014B	4.000 - 5.000	2026	1,100,000
Law School Library, Series 2016A	3.000 - 5.000	2028	<u>525,000</u>
Law School Library			1,625,000
Parking Deck, Series 2014B	4.000 - 5.000	2026	485,000
Power Plant Renovations, Series 2014B	4.000 - 5.000	2026	1,465,000
Power Plant Renovations, Series 2016A	3.000 - 5.000	2028	<u>700,000</u>
Power Plant Renovations			2,165,000
Recreation Sports Center, Series 2014B	4.000 - 5.000	2026	190,000
Residence Hall Fire Safety Systems, Series 2014B	5.000	2024	345,000
Residence Hall Fire Safety Systems, Series 2016A	3.000	2027	<u>375,000</u>
Residence Hall Fire Safety Systems			720,000

Description	Interest Rates (%)	Fiscal year Maturity	Balance as of June 30, 2021
Sadler Center West, Series 2018A&B	4.000 - 5.000	2039	23,065,000
School of Business, Series 2014B	4.000 - 5.000	2026	7,095,000
School of Business, Series 2016A	3.000 - 5.000	2028	3,425,000
School of Business			<u>10,520,000</u>
West Utilities Plant 2017A	2.125 - 5.000	2038	12,455,000
Williamsburg Hospital/School of Education 2014B	5.000	2024	430,000
Williamsburg Hospital/School of Education, 2016A	3.000	2027	<u>470,000</u>
Williamsburg Hospital/School of Education			900,000
RBC Student Housing Conversion 2017A	2.125 - 5.000	2038	1,435,000
Total 9(d) bonds			102,345,000
Net unamortized premiums (discounts)			<u>9,722,614</u>
Net notes payable			<u>\$ 112,067,614</u>

Installment Purchases

At June 30, 2021, installment purchases consist of the current and long-term portions of obligations resulting from various contracts used to finance energy performance contracts and the acquisition of equipment. The lengths of purchase agreements range from five to fifteen years, and the interest rate charges are from 1.27 to 3.99 percent. Under the terms of this agreement, the university may not dispose of any item of the equipment without prior written consent of lessor, notwithstanding the fact that proceeds constitute a part of the equipment. The university has agreed to provide insurance in the amount of full replacement cost of the equipment against the risk of any direct physical loss or damage to the equipment as well as comprehensive general liability insurance. Prepayments cannot be made unless the university shall have given lessor not less than thirty days' prior notice. In the event of default, the lessor may retake possession of the equipment or items thereof.

VIMS has four outstanding installment purchases; one for energy efficient equipment, one for video conferencing equipment, one for research equipment and one for water quality equipment. Three of these are sub-contracts of the Commonwealth's MELP (Master Equipment Leasing Program). For these agreements, The Commonwealth of Virginia is the lessee. The amount outstanding at June 30, 2021 is \$1,566,280.

RBC has an outstanding installment purchase which was used to finance energy efficient equipment. This is also a sub-contract of the Commonwealth's MELP (Master Equipment Leasing Program). The amount outstanding at June 30, 2021 is \$427,785.

Capital Leases

Richard Bland College (RBC) has entered into a thirty year capital lease with Richard Bland College Foundation (RBCF) for the provision of a student housing complex with two dormitories on the RBC campus. RBC has accounted for the acquisition of the complex and its furniture and equipment as a capital lease, and therefore has recorded the facility and furnishings as depreciable capital assets and has also recorded a corresponding lease liability in long-term debt on the Statement of Net Position. The RBC student housing complex is included in depreciable capital assets in the amount of \$24,148,380. Accumulated amortization on the assets acquired under the capital lease is included with depreciation expense in the Statement of Revenues, Expenses and Changes in Net Position. The outstanding balance of the lease liability as of June 30, 2021 is \$18,967,403. RBC has also recorded an Other Long-Term Obligation which is

payable to RBCF for repayment of the bonds for the dormitories for the amount due on the bonds which is greater than the total fair value of assets received. The outstanding balance as of June 30, 2021 is \$586,620. William & Mary has entered into capital lease agreements for the purchase of printers and copiers. The outstanding balance of these agreements as of June 30, 2021 is \$118,354.

Lines of Credit and Other Debt Related Items

At this time, the university has no outstanding or unused lines of credit. The university has no assets that are pledged as collateral for debt.

Long-term debt matures as follows:

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

Fiscal Year	Bonds and Notes				Capital Leases	Direct Borrowings	
	Principal	Interest	BAB Interest Subsidy	Net Bond and Note Interest		Installment Purchases Principal	Interest
2022	\$ 11,679,409	\$ 10,336,540	\$ 166,559	\$ 10,169,981	\$ 866,862	\$ 465,886	\$ 55,857
2023	14,850,252	9,776,369	153,575	9,622,794	889,090	478,085	43,658
2024	15,438,819	9,177,176	139,654	9,037,522	1,278,777	490,669	31,074
2025	15,990,858	8,591,644	124,725	8,466,919	917,491	357,408	18,091
2026	18,435,770	7,978,132	108,630	7,869,502	956,780	202,018	7,455
2027-2031	91,192,800	30,914,884	250,673	30,664,211	5,434,648	-	-
2032-2036	66,470,000	17,980,033	-	17,980,033	6,702,018	-	-
2037-2041	30,790,000	9,917,078	-	9,917,078	2,626,711	-	-
2042-2046	22,325,000	6,199,155	-	6,199,155	-	-	-
2047-2051	26,030,000	2,488,719	-	2,488,719	-	-	-
Unamortized premiums	16,032,319						
Total	<u>\$ 329,235,228</u>	<u>\$ 113,359,731</u>	<u>\$ 943,816</u>	<u>\$ 112,415,915</u>	<u>\$ 19,672,377</u>	<u>\$ 1,994,065</u>	<u>\$ 156,134</u>

Defeasance of Debt

In October of 2020, William & Mary issued General Revenue Pledge and Refunding Bonds, Series 2020A&B. The original bonds were used to finance various dormitory and facility construction and renovation projects. The net proceeds from the sale of the refunding bonds were deposited into irrevocable trusts with escrow agents to provide for all future debt service payments on the refunded bonds. In November of 2020, the Commonwealth of Virginia issued General Obligation Refunding Bonds, Series 2020B. The original bonds were used to finance dormitory construction projects. As a result, these bonds are considered defeased and the trust account assets and the related liability have been removed from the financial statements.

The amount and percentage of debt defeased relating to the University is as follows:

<u>Series</u>	<u>Type</u>	<u>Debt Outstanding</u>	<u>Amount Defeased</u>	<u>Percentage Defeased</u>
2011A	9C	9,565,000	9,565,000	100%
2010A2	9C	1,150,000	100,000	9%
2010A2	9C	2,525,000	225,000	9%
2013A	9C	6,440,000	400,000	6%
2013A	9C	3,420,000	215,000	6%
2014A	9C	7,090,000	385,000	5%
2015A	9C	9,120,000	5,565,000	61%
2015B	9C	1,243,955	129,575	10%
2018A	9C	12,625,000	465,000	4%
2019A	9C	2,550,000	95,000	4%
2019A	9C	2,175,000	80,000	4%
2019B	9C	680,000	340,000	50%
2019B	9C	560,000	275,000	49%
2019B	9C	350,000	350,000	100%
2019B	9C	1,065,000	520,000	49%
2019B	9C	510,000	250,000	49%
2012A	9D	780,000	635,000	81%
2012A	9D	2,100,000	1,720,000	82%
2012A	9D	770,000	770,000	100%
2012A	9D	3,630,000	2,975,000	82%
2012A	9D	4,235,000	3,465,000	82%
2012A	9D	365,000	365,000	100%
2012A	9D	2,575,000	2,105,000	82%
2012A	9D	820,000	670,000	82%
2012A	9D	180,000	180,000	100%
2012A	9D	220,000	220,000	100%
2012A	9D	455,000	455,000	100%
2012A	9D	1,105,000	905,000	82%
2012B	9D	5,360,000	5,040,000	94%
2013A_B	9D	1,250,000	1,180,000	94%
2013A_B	9D	785,000	740,000	94%
2013A_B	9D	5,295,000	5,005,000	95%
2013A_B	9D	17,935,000	16,960,000	95%
		<u>\$ 108,928,955</u>	<u>\$ 62,349,575</u>	<u>57%</u>

The University's portion of the accounting loss recognized in the financial statements was \$1,264,344. The net economic gain attributable to the University was \$328,237 and will result in an increased cash flow requirement of \$3,570,091 over the remaining life of the debt.

11. EXPENSES BY NATURAL CLASSIFICATIONS

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

	Salaries, Wages and Fringe Benefits	Services and Supplies	Scholarships and Fellowships	Plant and Equipment	Depreciation	Total
Instruction	118,380,092	14,691,654	1,105,577	1,973,968	-	136,151,291
Research	41,410,582	12,368,940	300,085	849,331	-	54,928,938
Public service	14,962	43,388	48	6,084	-	64,482
Academic support	33,842,555	3,867,549	35,915	5,989,395	-	43,735,414
Student services	10,324,738	4,648,367	38,312	175,289	-	15,186,706
Institutional support	38,201,766	13,505,741	148,512	1,022,429	-	52,878,448
Operation and maintenance of plant	7,220,668	23,466,250	-	3,406,794	-	34,093,712
Scholarships and related expenses	2,863,341	24,396	18,490,966	882	-	21,379,585
Auxiliary enterprises	26,158,836	42,131,866	-	1,856,635	-	70,147,337
Depreciation	-	-	-	-	39,854,426	39,854,426
Other	182,183	239	-	410	-	182,832
Total	278,599,723	114,748,390	20,119,415	15,281,217	39,854,426	468,603,171

12. STATE APPROPRIATIONS

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

Chapter 1289 - 2020 Acts of Assembly (Educational and General Programs) and		
Chapter 552 - 2021 Acts of Assembly		\$ 83,071,563
Student financial assistance		6,064,623
Supplemental appropriations:		
VIVA libraries	21,935	
Tuition moderation funding	1,000,000	
Central appropriations distribution benefit changes	225,620	
Tech talent transfer	1,384,198	
Marine science resources and environmental research	160,501	
Central appropriations transfer	2,744	
Credit card rebates	274,370	
Biomedical research	75,000	
Clinical faculty grant	54,435	
Affordable access funding	3,500,000	
Gear up	73,188	
		6,771,991
Reductions:		
Central appropriation distribution benefit changes		(705,745)
Central non-general fund cash transfers		(272,357)
Reversion to general fund		(840,036)
Appropriations as adjusted		<u>\$ 94,090,039</u>

13. COMPONENT UNIT FINANCIAL INFORMATION

The university and college have eight discretely presented component units – the William & Mary Foundation, the Marshall-Wythe School of Law Foundation, the William & Mary Alumni Association, the William & Mary Athletic Educational Foundation, the William & Mary School of Business Foundation, the Virginia Institute of Marine Science Foundation, the William & Mary Real Estate Foundation, and the Richard Bland College Foundation. These organizations are separately incorporated entities and other auditors examine the related financial statements. Summary financial statements and related disclosures follow for the component units.

Summary of Statement of Net Position - Component Units

	William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association
ASSETS				
Current assets				
Cash and cash equivalents	\$ 16,556,018	\$ 953,222	\$ 3,109,493	\$ 820,965
Investments	53,277,984	276,358	2,232,539	-
Pledges receivable, net - current portion	10,882,753	639,210	405,171	21,250
Receivables, net	3,072,864	-	73,934	45,557
Inventories	-	-	-	24,322
Prepays	511,752	1,649	10,738	11,610
Due from the university	176,020	-	4,918	551
Other assets	-	-	-	-
Total current assets	84,477,391	1,870,439	5,836,793	924,255
Non-current assets				
Restricted cash and cash equivalents	405	5,272,415	549,184	-
Restricted investments	372,911,943	54,091,404	82,744,383	723,460
Restricted other assets	193,620,870	522,375	1,429,498	-
Investments	453,687,080	8,251,311	929,275	11,738,775
Pledges receivable, net	22,864,655	1,284,321	2,047,430	225,973
Capital assets, nondepreciable	9,485,671	325,127	-	-
Capital assets, net of accumulated depreciation	5,438,740	-	655	108,375
Due from the university	-	-	-	-
Other assets	2,048,669	-	-	-
Total non-current assets	1,060,058,033	69,746,953	87,700,425	12,796,583
Total assets	1,144,535,424	71,617,392	93,537,218	13,720,838
LIABILITIES				
Current liabilities				
Accounts payable and accrued expenses	264,287	73,058	110,243	73,031
Deferred revenue	40,105	11,631	10,000	35,539
Deposits held in custody for others	263,081	-	10,355	-
Long-term liabilities - current portion	899,155	-	-	-
Due to the university	400,901	-	-	-
Short-term debt	-	-	-	-
Other liabilities	-	-	-	17,101
Total current liabilities	1,867,529	84,689	130,598	125,671
Non-current liabilities				
Other long-term liabilities	422,511	150,691	-	-
Long-term liabilities	34,733,638	-	-	-
Total liabilities	37,023,678	235,380	130,598	125,671
NET POSITION				
Net investment in capital assets	3,838,859	325,127	655	108,375
Restricted for:				
Nonexpendable:				
Scholarships and fellowships	161,344,049	11,500,090	6,577,399	-
Research	13,508,194	-	1,037,500	-
Loans	-	-	24,230	-
Departmental uses	140,169,378	9,723,617	35,946,790	-
Other	250,317,760	-	127,448	-
Expendable:				
Scholarships and fellowships	175,448,664	14,199,613	4,260,269	-
Research	16,494,341	-	625,356	-
Capital projects	27,000,680	4,710,239	388,357	-
Loans	-	-	134,459	-
Departmental uses	218,102,211	19,552,867	39,457,041	916,184
Other	59,477,331	1,184,220	122,363	-
Unrestricted	41,810,279	10,186,239	4,704,753	12,570,608
Total net position	\$ 1,107,511,746	\$ 71,382,012	\$ 93,406,620	\$ 13,595,167

Summary of Statement of Net Position - Component Units

	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total Component Units
ASSETS					
Current assets					
Cash and cash equivalents	\$ 2,476,014	\$ 908,058	\$ -	\$ 3,818,382	\$ 28,642,152
Investments	-	-	-	-	55,786,881
Pledges receivable, net - current portion	1,530,130	179,413	3,000	-	13,660,927
Receivables, net	-	-	-	314,547	3,506,902
Inventories	-	-	-	-	24,322
Prepays	-	-	-	45,525	581,274
Due from the university	79,433	-	1,085,718	-	1,346,640
Other assets	-	-	-	228,130	228,130
Total current assets	4,085,577	1,087,471	1,088,718	4,406,584	103,777,228
Non-current assets					
Restricted cash and cash equivalents	-	1,659,757	60,778	-	7,542,539
Restricted investments	2,153,825	16,987,209	8,097,459	-	537,709,683
Restricted other assets	-	-	-	44,739	195,617,482
Investments	-	754,326	-	-	475,360,767
Pledges receivable, net	1,805,561	171,622	-	-	28,399,562
Capital assets, nondepreciable	-	-	20,415	6,815,473	16,646,686
Capital assets, net of accumulated depreciation	32,397	-	10,714	20,372,669	25,963,550
Due from the university	-	-	18,727,907	-	18,727,907
Other assets	-	-	-	119,233	2,167,902
Total non-current assets	3,991,783	19,572,914	26,917,273	27,352,114	1,308,136,078
Total assets	8,077,360	20,660,385	28,005,991	31,758,698	1,411,913,306
LIABILITIES					
Current liabilities					
Accounts payable and accrued expenses	-	92,149	86,028	361,719	1,060,515
Deferred revenue	6,400	2,285	-	104,068	210,028
Deposits held in custody for others	-	-	-	-	273,436
Long-term liabilities - current portion	-	-	809,037	672,880	2,381,072
Due to the university	-	-	37,858	-	438,759
Short-term debt	-	-	-	400,000	400,000
Other liabilities	-	-	-	-	17,101
Total current liabilities	6,400	94,434	932,923	1,538,667	4,780,911
Non-current liabilities					
Other long-term liabilities	-	-	-	-	573,202
Long-term liabilities	-	-	18,727,907	15,419,992	68,881,537
Total liabilities	6,400	94,434	19,660,830	16,958,659	74,235,650
NET POSITION					
Net investment in capital assets	32,397	-	31,129	11,095,270	15,431,812
Restricted for:					
Nonexpendable:					
Scholarships and fellowships	-	-	4,722,242	-	184,143,780
Research	-	11,972,682	-	-	26,518,376
Loans	-	-	-	-	24,230
Departmental uses	-	-	-	-	185,839,785
Other	-	-	-	-	250,445,208
Expendable:					
Scholarships and fellowships	-	-	-	-	193,908,546
Research	-	-	-	-	17,119,697
Capital projects	-	-	-	-	32,099,276
Loans	-	-	-	-	134,459
Departmental uses	8,087,373	7,025,319	-	-	293,140,995
Other	-	-	4,077,716	44,739	64,906,369
Unrestricted	(48,810)	1,567,950	(485,926)	3,660,030	73,965,123
Total net position	\$ 8,070,960	\$ 20,565,951	\$ 8,345,161	\$ 14,800,039	\$ 1,337,677,656

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

	William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association
Operating revenues:				
Gifts and contributions	\$ 5,671,692	\$ 3,035,193	\$ 2,850,312	\$ 400,624
Other	2,344,584	705,104	90,568	248,584
Total operating revenues	8,016,276	3,740,297	2,940,880	649,208
Operating expenses:				
Instruction	5,374,177	2,354,551	406,964	-
Research	986,314	-	347,711	-
Public service	32,852	15,019	-	-
Academic support	2,779,534	987,118	190,614	-
Student services	128,643	31,548	711,154	-
Institutional support	8,196,317	511,008	2,492,563	67,399
Operation and maintenance of plant	6,470,577	230,019	-	-
Scholarships & fellowships	11,531,494	2,662,805	1,297,788	47,000
Auxiliary enterprises	1,238,860	-	3,233	-
Depreciation	364,267	-	262	8,107
Independent operations	-	-	-	-
Other	2,099,457	-	-	252,617
Total operating expenses	39,202,492	6,792,068	5,450,289	375,123
Operating gain/(loss)	(31,186,216)	(3,051,771)	(2,509,409)	274,085
Non-operating revenues and expenses:				
Net investment revenue (expense)	211,013,057	17,010,040	1,362,738	3,082,180
Interest on capital asset related debt	(303,631)	-	-	-
Other non-operating revenue	42,742,079	-	-	-
Other non-operating expenses	-	-	-	-
Net non-operating revenues	253,451,505	17,010,040	1,362,738	3,082,180
Income before other revenues	222,265,289	13,958,269	(1,146,671)	3,356,265
Other revenues:				
Capital grants and contributions	6,284,432	-	9,920	-
Additions to permanent endowments	20,861,456	1,303,335	18,705,580	-
Net other revenues	27,145,888	1,303,335	18,715,500	-
Change in net position, before transfers	249,411,177	15,261,604	17,568,829	3,356,265
Contribution between Foundations	(118,160)	-	-	119,410
Transfers	(118,160)	-	-	119,410
Change in net position	249,293,017	15,261,604	17,568,829	3,475,675
Net position - beginning of year	858,218,729	56,120,408	75,837,791	10,119,492
Net position - end of year	\$ 1,107,511,746	\$ 71,382,012	\$ 93,406,620	\$ 13,595,167

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

	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total Component Units
Operating revenues:					
Gifts and contributions	\$ 8,274,979	\$ 1,126,456	\$ 139,759	\$ 28,886	\$ 21,527,901
Other	390,869	-	893,679	2,712,326	7,385,714
Total operating revenues	8,665,848	1,126,456	1,033,438	2,741,212	28,913,615
Operating expenses:					
Instruction	-	70,705	-	-	8,206,397
Research	-	274,713	-	-	1,608,738
Public service	-	32,150	-	-	80,021
Academic support	-	104,269	-	-	4,061,535
Student services	-	-	-	-	871,345
Institutional support	341,825	480,796	204,189	362,168	12,656,265
Operation and maintenance of plant	-	11,344	-	-	6,711,940
Scholarships & fellowships	2,207,789	184,568	173,324	-	18,104,768
Auxiliary enterprises	1,003,750	-	-	50,620	2,296,463
Depreciation	13,134	-	2,572	601,924	990,266
Independent operations	-	-	-	702,963	702,963
Other	-	207,969	602,781	-	3,162,824
Total operating expenses	3,566,498	1,366,514	982,866	1,717,675	59,453,525
Operating gain/(loss)	5,099,350	(240,058)	50,572	1,023,537	(30,539,910)
Non-operating revenues and expenses:					
Net investment revenue (expense)	14,552	1,261,146	1,777,311	509	235,521,533
Interest on capital asset related debt	-	-	-	(540,331)	(843,962)
Other non-operating revenue	-	-	-	-	42,742,079
Other non-operating expenses	-	(2,804,014)	-	-	(2,804,014)
Net non-operating revenues	14,552	(1,542,868)	1,777,311	(539,822)	274,615,636
Income before other revenues	5,113,902	(1,782,926)	1,827,883	483,715	244,075,726
Other revenues:					
Capital grants and contributions	-	-	-	-	6,294,352
Additions to permanent endowments	-	417,794	-	-	41,288,165
Net other revenues	-	417,794	-	-	47,582,517
Change in net position, before transfers	5,113,902	(1,365,132)	1,827,883	483,715	291,658,243
Contribution between Foundations	(1,250)	-	-	-	-
Transfers	(1,250)	-	-	-	-
Change in net position	5,112,652	(1,365,132)	1,827,883	483,715	291,658,243
Net position - beginning of year	2,958,308	21,931,083	6,517,278	14,316,324	1,046,019,413
Net position - end of year	\$ 8,070,960	\$ 20,565,951	\$ 8,345,161	\$ 14,800,039	\$ 1,337,677,656

Investments

Each component unit holds various investments based on the investment policies established by the governing board of the individual foundation. The following table shows the various investment types held by each component unit.

	William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	Total
Certificates of deposit	\$ -	\$ -	\$ 274,241	\$ -	\$ 672,477	\$ -	\$ -	\$ 946,718
Mutual and money market funds	5,651,253	-	-	12,462,235	11,348	17,741,535	8,097,459	43,963,830
Corporate bonds	-	-	73,714	-	1,470,000	-	-	1,543,714
U.S. treasury and agency securities	55,189,353	276,358	-	-	-	-	-	55,465,711
Common and preferred stocks	520,405	-	1,373,530	-	-	-	-	1,893,935
Notes receivable	750,000	-	-	-	-	-	-	750,000
Pooled investments	816,387,734	62,342,715	82,697,880	-	-	-	-	961,428,329
Real estate	987,982	-	-	-	-	-	-	987,982
Other	390,280	-	1,486,832	-	-	-	-	1,877,112
Total Investments	\$ 879,877,007	\$ 62,619,073	\$ 85,906,197	\$ 12,462,235	\$ 2,153,825	\$ 17,741,535	\$ 8,097,459	\$ 1,068,857,331

Pledges Receivable

Unconditional promises to give (pledges) are recorded as receivables and revenues and are assigned net asset categories in accordance with donor imposed restrictions. Pledges expected to be collected within one year are recorded at net realizable value. Pledges that are expected to be collected in future years are recorded at net present value of their estimated future cash flows. The discounts on these amounts are computed using risk free interest rates applicable to the years in which the payments will be received. The foundations record an allowance against pledges receivable for estimated uncollectible amounts. The William & Mary Real Estate Foundation did not have any pledges receivable at year end.

	William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association	William & Mary Athletic Educational Foundation	Virginia Institute of Marine Science Foundation	Richard Bland College Foundation	Total
Total pledges receivable	\$ 36,333,507	\$ 2,039,503	\$ 2,543,794	\$ 247,223	\$ 4,148,366	\$ 355,747	\$ 3,000	\$ 45,671,140
Less:								
Allowance for uncollectible	(1,623,381)	(84,976)	(23,000)	-	(641,933)	-	-	(2,373,290)
Discounting to present value	(962,718)	(30,996)	(68,193)	-	(170,742)	(4,712)	-	(1,237,361)
Net pledges receivable	33,747,408	1,923,531	2,452,601	247,223	3,335,691	351,035	3,000	42,060,489
Less:								
Current pledges receivable	(10,882,753)	(639,210)	(405,171)	(21,250)	(1,530,130)	(179,413)	(3,000)	(13,660,927)
Total non-current pledges receivable	\$ 22,864,655	\$ 1,284,321	\$ 2,047,430	\$ 225,973	\$ 1,805,561	\$ 171,622	\$ -	\$ 28,399,562

Capital Assets

	William & Mary Foundation	Marshall-Wythe School of Law Foundation	William & Mary Business School Foundation	William & Mary Alumni Association	William & Mary Athletic Educational Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total
Nondepreciable:								
Land	\$ 3,365,927	\$ 262,916	\$ -	\$ -	\$ -	\$ 5,500	\$ 6,815,473	\$ 10,449,816
Historical treasures and inexhaustable works of art	6,119,744	62,211	-	-	-	14,915	-	6,196,870
Total nondepreciable capital assets	<u>\$ 9,485,671</u>	<u>\$ 325,127</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 20,415</u>	<u>\$ 6,815,473</u>	<u>\$ 16,646,686</u>
Depreciable:								
Building	\$ 7,431,415	\$ -	\$ -	\$ 378,914	\$ -	\$ -	\$ 23,461,381	\$ 31,271,710
Equipment, vehicles and furniture	8,029,830	84,722	1,310	384,736	65,672	18,000	401,900	8,986,170
Improvements, other than building	338,138	-	-	-	-	-	-	338,138
	15,799,383	84,722	1,310	763,650	65,672	18,000	23,863,281	40,596,018
Less accumulated depreciation	(10,360,643)	(84,722)	(655)	(655,275)	(33,275)	(7,286)	(3,490,612)	(14,632,468)
Total depreciable capital assets	<u>\$ 5,438,740</u>	<u>\$ -</u>	<u>\$ 655</u>	<u>\$ 108,375</u>	<u>\$ 32,397</u>	<u>\$ 10,714</u>	<u>\$ 20,372,669</u>	<u>\$ 25,963,550</u>

Long-term Liabilities

	William & Mary Foundation	Richard Bland College Foundation	William & Mary Real Estate Foundation	Total
Compensated absences	\$ 548,860	\$ -	\$ -	\$ 548,860
Notes payable	2,084,105	-	12,615,448	14,699,553
Bonds payable	8,085,726	19,536,944	3,477,424	31,100,094
Trust & Annuity Obligations	3,104,709	-	-	3,104,709
Other liabilities	21,809,393	-	-	21,809,393
Total long-term liabilities	35,632,793	19,536,944	16,092,872	71,262,609
Less current portion	899,155	809,037	672,880	2,381,072
Total long-term liabilities	<u>\$ 34,733,638</u>	<u>\$ 18,727,907</u>	<u>\$ 15,419,992</u>	<u>\$ 68,881,537</u>

THE WILLIAM & MARY FOUNDATIONLong-term Liabilities

1693 Partners Funds (the "Fund") is a nonstock corporation organized on October 25, 2019, under the laws of the Commonwealth of Virginia. The fund is classified as a 501(C)(3) public charity. The Fund's purpose is to invest and hold the deposited assets of the University and the foundations and other non-profit organizations that primarily benefit or support the University and its constituent departments, programs and schools, on a commingled, long-term investment basis, for their mutual benefit. The Foundation appoints the majority of the board of the fund, and as a result of this control, the accounts of the Fund are included in the consolidated financial statements of the Foundation.

The Fund commenced investment activities effective January 1, 2021. The Northern Trust company acts as custodian for the Fund.

The Fund entered into Member Deposit Agreements with the Foundation, the Marshall-Wythe School of Law Foundation, the William & Mary Business School Foundation, and the 1693 Foundation. The Agreements detail the terms and conditions for deposits to, withdrawals from, and operations of the Fund. Each Member is entitled in contract to its pro rata share of the value of the undivided net assets of the Fund, taking into account the aggregate investment returns on the assets held in the Fund, net of expenses of any taxes payable by the fund, and adjusting for deposits and withdrawals of the Members. Net assets of the Fund attributable to MWSLF and WMBSF totaled \$124,285,983 at June 30, 2021, and are included in investments and funds held for others in the consolidated statement of financial position.

On July 1, 2020, the Foundation executed an open-end revolving line of credit with Truist Bank in the amount of \$5,000,000. The line of credit is unsecured. Interest accrues at a floating rate per annum equal to the Secured Overnight Financing Rate plus 1.37% and is payable monthly. The line of credit is also subject to an unused commitment fee equal to 0.20% per annum. There were no advances from the line of credit during the year ended June 30, 2021. Unused commitment fees paid during the year ended June 30, 2021 totaled \$10,000.

During the fiscal year ended June 30, 2009, the Foundation entered into a borrowing arrangement with Truist Bank in the amount of \$2,636,140 for renovation of the university's Admissions Office. The terms of the loan were revised during the fiscal year ended June 30, 2011. Under the revised terms, interest accrued at a rate of 4.99% and was payable monthly. Principal was payable annually over a ten-year term, with the final amount paid on February 1, 2021. Truist Bank was granted a security interest in all deposits and investments maintained with Truist and any of its affiliates. There was no balance outstanding at June 30, 2021. The terms of the note require the Foundation to maintain at all times net assets without donor restrictions and net assets restricted by the donor due to the passage of time or for a specified purpose and subject to the Foundation's spending policy and appropriation in excess of 200% of the Foundation's total funded debt. The balance outstanding as of June 30, 2020, was \$325,003. Interest paid during the fiscal years ended June 30, 2021 and 2020, was \$11,037 and \$25,713, respectively.

On July 1, 2020, the Foundation executed a note payable to Truist Bank in the amount of \$2,100,000. The proceeds will be used to fund a new client relationship management system implementation project. The note is unsecured and accrues interest at a rate of 4.56% per annum payable monthly. Beginning on July 1, 2021, the note shall be paid on a fixed payment schedule consisting of equal monthly installments of principal and interest. The final payment is due on July 1, 2030. The balance outstanding at June 30, 2021 was \$2,100,000. Interest paid on the loan during the year ended June 30, 2021 was \$98,856.

Bonds Payable

In December 2011, the Economic Development Authority of James City County, Virginia ("Authority") issued a revenue refunding bond in the amount of \$8,090,000 ("Series 2011 Bond") and loaned the proceeds to the Foundation and College of William & Mary Foundation Ventures ("Obligors"). The Series 2011 Bond was acquired by Truist Bank, as Series 2011 Bondholder. Proceeds from sale of the Series 2011 Bond were used to redeem bonds issued in December 2006 by the Authority to finance the cost of property acquisition, construction and equipping of a three-story building in New Town in James City County, Virginia, for use by the Foundation, CWMF Ventures or the university. The Series 2011 Bond bore interest at a fixed rate of 2.96% per annum through December 31, 2017. As of January 1, 2018, the series 2011 Bond bears interest at a fixed rate of 3.59752% per annum, subject to the put rights of the Series 2011 Bondholder. On October 1, 2020, the bond agreement was amended to change the definition of the optional put date. Per the amendment the Series 2011 Bondholder has the option to tender the Series 2011 Bond for payment on December 1, 2026, the first optional put date, unless extended under the terms of the loan agreement to not earlier than December 1, 2031. The final maturity date is December 1, 2036. Interest expense, including amortization of bond issuance costs, on the Series 2011 Bond during the years June 30, 2021 and 2020, was \$303,630 and \$304,439, respectively.

The terms of the line of credit, notes and bonds payable require the Foundation to maintain assets so that at all times, net assets without donor restrictions and net assets restricted by the donor due to the passage of time or for a specified purpose and subject to the Foundation's spending policy and appropriation in excess of 200% of the Foundation's total funded debt.

The Foundation is in compliance with all debt covenants.

The MARSHALL-WYTHE SCHOOL OF LAW FOUNDATION

Law Library Bond Issuance

The construction and renovations of the Wolf Law Library and Hixon Center at the Marshall-Wythe School of Law were funded by proceeds allocated to the Marshall-Wythe School of Law from William & Mary's 2007A(9D) Bond Issue and the 2013 A&B(9d) Bond Issue (the "Bonds"). The Foundation makes principal and interest payments to the university on the Bonds using private contributions restricted for the Law Library and Hixon Center additions. However, the Bonds were issued to and in the name of the university, and the Foundation is not obligated to make these debt service payments.

Bond payments made to the university totaled \$230,019, including principal and interest, in 2021 and are included in management and general expenses on the Foundation's statement of activities.

RICHARD BLAND COLLEGE FOUNDATION, INC.

Bonds Payable

During December 2006, the Foundation entered into loan agreements with the Industrial Development Authorities ("Authorities") of Dinwiddie County, Virginia, Isle of Wight, Virginia, Prince George County, Virginia and Sussex County, Virginia to borrow the proceeds of the Authorities' \$27,000,000 Series 2006 Revenue Bonds (Richard Bland College Foundation Student Housing Facilities). The loan was refinanced in October 2012 to lower the interest rate charged to the Foundation. The loan agreement interest rate was 4.23% and refinanced to 2.40%. The interest rate will adjust at the 10-year anniversary of the refinancing and every 5 years thereafter at 70% of the 5-year U. S. Treasury Note plus 120 basis points. The bonds are due August 5, 2038. The primary purpose of this loan is to refund and redeem in full the outstanding principal amount of the Authorities' \$27,000,000 Series 2006 Revenue Bonds (Richard Bland College Foundation Student Housing Facilities), the proceeds of which were used to finance the costs of construction and equipping of a student housing facility located in Dinwiddie, Virginia.

In 2017 the Foundation amended the bond notes with Towne Bank to adjust the payments from February and August to May and October to better align with revenue streams.

Investment in Direct Financing Lease

The Foundation has an investment in a direct financing lease in connection with its long-term leasing arrangement with the college. The terms of the lease include the leasing of a student housing facility located in Dinwiddie, Virginia originally constructed by the Foundation for the college. The lease is due in semi-annual installments and expires in August 2038. At June 30, 2021 the Foundation had a receivable of \$19,536.44 due from the college.

WILLIAM & MARY REAL ESTATE FOUNDATION

Tribe Square

The Foundation leases the Tribe Square student housing to the university pursuant to a lease agreement with an initial term ending June 30, 2016, with an automatic renewal for an additional five-year term ending on June 30, 2021, with an additional renewal for a one-year term ending June 30, 2022. Annual base rent is \$459,816, payable in two equal installments on September 1 and March 1 of each lease year. The base rent may be increased annually by a percentage equal to the increase in the Consumer Price Index. In no event shall the base rent be less than the base rent payable for the preceding year. Rental income received under this lease was \$528,217 and \$522,987 for 2021 and 2020, respectively.

The Foundation leases the Tribe Square office space to the university pursuant to a lease agreement dated November 20, 2019 for a sixty-eight-month term commencing November 1, 2019 and ending June 30, 2025, with the right to renew for five one-year terms. Annual base rent is \$51,884, payable in two bi-annual installments, with the first installment due October 1, 2020, and each bi-annual installment thereafter due on March 1st and October 1st of the rent year. The base rent shall be paid during the initial term and any renewal term until such time that at least \$518,840 has been paid to the Foundation. Rental income earned under this lease was \$87,157 and \$32,428 for 2021 and 2020, respectively.

Discovery II

The Discovery II property is leased to the university for use as office space under an agreement with an initial lease term ending June 30, 2018 with the right to renew the lease for up to five additional consecutive one-year terms. The lease has been renewed through June 30, 2023. Annual base rent is \$382,200, payable in 12 equal installments, with each monthly installment due on the first business day of the month. The base rent may be increased annually by two percent. Rental income received under this lease was \$438,957 and \$430,357 for 2021 and 2020, respectively.

Richmond Hall

The property is leased to the university under an agreement with an initial lease term ending July 31, 2022 and the option to renew for five renewal terms of one year each. Annual base rent of \$1,176,861, payable in two equal semiannual installments, is due on September 1 and March 1 of each year. The base rent may be increased annually by a percentage equal to the increase in the Consumer Price Index. In no event shall the base rent be less than the base rent payable for the preceding year. Rental income received under this lease was \$1,247,478 and \$1,078,789 for 2021 and 2020, respectively.

327 Richmond Road

The Foundation leases office space at 327 Richmond Road in Williamsburg, Virginia to the university under a five-year lease through December 31, 2020, at which time the lease was terminated. Rental income under this lease agreement was \$16,726 and \$33,452 during 2021 and 2020, respectively.

North Henry Street

The Foundation entered into a lease agreement for property on North Henry Street in Williamsburg, Virginia, November 20, 2019 for a sixty-six month term commencing January 1, 2020 and ending June 30, 2025 with the right to renew for one five-year term. During 2021, a sublease was executed with a third party. Monthly rental payments were received from the University through March 2021, at which time the third party began paying rent to the Foundation. Rental income received from the University under this lease was \$340,705 and \$237,322 for 2021 and 2020 respectively.

Bonds Payable

The Foundation obtained a tax-exempt student housing facilities revenue bond, dated September 16, 2011, twenty-five (25) year term. The bond bears interest at a fixed rate of 3.75%. Required monthly payments of principal and interest total \$25,855. The outstanding principal balance is \$3,585,744 at June 30, 2021.

The bond was issued through the Economic Development Authority of the City of Williamsburg for a principal amount of \$5 million. The proceeds of this bond were used to finance the costs to acquire, construct, and equip the student apartment portion of Tribe Square, and pay certain expenses of issuing the bond. The bond is secured by the rents and revenues of Tribe Square, and the property itself.

The bond, which is bank held, has an option for the bank to require the Foundation to repurchase the bond once the bond is 10 years past the issuance date. If this option is exercised the Foundation would pay the aggregate unpaid principal plus accrued interest through the date of such payment. The bank must give the Foundation 120 days' notice prior to the tender date if this option is exercised. No such notice has been received by the Foundation.

Promissory Note

The Foundation obtained a promissory note, dated June 3, 2013, ten (10) year term. The note bears interest at a fixed rate of 3.22%. Required monthly payments of principal and interest total \$18,007. The outstanding principal balance is \$2,815,762 at June 30, 2021.

The promissory note was issued through a private lender for a principal amount of \$3,689,000. The proceeds of this note were used to finance the costs to acquire Discovery II and pay certain expenses of issuing the note. The note is secured by the rents and revenues of Discovery II, and substantially all of the assets of WMREF Ventures, a subsidiary of the Foundation. A balloon payment in the amount of \$2,570,410 is due at note maturity on June 1, 2023.

The Foundation obtained a promissory note August 4, 2017, five (5) year term. The note bears interest at a fixed rate of 2.65%. Required monthly payments of principal and interest total \$27,373. The outstanding principal balance is \$5,324,306 at June 30, 2021.

The promissory note was issued through a private lender for a principal amount of \$6,000,000. The proceeds of this note were used to repay a line of credit and to finance the costs for the renovation and remodeling of Richmond Hall. The note requires certain covenants to be met. At June 30, 2021, the Foundation was in compliance with these covenants. A balloon installment payment for all unpaid principal and the interest is due at note maturity on August 4, 2022. Amounts outstanding are collateralized by the Foundation's deposits with the lender.

The Foundation obtained a promissory note dated November 19, 2019, ten (10) year term. The note was refinanced on June 30, 2021, with a 9-year term. The note bears interest at a fixed rate of 2.55% and requires 24 monthly payments of principal of \$15,000 plus accrued interest and subsequently, beginning, July 31, 2023, 84 monthly payments of principal and interest totaling \$19,920. The outstanding principal balance is \$4,500,000 at June 30, 2021.

The promissory note was issued through a private lender for a principal amount of \$4,500,000. The proceeds of this note were used to finance the purchase of real property referred to as North Henry Street. The note was refinanced with a different financial institution on June 30, 2021. A balloon installment payment for all unpaid principal and interest is due at note maturity on July 31, 2030. An additional draw of \$1,000,000 is available under this note if requested by the Foundation to finance the North Henry Street tenant improvement allowance. Amounts outstanding are collateralized by assignment of rents and leases. The note requires certain covenants to be met. At June 30, 2021, the Foundation was in compliance with these covenants.

Significant activity between the university and component units

Direct Payments to the university from the William & Mary Foundation, the Marshall-Wythe School of Law Foundation, the William & Mary Athletic Educational Foundation, and the William & Mary School of Business Foundation for the year ended June 30, 2021 totaled \$37,195,411; \$6,704,677; \$2,945,446; and \$4,944,160 respectively. This includes gift transfers, payments for facilities and payments for services. Direct payments from the university to the William & Mary Foundation and William & Mary Real Estate Foundation for the year ended June 30, 2021 totaled \$943,370 and 2,659,240, respectively, for services provided by College Enterprises, Inc. and rent for facilities.

14. RETIREMENT PLANS

Optional Retirement Plan

Full-time faculty and certain administrative staff may participate in a retirement annuity program through various optional retirement plans other than the Virginia Retirement System. As of January 1, 2018 TIAA-CREF is the university's plan administrator. Employees who became a member prior to January 1, 2018 have the option to choose either TIAA-CREF or Fidelity Investments as their investment provider. This is a fixed-contribution program where the retirement benefits received are based upon the employer's contributions of approximately 10.4 percent or 8.5 percent depending on whether the employee is in Plan 1 or Plan 2, plus interest and dividends. Plan 1 consists of employees who became a member prior to July 1, 2010. Plan 2 consists of employees who became a member on or after July 1, 2010 and are required to make a 5% contribution to their retirement account.

Individual contracts issued under the plan provide for full and immediate vesting of contributions of William & Mary, including the Virginia Institute of Marine Science, and Richard Bland College and their employees. Total pension costs under this plan were \$10,307,481 for the year ended June 30, 2021. Contributions to the optional retirement plans were calculated using the base salary amount of \$108,374,747 for fiscal year 2021. William & Mary, which includes the Virginia Institute of Marine Science, and Richard Bland College's total payroll for fiscal year 2021 was \$211,069,360.

Deferred Compensation

Employees of the university and college are employees of the Commonwealth of Virginia. State employees may participate in the Commonwealth's Deferred Compensation Plan. Participating employees can contribute to the plan each pay period with the Commonwealth matching up to \$20 per pay period. The dollar amount of the match can change depending on the funding available in the Commonwealth's budget. The Deferred Compensation Plan is a qualified defined contribution plan under Section 401(a) of the Internal Revenue Code. Employer contributions under the Deferred Compensation Plan were approximately \$732,757 for fiscal year 2021.

General Information about the Pension PlanPlan Description

All full-time, salaried permanent employees of state agencies are automatically covered by the VRS State Employee Retirement Plan or the VaLORS Retirement Plan upon employment. These plans are administered by the Virginia Retirement System (the System) along with plans for other employer groups in the Commonwealth of Virginia. Members earn one month of service credit for each month they are employed and for which they and their employer pay contributions to VRS. Members are eligible to purchase prior service, based on specific criteria as defined in the *Code of Virginia*, as amended. Eligible prior service that may be purchased includes prior public service, active military service, certain periods of leave, and previously refunded service.

The System administers three different benefit structures for covered employees in the VRS State Employee Retirement Plan – Plan 1, Plan 2, and Hybrid; and two different benefit structures for covered employees in the VaLORS Retirement Plan – Plan 1 and Plan 2. Each of these benefit structures has different eligibility criteria. The specific information for each plan and the eligibility for covered groups within each plan are set out in the table below:

RETIREMENT PLAN PROVISIONS BY PLAN STRUCTURE		
PLAN 1	PLAN 2	HYBRID RETIREMENT PLAN
About Plan 1 Plan 1 is a defined benefit plan. The retirement benefit is based	About Plan 2 Plan 2 is a defined benefit plan. The retirement benefit is based on	About the Hybrid Retirement Plan The Hybrid Retirement Plan

on a member's age, creditable service and average final compensation at retirement using a formula.	a member's age, creditable service and average final compensation at retirement using a formula.	<p>combines the features of a defined benefit plan and a defined contribution plan.</p> <ul style="list-style-type: none"> • The defined benefit is based on a member's age, creditable service and average final compensation at retirement using a formula. • The benefit from the defined contribution component of the plan depends on the member and employer contributions made to the plan and the investment performance of those contributions. • In addition to the monthly benefit payment payable from the defined benefit plan at retirement, a member may start receiving distributions from the balance in the defined contribution account, reflecting the contributions, investment gains or losses, and any required fees.
<p>Eligible Members Employees are in Plan 1 if their membership date is before July 1, 2010, and they were vested as of January 1, 2013, and they have not taken a refund.</p> <p>Hybrid Opt-In Election VRS non-hazardous duty covered Plan 1 members were allowed to make an irrevocable decision to opt into the Hybrid Retirement Plan during a special election window held January 1 through April 30, 2014.</p> <p>The Hybrid Retirement Plan's effective date for eligible Plan 1 members who opted in was July 1, 2014.</p> <p>If eligible deferred members returned to work during the election window, they were also</p>	<p>Eligible Members Employees are in Plan 2 if their membership date is on or after July 1, 2010, or their membership date is before July 1, 2010, and they were not vested as of January 1, 2013.</p> <p>Hybrid Opt-In Election VRS non-hazardous duty covered Plan 2 members were allowed to make an irrevocable decision to opt into the Hybrid Retirement Plan during a special election window held January 1 through April 30, 2014.</p> <p>The Hybrid Retirement Plan's effective date for eligible Plan 2 members who opted in was July 1, 2014.</p> <p>If eligible deferred members returned to work during the election window, they were also</p>	<p>Eligible Members Employees are in the Hybrid Retirement Plan if their membership date is on or after January 1, 2014. This includes:</p> <ul style="list-style-type: none"> • State employees* • Members in Plan 1 or Plan 2 who elected to opt into the plan during the election window held January 1-April 30, 2014; the plan's effective date for opt-in members was July 1, 2014 <p>*Non-Eligible Members Some employees are not eligible to participate in the Hybrid Retirement Plan. They include:</p> <ul style="list-style-type: none"> • Members of the Virginia Law Officers' Retirement System (VaLORS) <p>Those employees eligible for an optional retirement plan (ORP) must elect the ORP plan or the Hybrid Retirement Plan. If these members have prior</p>

eligible to opt into the Hybrid Retirement Plan.	eligible to opt into the Hybrid Retirement Plan.	service under Plan 1 or Plan 2, they are not eligible to elect the Hybrid Retirement Plan and must select Plan 1 or Plan 2 (as applicable) or ORP.
Retirement Contributions State employees, excluding state elected officials, and optional retirement plan participants, contribute 5% of their compensation each month to their member contribution account through a pre-tax salary reduction. Member contributions are tax-deferred until they are withdrawn as part of a retirement benefit or as a refund. The employer makes a separate actuarially determined contribution to VRS for all covered employees. VRS invests both member and employer contributions to provide funding for the future benefit payment.	Retirement Contributions Same as Plan 1.	Retirement Contributions A member's retirement benefit is funded through mandatory and voluntary contributions made by the member and the employer to both the defined benefit and the defined contribution components of the plan. Mandatory contributions are based on a percentage of the employee's creditable compensation and are required from both the member and the employer. Additionally, members may choose to make voluntary contributions to the defined contribution component of the plan, and the employer is required to match those voluntary contributions according to specified percentages.
Service Credit Service credit includes active service. Members earn service credit for each month they are employed in a covered position. It also may include credit for prior service the member has purchased or additional service credit the member was granted. A member's total service credit is one of the factors used to determine their eligibility for retirement and to calculate their retirement benefit. It also may count toward eligibility for the health insurance credit in retirement, if the employer offers the health insurance credit.	Service Credit Same as Plan 1.	Service Credit <u>Defined Benefit Component:</u> Under the defined benefit component of the plan, service credit includes active service. Members earn service credit for each month they are employed in a covered position. It also may include credit for prior service the member has purchased or additional service credit the member was granted. A member's total service credit is one of the factors used to determine their eligibility for retirement and to calculate their retirement benefit. It also may count toward eligibility for the health insurance credit in retirement, if the employer offers the health insurance credit.

		<p><u>Defined Contributions Component:</u> Under the defined contribution component, service credit is used to determine vesting for the employer contribution portion of the plan.</p>
<p>Vesting Vesting is the minimum length of service a member needs to qualify for a future retirement benefit. Members become vested when they have at least five years (60 months) of service credit. Vesting means members are eligible to qualify for retirement if they meet the age and service requirements for their plan. Members also must be vested to receive a full refund of their member contribution account balance if they leave employment and request a refund.</p> <p>Members are always 100% vested in the contributions that they make.</p>	<p>Vesting Same as Plan 1.</p>	<p>Vesting <u>Defined Benefit Component:</u> Defined benefit vesting is the minimum length of service a member needs to qualify for a future retirement benefit. Members are vested under the defined benefit component of the Hybrid Retirement Plan when they reach five years (60 months) of service credit. Plan 1 or Plan 2 members with at least five years (60 months) of service credit who opted into the Hybrid Retirement Plan remain vested in the defined benefit component.</p> <p><u>Defined Contributions Component:</u> Defined contribution vesting refers to the minimum length of service a member needs to be eligible to withdraw the employer contributions from the defined contribution component of the plan.</p> <p>Members are always 100% vested in the contributions that they make.</p> <p>Upon retirement or leaving covered employment, a member is eligible to withdraw a percentage of employer contributions to the defined contribution component of the plan, based on service.</p> <ul style="list-style-type: none"> • After two years, a member is 50% vested and may withdraw 50% of employer contributions. • After three years, a member is 75% vested and may

		<p>withdraw 75% of employer contributions.</p> <ul style="list-style-type: none"> • After four or more years, a member is 100% vested and may withdraw 100% of employer contributions. <p>Distributions not required, except as governed by law.</p>
<p>Calculating the Benefit The basic benefit is determined using the average final compensation, service credit and plan multiplier. An early retirement reduction is applied to this amount if the member is retiring with a reduced benefit. In cases where the member has elected an optional form of retirement payment, an option factor specific to the option chosen is then applied.</p>	<p>Calculating the Benefit See definition under Plan 1.</p>	<p>Calculating the Benefit <u>Defined Benefit Component:</u> See definition under Plan 1</p> <p><u>Defined Contribution Component:</u> The benefit is based on contributions made by the member and any matching contributions made by the employer, plus net investment earnings on those contributions.</p>
<p>Average Final Compensation A member's average final compensation is the average of the 36 consecutive months of highest compensation as a covered employee.</p>	<p>Average Final Compensation A member's average final compensation is the average of their 60 consecutive months of highest compensation as a covered employee.</p>	<p>Average Final Compensation Same as Plan 2. It is used in the retirement formula for the defined benefit component of the plan.</p>
<p>Service Retirement Multiplier VRS: The retirement multiplier is a factor used in the formula to determine a final retirement benefit. The retirement multiplier for non-hazardous duty members is 1.70%.</p> <p>VaLORS: The retirement multiplier for VaLORS employees is 1.70% or 2.00%.</p>	<p>Service Retirement Multiplier VRS: Same as Plan 1 for service earned, purchased or granted prior to January 1, 2013. For non-hazardous duty members the retirement multiplier is 1.65% for service credit earned, purchased or granted on or after January 1, 2013.</p> <p>VaLORS: The retirement multiplier for VaLORS employees is 2.00%.</p>	<p>Service Retirement Multiplier <u>Defined Benefit Component:</u> VRS: The retirement multiplier for the defined benefit component is 1.00%.</p> <p>For members who opted into the Hybrid Retirement Plan from Plan 1 or Plan 2, the applicable multipliers for those plans will be used to calculate the retirement benefit for service credited in those plans.</p> <p>VaLORS: Not applicable.</p> <p><u>Defined Contribution Component:</u> Not applicable.</p>

Normal Retirement Age VRS: Age 65. VaLORS: Age 60.	Normal Retirement Age VRS: Normal Social Security retirement age. VaLORS: Same as Plan 1.	Normal Retirement Age <u>Defined Benefit Component:</u> VRS: Same as Plan 2. VaLORS: Not applicable. <u>Defined Contribution Component:</u> Members are eligible to receive distributions upon leaving employment, subject to restrictions.
Earliest Unreduced Retirement Eligibility VRS: Age 65 with at least five years (60 months) of service credit or at age 50 with at least 30 years of service credit. VaLORS: Age 60 with at least five years of service credit or age 50 with at least 25 years of service credit.	Earliest Unreduced Retirement Eligibility VRS: Normal Social Security retirement age with at least five years (60 months) of service credit or when their age and service equal 90. VaLORS: Same as Plan 1.	Earliest Unreduced Retirement Eligibility <u>Defined Benefit Component:</u> VRS: Normal Social Security retirement age and have at least five years (60 months) of service credit or when their age and service equal 90. VaLORS: Not applicable. <u>Defined Contribution Component:</u> Members are eligible to receive distributions upon leaving employment, subject to restrictions.
Earliest Reduced Retirement Eligibility VRS: Age 55 with at least five years (60 months) of service credit or age 50 with at least 10 years of service credit. VaLORS: 50 with at least five years of creditable service.	Earliest Reduced Retirement Eligibility VRS: Age 60 with at least five years (60 months) of service credit. VaLORS: Same as Plan 1.	Earliest Reduced Retirement Eligibility <u>Defined Benefit Component:</u> VRS: Age 60 with at least five years (60 months) of service credit. VaLORS: Not applicable. <u>Defined Contribution Component:</u> Members are eligible to receive distributions upon leaving employment, subject to restrictions.
Cost-of-Living Adjustment (COLA) in Retirement The Cost-of-Living Adjustment (COLA) matches the first 3%	Cost-of-Living Adjustment (COLA) in Retirement The Cost-of-Living Adjustment (COLA) matches the first 2%	Cost-of-Living Adjustment (COLA) in Retirement <u>Defined Benefit Component:</u> Same as Plan 2.

<p>increase in the Consumer Price Index for all Urban Consumers (CPI-U) and half of any additional increase (up to 4%) up to a maximum COLA of 5%.</p> <p><u>Eligibility:</u> For members who retire with an unreduced benefit or with a reduced benefit with at least 20 years of service credit, the COLA will go into effect on July 1 after one full calendar year from the retirement date.</p> <p>For members who retire with a reduced benefit and who have less than 20 years of service credit, the COLA will go into effect on July 1 after one calendar year following the unreduced retirement eligibility date.</p> <p><u>Exceptions to COLA Effective Dates:</u> The COLA is effective July 1 following one full calendar year (January 1 to December 31) under any of the following circumstances:</p> <ul style="list-style-type: none"> • The member is within five years of qualifying for an unreduced retirement benefit as of January 1, 2013. • The member retires on disability. • The member retires directly from short-term or long-term disability. • The member is involuntarily separated from employment for causes other than job performance or misconduct and is eligible to retire under the Workforce Transition Act or the Transitional Benefits Program. • The member dies in service and the member's survivor or beneficiary is eligible for a monthly death-in-service benefit. 	<p>increase in the CPI-U and half of any additional increase (up to 2%), for a maximum COLA of 3%.</p> <p><u>Eligibility:</u> Same as Plan 1</p> <p><u>Exceptions to COLA Effective Dates:</u> Same as Plan 1</p>	<p><u>Defined Contribution Component:</u> Not applicable.</p> <p><u>Eligibility:</u> Same as Plan 1 and Plan 2.</p> <p><u>Exceptions to COLA Effective Dates:</u> Same as Plan 1 and Plan 2.</p>
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<p>The COLA will go into effect on July 1 following one full calendar year (January 1 to December 31) from the date the monthly benefit begins.</p>		
<p>Disability Coverage Members who are eligible to be considered for disability retirement and retire on disability, the retirement multiplier is 1.7% on all service, regardless of when it was earned, purchased or granted.</p> <p>Most state employees are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p> <p>VSDP members are subject to a one-year waiting period before becoming eligible for non-work-related disability benefits.</p>	<p>Disability Coverage Members who are eligible to be considered for disability retirement and retire on disability, the retirement multiplier is 1.65% on all service, regardless of when it was earned, purchased or granted.</p> <p>Most state employees are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p> <p>VSDP members are subject to a one-year waiting period before becoming eligible for non-work related disability benefits.</p>	<p>Disability Coverage State employees (including Plan 1 and Plan 2 opt-ins) participating in the Hybrid Retirement Plan are covered under the Virginia Sickness and Disability Program (VSDP), and are not eligible for disability retirement.</p> <p>Hybrid members (including Plan 1 and Plan 2 opt-ins) covered under VSDP are subject to a one-year waiting period before becoming eligible for non-work-related disability benefits.</p>
<p>Purchase of Prior Service Members may be eligible to purchase service from previous public employment, active duty military service, an eligible period of leave or VRS refunded service as service credit in their plan. Prior service credit counts toward vesting, eligibility for retirement and the health insurance credit. Only active members are eligible to purchase prior service. Members also may be eligible to purchase periods of leave without pay.</p>	<p>Purchase of Prior Service Same as Plan 1.</p>	<p>Purchase of Prior Service <u>Defined Benefit Component:</u> Same as Plan 1, with the following exception:</p> <ul style="list-style-type: none"> Hybrid Retirement Plan members are ineligible for ported service. <p><u>Defined Contribution Component:</u> Not applicable.</p>

Contributions

The contribution requirement for active employees is governed by §51.1-145 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Employees are required to contribute 5.00% of their compensation toward their retirement. Each state agency's contractually required employer contribution rate for the fiscal year ended June 30, 2021 was 14.46% of covered employee compensation for employees in the VRS State Employee Retirement Plan. For employees in the VaLORS Retirement Plan, the contribution rate was 21.90% of covered employee compensation. These rates were based on actuarially

determined rates from an actuarial valuation as of June 30, 2019. The actuarially determined rate, when combined with employee contributions, was expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Contributions from the university and college to the VRS State Employee Retirement Plan were \$10,635,498 and \$10,375,428 for the years ended June 30, 2021 and June 30, 2020, respectively. Contributions from the university and college to the VaLORS Retirement Plan were \$300,193 and \$296,504 for the years ended June 30, 2021 and June 30, 2020, respectively.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At June 30, 2021, the university and college reported a liability of \$133,222,066 for its proportionate share of the VRS State Employee Retirement Plan Net Pension Liability and a liability of \$2,902,582 for its proportionate share of the VaLORS Retirement Plan Net Pension Liability. The Net Pension Liability was measured as of June 30, 2020 and the total pension liability used to calculate the Net Pension Liability was determined by an actuarial valuation performed as of June 30, 2019 and rolled forward to the measurement date of June 30, 2020. The university's and college's proportion of the Net Pension Liability was based on the university's and college's actuarially determined employer contributions to the pension plan for the year ended June 30, 2020 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2020, the university's and college's proportion of the VRS State Employee Retirement Plan was 1.42% for William & Mary, 0.31% for VIMS, and 0.12% for RBC as compared to 1.45% for William & Mary, 0.32% for VIMS, and 0.12% for RBC at June 30, 2019. At June 30, 2020, the university's and college's proportion of the VaLORS Retirement Plan was 0.32% for William & Mary, and 0.05% for RBC as compared to 0.32% for William & Mary, and 0.05% for RBC at June 30, 2019.

For the year ended June 30, 2021, the university and college recognized pension expense of \$15,560,130 for the VRS State Employee Retirement Plan and \$523,233 for the VaLORS Retirement Plan. Since there was a change in proportionate share between June 30, 2019 and June 30, 2020 a portion of the pension expense was related to deferred amounts from changes in proportion and differences between employer contributions and the proportionate share of employer contributions.

At June 30, 2021, the university and college reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

VRS Retirement Plan

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	1,511,150	1,355,664
Net difference between projected and actual earnings on pension plan investments	10,363,921	-
Change in assumptions	5,534,221	-
Changes in proportion and differences between employer contributions and proportionate share of contributions	83,269	2,974,231
Employer contributions subsequent to the measurement date	10,635,498	-
Total	<u>\$ 28,128,059</u>	<u>\$ 4,329,895</u>

VaLORS Retirement Plan

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	63,090	-
Net difference between projected and actual earnings on pension plan investments	170,952	-
Change in assumptions	61,634	-
Changes in proportion and differences between employer contributions and proportionate share of contributions	69,229	2,317
Employer contributions subsequent to the measurement date	300,193	-
Total	<u>\$ 665,098</u>	<u>\$ 2,317</u>

The university and college had \$10,935,691 reported as deferred outflows of resources related to pensions resulting from the university's and college's contributions subsequent to the measurement date that will be recognized as a reduction of the Net Pension Liability in the Fiscal Year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense in future reporting periods as follows:

Year ended June 30
(\$ thousands)

	<u>VRS Retirement Plan</u>	<u>VaLORS Retirement Plan</u>
FY 2022	\$ 1,712	\$ 180
FY 2023	\$ 5,035	\$ 73
FY 2024	\$ 3,088	\$ 57
FY 2025	\$ 3,327	\$ 53
FY 2026	\$ -	\$ -

Actuarial Assumptions

The total pension liability for the VRS State Employee Retirement Plan was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020.

Inflation	2.50%
Salary increases, including inflation	3.5%-5.35%
Investment rate of return	6.75%, net of pension plan investment expenses, including inflation*

* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 6.75%. However, since the difference was minimal, and a more conservative 6.75% investment return assumption provided a

projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 6.75% to simplify preparation of pension liabilities.

Mortality rates:

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with Scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increase rate from 14% to 25%
Discount Rate	Decrease rate from 7.00% to 6.75%

The total pension liability for the VaLORS Retirement Plan was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020.

Inflation	2.50%
Salary increases, including inflation	3.5%-4.75%
Investment rate of return	6.75%, net of pension plan investment expenses, including inflation*

* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 6.75%. However, since the difference was minimal, and a more conservative 6.75% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 6.75% to simplify preparation of pension liabilities.

Mortality rates:**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 1 year.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with Scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decrease rate from 50% to 35%
Discount Rate	Decrease rate from 7.00% to 6.75%

Net Pension Liability

The net pension liability (NPL) is calculated separately for each system and represents that particular system's total pension liability determined in accordance with GASB Statement No. 67, less that system's fiduciary net position. As of June 30, 2020, NPL amounts for the VRS State Employee Retirement Plan and the VaLORS Retirement Plan are as follows (amounts expressed in thousands):

	State Employee Retirement Plan	VaLORS Retirement Plan
Total Pension Liability	26,014,925	2,282,351
Plan Fiduciary Net Position	18,770,068	1,500,469
Employers' Net Pension Liability (Asset)	<u>\$ 7,244,857</u>	<u>\$ 781,882</u>
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	72.15%	65.74%

The total pension liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net pension liability is disclosed in accordance with the requirements of GASB Statement No. 67 in the System's notes to the financial statements and required supplementary information.

Long-Term Expected Rate of Return

The long-term expected rate of return on pension System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of pension System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class (Strategy)	Long-Term Target Asset Allocation	Arithmetic Long-Term Expected Rate of Return	Weighted Average Long-Term Expected Rate of Return*
Public Equity	34.00%	4.65%	1.58%
Fixed Income	15.00%	0.46%	0.07%
Credit Strategies	14.00%	5.38%	0.75%
Real Assets	14.00%	5.01%	0.70%
Private Equity	14.00%	8.34%	1.17%
MAPS - Multi -Asset Public Strategies	6.00%	3.04%	0.18%
PIP- Private Investment Partnership	3.00%	6.49%	0.19%
Total	100.00%		4.64%
Inflation			2.50%
Expected arithmetic nominal return *			7.14%

* The above allocation provides a one-year return of 7.14%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 7.11%, including expected inflation of 2.50%. On October 10, 2019, the VRS Board elected a long-term rate of 6.75% which is roughly at the 40th percentile of expected long-term results of the VRS fund asset allocation. More recent capital market assumptions compiled for the FY2020 actuarial valuations, provide a median return of 6.81%

Discount Rate

The discount rate used to measure the total pension liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that System member contributions will be made per the VRS Statutes and the employer contributions will be made in accordance with the VRS funding policy at rates equal to the difference between actuarially determined contribution rates adopted by the VRS Board of Trustees and the member rate. Through the fiscal year ending June 30, 2020, the rate contributed by the state agency for the VRS State Employee Retirement Plan and the VaLORS Retirement Plan will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly which was 100% of the actuarially determined contribution rate. From July 1, 2020 on, all agencies are assumed to continue to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the University's and College's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the university's and college's proportionate share of the VRS State Employee Retirement Plan net pension liability using the discount rate of 6.75%, as well as what the university's and college's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (5.75%) or one percentage point higher (7.75%) than the current rate:

(\$ thousands)	1.00% Decrease (5.75%)	Current Discount Rate (6.75%)	1.00% Increase (7.75%)
The university and college's proportionate share of the VRS State Employee Retirement Plan Net Pension Liability	\$ 188,806	\$ 133,222	\$ 86,486

The following presents the university's and college's proportionate share of the VaLORS Retirement Plan net pension liability using the discount rate of 6.75%, as well as what the university's and college's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (5.75%) or one percentage point higher (7.75%) than the current rate:

(\$ thousands)	1.00% Decrease (5.75%)	Current Discount Rate (6.75%)	1.00% Increase (7.75%)
The university and college's proportionate share of the VaLORS Employee Retirement Plan Net Pension Liability	\$ 3,984	\$ 2,903	\$ 2,009

Pension Plan Fiduciary Net Position

Detailed information about the VRS State Employee Retirement Plan's Fiduciary Net Position or the VaLORS Retirement Plan's Fiduciary Net Position is available in the separately issued VRS 2020 Comprehensive Annual Financial Report (Annual Report). A copy of the 2020 VRS Annual Report may be downloaded from the VRS website at varetire.org/pdf/publications/2020-annual-report.pdf or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

Payables to the Pension Plan

The university and college reported \$430,944 in payables to VRS.

15. OTHER POSTEMPLOYMENT BENEFITS

The university and college participate in postemployment benefit programs that are sponsored by the Commonwealth and administered by the Virginia Retirement System. These programs include the Group Life Insurance Program, Virginia Sickness and Disability Program, Retiree Health Insurance Credit Program, and the Line of Duty Act Program. The university and college also participate in the Pre-Medicare Retiree Healthcare Plan, which is sponsored by the Commonwealth and administered by the Department of Human Resource Management.

General Information about the Group Life Insurance ProgramPlan Description

All full-time, salaried permanent employees of the state agencies, teachers and employees of participating political subdivisions are automatically covered by the VRS Group Life Insurance Program upon employment. This plan is administered by the Virginia Retirement System (the System), along with pensions and other OPEB plans, for public employer groups in the Commonwealth of Virginia.

In addition to the Basic Group Life Insurance benefit, members are also eligible to elect additional coverage for themselves as well as a spouse or dependent children through the Optional Group Life Insurance Program. For members who elect the optional group life insurance coverage, the insurer bills employers directly for the premiums. Employers deduct these premiums from members' paychecks and pay the premiums to the insurer. Since this is a separate and fully insured program, it is not included as part of the Group Life Insurance Program OPEB.

The specific information for Group Life Insurance Program OPEB, including eligibility, coverage and benefits is set out in the table below:

GROUP LIFE INSURANCE PROGRAM PLAN PROVISIONS
<p>Eligible Employees</p> <p>The Group Life Insurance Program was established July 1, 1960, for state employees, teachers and employees of political subdivisions that elect the program, including the following employers that do not participate in VRS for retirement:</p> <ul style="list-style-type: none"> • City of Richmond • City of Portsmouth • City of Roanoke • City of Norfolk • Roanoke City Schools Board <p>Basic group life insurance coverage is automatic upon employment. Coverage ends for employees who leave their position before retirement eligibility or who take a refund of their accumulated retirement member contributions and accrued interest.</p>
<p>Benefit Amounts</p> <p>The benefits payable under the Group Life Insurance Program have several components.</p> <ul style="list-style-type: none"> • <u>Natural Death Benefit</u> – The natural death benefit is equal to the employee's covered compensation rounded to the next highest thousand and then doubled. • <u>Accidental Death Benefit</u> – The accidental death benefit is double the natural death benefit. • <u>Other Benefit Provisions</u> – In addition to the basic natural and accidental death benefits, the program provides additional benefits provided under specific circumstances. These include: <ul style="list-style-type: none"> ○ Accidental dismemberment benefit ○ Safety belt benefit ○ Repatriation benefit ○ Felonious assault benefit ○ Accelerated death benefit option
<p>Reduction in Benefit Amounts</p> <p>The benefit amounts provided to members covered under the Group Life Insurance Program are subject to a reduction factor. The benefit amount reduces by 25% on January 1 following one calendar year of separation. The benefit amount reduces by an additional 25% on each subsequent January 1 until it reaches 25% of its original value.</p>
<p>Minimum Benefit Amount and Cost-of-Living Adjustment (COLA)</p> <p>For covered members with at least 30 years of service credit, there is a minimum benefit payable</p>

under the Group Life Insurance Program. The minimum benefit was set at \$8,000 by statute in 2015. This will be increased annually based on the VRS Plan 2 cost-of-living adjustment calculation. The minimum benefit adjusted for the COLA was \$8,616 as of June 30, 2021.

Contributions

The contribution requirements for the Group Life Insurance Program are governed by §51.1-506 and §51.1-508 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies and school divisions by the Virginia General Assembly. The total rate for the Group Life Insurance Program was 1.34% of covered employee compensation. This was allocated into an employee and an employer component using a 60/40 split. The employee component was 0.80% (1.34% X 60%) and the employer component was 0.54% (1.34% X 40%). Employers may elect to pay all or part of the employee contribution, however the employer must pay all of the employer contribution. Each employer's contractually required employer contribution rate for the year ended June 30, 2021, was 0.54% of covered employee compensation. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2019. The actuarially determined rate, when combined with employee contributions, was expected to finance the costs of benefits payable during the year, with an additional amount to finance any unfunded accrued liability. Contributions to the Group Life Insurance Program from the university and college were \$1,006,263 and \$1,008,969 for the years ended June 30, 2021 and June 30, 2020, respectively.

GLI OPEB Liabilities, GLI OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the Group Life Insurance Program OPEB

At June 30, 2021, the university and college reported a liability of \$15,801,876 for its proportionate share of the Net GLI OPEB Liability. The Net GLI OPEB Liability was measured as of June 30, 2020 and the total GLI OPEB liability used to calculate the Net GLI OPEB Liability was determined by an actuarial valuation performed as of June 30, 2019, and rolled forward to the measurement date of June 30, 2020. The university's and college's proportion of the Net GLI OPEB Liability was based on the university's and college's actuarially determined employer contributions to the Group Life Insurance Program for the year ended June 30, 2020, relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2020, the university's and college's proportion was 0.81% for William & Mary, 0.11% for VIMS, and 0.03% for RBC as compared to 0.81% for William & Mary, 0.11% for VIMS, and 0.03% for RBC at June 30, 2019.

For the year ended June 30, 2021, the university and college recognized GLI OPEB expense of \$612,279. Since there was a change in proportionate share between measurement dates, a portion of the GLI OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2021, the employer reported deferred outflows of resources and deferred inflows of resources related to the GLI OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	1,013,545	141,930
Net difference between projected and actual earnings on GLI OPEB program investments	474,675	-
Changes in assumptions	790,276	329,953
Changes in proportions	288,541	425,526
Employer contributions subsequent to the measurement date	1,006,263	-
Total	<u>\$ 3,573,300</u>	<u>\$ 897,409</u>

The university and college had \$1,006,263 reported as deferred outflows of resources related to the GLI OPEB resulting from the university's and college's contributions subsequent to the measurement date that will be recognized as a reduction of the Net GLI OPEB Liability in the fiscal year ending June 30, 2021. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the GLI OPEB will be recognized in the GLI OPEB expense in future reporting periods as follows:

Year ended June 30

(\$thousands)

FY 2022	\$	248
FY 2023	\$	382
FY 2024	\$	483
FY 2025	\$	450
FY 2026	\$	99
Thereafter	\$	8

Actuarial Assumptions

The total GLI OPEB liability was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020.

Inflation	2.50%
Salary increases, including inflation –	
General state employees	3.50% - 5.35%
Teachers	3.50% - 5.95%
SPORS employees	3.50% - 4.75%
VaLORS employees	3.50% - 4.75%
JRS employees	4.50%
Locality – General employees	3.50% - 5.35%
Locality – Hazardous Duty employees	3.50% - 4.75%
Investment rate of return	6.75%, net of investment expenses, including inflation*

* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 6.75%. However, since the difference was minimal, and a more conservative 6.75% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 6.75% to simplify preparation of the OPEB liabilities.

Mortality rates – General State Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – Teachers

Pre-Retirement:

RP-2014 White Collar Employee Rates to age 80, White Collar Healthy Annuitant Rates at ages 81 and older projected with scale BB to 2020.

Post-Retirement:

RP-2014 White Collar Employee Rates to age 49, White Collar Health Annuitant Rates at ages 50 and older projected with scale BB to 2020; males 1% increase compounded from ages 70 to 90; females set back 3 years with 1.5% increase compounded from ages 65 to 70 and 2.0% increase compounded from ages 75 to 90.

Post-Disablement:

RP-2014 Disability Mortality Rates projected with Scale BB to 2020; 115% of rates for males and females.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the four-year period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – SPORS Employees**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – VaLORS Employees**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – JRS Employees**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates at ages 81 and older projected with scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% compounding increase from ages 70 to 85.

Post-Disablement:

RP-2014 Disability Mortality Rates projected with Scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the four-year period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Decreased rates at first retirement eligibility
Withdrawal Rates	No change
Disability Rates	Removed disability rates
Salary Scale	No change
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – Largest Ten Locality Employers - General Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 95% of rates; females 105% of rates.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 3 years; females 1.0% increase compounded from ages 70 to 90.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years, 110% of rates; females 125% of rates.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 20%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – Non-Largest Ten Locality Employers - General Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 95% of rates; females 105% of rates.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 3 years; females 1.0% increase compounded from ages 70 to 90.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years, 110% of rates; females 125% of rates.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75.
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 15%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – Largest Ten Locality Employers – Hazardous Duty Employees**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the changes in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Increased disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 70%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – Non-Largest Ten Locality Employers – Hazardous Duty Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the changes in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 60% to 45%
Discount Rate	Decrease rate from 7.00% to 6.75%

Net GLI OPEB Liability

The net OPEB liability (NOL) for the Group Life Insurance Program represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of the measurement date of June 30, 2020, NOL amounts for the Group Life Insurance Program are as follows (amounts expressed in thousands):

**Group Life
Insurance
OPEB Program**

Total GLI OPEB Liability	\$ 3,523,937
Plan Fiduciary Net Position	<u>1,855,102</u>
GLI Net OPEB Liability (Asset)	<u>\$ 1,668,835</u>

Plan Fiduciary Net Position as a Percentage of the Total GLI OPEB Liability	52.64%
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The total GLI OPEB liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net GLI OPEB liability is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

Long-Term Expected Rate of Return

The long-term expected rate of return on the System's investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of System's investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class (Strategy)	Long-Term Target Asset Allocation	Arithmetic	Weighted Average
		Long-Term Expected Rate of Return	Long-Term Expected Rate of Return*
Public Equity	34.00 %	4.65 %	1.58 %
Fixed Income	15.00 %	0.46 %	0.07 %
Credit Strategies	14.00 %	5.38 %	0.75 %
Real Assets	14.00 %	5.01 %	0.70 %
Private Equity	14.00 %	8.34 %	1.17 %
MAPS - Multi -Asset Public Strategies	6.00 %	3.04 %	0.18 %
PIP- Private Investment Partnership	3.00 %	6.49 %	0.19 %
Total	<u>100.00 %</u>		<u>4.64 %</u>
	Inflation		<u>2.50 %</u>
	Expected arithmetic nominal return *		<u>7.14 %</u>

* The above allocation provides a one-year return of 7.14%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 7.11%, including expected inflation of 2.50%. On October 10, 2019 the VRS Board elected a long-term rate of 6.75% which is roughly at the 40th percentile of expected long-term results of the VRS fund asset allocation. More recent capital market assumptions compiled for the FY 2020 actuarial valuations, provide a median return of 6.81%.

Discount Rate

The discount rate used to measure the total GLI OPEB liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that member contributions will be made per the VRS guidance and the employer

contributions will be made in accordance with the VRS funding policy at rates equal to the difference between actuarially determined contribution rates adopted by the VRS Board of Trustees and the member rate. Through the fiscal year ending June 30, 2020, the rate contributed by the university and college for the GLI OPEB will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly which was 100% of the actuarially determined contribution rate. From July 1, 2020 on, employers are assumed to continue to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the GLI OPEB's fiduciary net position was projected to be available to make all projected future benefit payments of eligible employees. Therefore, the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total GLI OPEB liability.

Sensitivity of the University's and College's Proportionate Share of the Net GLI OPEB Liability to Changes in the Discount Rate

The following presents the university's and college's proportionate share of the net GLI OPEB liability using the discount rate of 6.75%, as well as what the university's and college's proportionate share of the net GLI OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (5.75%) or one percentage point higher (7.75%) than the current rate:

(\$thousands)	1.00% Decrease (5.75)%	Current Discount Rate (6.75%)	1.00% Increase (7.75)%
Employer's proportionate share of the Group Life Insurance Program	\$ 20,773	\$ 15,802	\$ 11,765
Net OPEB liability			

Group Life Insurance Program Fiduciary Net Position

Detailed information about the Group Life Insurance Program's Fiduciary Net Position is available in the separately issued VRS 2020 Comprehensive Annual Financial Report (Annual Report). A copy of the 2020 VRS Annual Report may be downloaded from the VRS website at varetire.org/pdf/publications/2020-annual-report.pdf, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

Payables to the VRS Group Life Insurance OPEB Plan

The university and college reported \$87,318 in payables to the VRS Group Life Insurance OPEB plan.

General Information about the State Employee Health Insurance Credit Program

Plan Description

All full-time, salaried permanent employees of state agencies are automatically covered by the VRS State Employee Health Insurance Credit Program. This plan is administered by the Virginia Retirement System (the System), along with pension and other OPEB plans, for public employer groups in the Commonwealth of Virginia. Members earn one month of service credit toward the benefit for each month they are employed and for which their employer pays contributions to VRS. The health insurance credit is a tax-free reimbursement in an amount set by the General Assembly for each year of service credit against qualified health insurance premiums retirees pay for single coverage, excluding any portion covering the spouse or dependents. The credit cannot exceed the amount of the premiums and ends upon the retiree's death.

The specific information about the State Health Insurance Credit Program OPEB, including eligibility, coverage and benefits is set out in the table below:

STATE EMPLOYEE HEALTH INSURANCE CREDIT PROGRAM (HIC) PLAN PROVISIONS

Eligible Employees

The State Employee Retiree Health Insurance Credit Program was established January 1, 1990 for retired state employees covered under VRS, SPORS, VaLORS and JRS who retire with at least 15 years of service credit.

Eligible employees are enrolled automatically upon employment. They include:

- Full-time and part-time permanent salaried state employees covered under VRS, SPORS, VaLORS and JRS.

Benefit Amounts

The State Employee Retiree Health Insurance Credit Program provides the following benefits for eligible employees:

- **At Retirement** – For State employees who retire, the monthly benefit is \$4.00 per year of service per month with no cap on the benefit amount.
- **Disability Retirement** – For State employees, other than state police officers, who retire on disability or go on long-term disability under the Virginia Sickness and Disability Program (VSDP), the monthly benefit is \$120.00 or \$4.00 per year of service, whichever is higher.

For State police officer employees with a non-work-related disability who retire on disability or go on long-term disability under the Virginia Sickness and Disability Program (VSDP) the monthly benefit is \$120.00 or \$4.00 per year of service, whichever is higher.

For State police officers with a work-related disability, there is no benefit provided under the State Employee Retiree Health Insurance Credit Program if the premiums are being paid under the Virginia Line of Duty Act. However, they may receive the credit for premiums paid for other qualified health plans.

Health Insurance Credit Program Notes:

- The monthly Health Insurance Credit benefit cannot exceed the individual's premium amount.
- Employees who retire after being on long-term disability under VSDP must have at least 15 years of service credit to qualify for the Health Insurance Credit as a retiree.

Contributions

The contribution requirement for active employees is governed by §51.1-1400(D) of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Each state agency's contractually required employer contribution rate for the year ended June 30, 2021 was 1.12% of covered employee compensation for employees in the VRS State Employee Health Insurance Credit Program. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2019. The actuarially determined rate was expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Contributions from the university and college to the VRS State Employee Health Insurance Credit Program were \$2,100,357 and \$2,247,148 for the years ended June 30, 2021 and June 30, 2020, respectively.

State Employee Health Insurance Credit Program OPEB Liabilities, State Employee Health Insurance Credit Program OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to State Employee Health Insurance Credit Program OPEB

At June 30, 2021, the university and college reported a liability of \$24,762,572 for its proportionate share of the VRS State Employee Health Insurance Credit Program Net OPEB Liability. The Net VRS State Employee Health Insurance Credit Program OPEB Liability was measured as of June 30, 2020 and the total VRS State Employee Health Insurance Credit Program OPEB liability used to calculate the Net VRS State Employee Health Insurance Credit Program OPEB Liability was determined by an actuarial valuation performed as of June 30, 2019, and rolled forward to the measurement date of June 30, 2020. The university's and college's proportion of the Net VRS State Employee Health Insurance Credit Program OPEB Liability was based on the university's and college's actuarially determined employer contributions to the VRS State Employee Health Insurance Credit Program OPEB plan for the year ended June 30, 2020 relative to the total of the actuarially determined employer contributions for all participating state employers. At June 30, 2020, the university's and college's proportion of the VRS State Employee Health Insurance Credit Program was 2.30% for William & Mary, 0.30% for VIMS, and 0.10% for RBC as compared to 2.32% for William & Mary, 0.30% for VIMS, and 0.10% for RBC at June 30, 2019.

For the year ended June 30, 2021, the university and college recognized VRS State Employee Health Insurance Credit Program OPEB expense of \$2,120,258. Since there was a change in proportionate share between measurement dates, a portion of the VRS State Employee Health Insurance Credit Program Net OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2021, the university and college reported deferred outflows of resources and deferred inflows of resources related to the VRS State Employee Health Insurance Credit Program OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	10,310	371,609
Net difference between projected and actual earnings on State HIC OPEB program investments	121,844	-
Change in assumptions	412,526	117,387
Changes in proportion	308,274	547,949
Employer contributions subsequent to the measurement date	2,100,357	
Total	<u>\$ 2,953,311</u>	<u>\$ 1,036,945</u>

The university and college had \$2,100,357 reported as deferred outflows of resources related to the State Employee HIC OPEB resulting from the university's and college's contributions subsequent to the measurement date that will be recognized as a reduction of the Net State Employee HIC OPEB Liability in the fiscal year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the State Employee HIC OPEB will be recognized in the State Employee HIC OPEB expense in future reporting periods as follows:

Year ended June 30

(\$thousands)

FY 2022	\$	(33)
FY 2023	\$	(18)
FY 2024	\$	(27)
FY 2025	\$	(47)
FY 2026	\$	(59)
Thereafter	\$	-

Actuarial Assumptions

The total State Employee HIC OPEB liability for the VRS State Employee Health Insurance Credit Program was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020.

Inflation	2.50%
Salary increases, including inflation –	
General state employees	3.50% - 5.35%
SPORS employees	3.50% - 4.75%
VaLORS employees	3.50% - 4.75%
JRS employees	4.50%
Investment rate of return	6.75%, net of plan investment expenses, including inflation*

* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 6.75%. However, since the difference was minimal, and a more conservative 6.75% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 6.75% to simplify preparation of the OPEB liabilities.

Mortality rates – General State Employees**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – SPORS Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – VaLORS Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – JRS Employees**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates at ages 81 and older projected with scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% compounding increase from ages 70 to 85.

Post-Disablement:

RP-2014 Disability Mortality Rates projected with Scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Decreased rates at first retirement eligibility
Withdrawal Rates	No change
Disability Rates	Removed disability rates
Salary Scale	No change
Discount Rate	Decrease rate from 7.00% to 6.75%

Net State Employee HIC OPEB Liability

The net OPEB liability (NOL) for the State Employee Health Insurance Credit Program represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of June 30, 2020, NOL amounts for the VRS State Employee Health Insurance Credit Program is as follows (amounts expressed in thousands):

**State Employee
HIC OPEB Plan**

Total State Employee HIC OPEB Liability	\$ 1,043,382
Plan Fiduciary Net Position	<u>125,378</u>
State Employee Net HIC OPEB Liability (Asset)	<u>\$ 918,004</u>

Plan Fiduciary Net Position as a Percentage of the Total State Employee HIC OPEB Liability	12.02%
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The total State Employee HIC OPEB liability is calculated by the System's actuary, and the plan's fiduciary net position is reported in the System's financial statements. The net State Employee HIC OPEB liability is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

Long-Term Expected Rate of Return

The long-term expected rate of return on VRS System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of VRS System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class (Strategy)	Long-Term Target Asset Allocation	Arithmetic Long- Term Expected Rate of Return	Weighted Average Long-Term Expected Rate of Return*
Public Equity	34.00%	4.65%	1.58%
Fixed Income	15.00%	0.46%	0.07%
Credit Strategies	14.00%	5.38%	0.75%
Real Assets	14.00%	5.01%	0.70%
Private Equity	14.00%	8.34%	1.17%
MAPS - Multi - Asset Public Strategies	6.00%	3.04%	0.18%
PIP - Private Investment Partnership	3.00%	6.49%	0.19%
Total	100.00%		4.64%
	Inflation		2.50%
	Expected arithmetic nominal return *		7.14%

* The above allocation provides a one-year return of 7.14%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 7.11%, including expected inflation of 2.50%. The VRS Board elected a long-term rate of 6.75% which is roughly at the 40th percentile of expected long-term results of the VRS fund asset allocation. More recent capital market assumptions compiled for the FY 2020 actuarial valuations, provide a median return of 6.81%.

Discount Rate

The discount rate used to measure the total State Employee HIC OPEB was 6.75%. The projection of cash flows used to determine the discount rate assumed that employer contributions will be made in accordance with the VRS funding policy at rates equal to the actuarially determined contribution rates adopted by the VRS Board of Trustees. Through the fiscal year ending June 30, 2020, the rate contributed by the university and college for the VRS State

Employee Health Insurance Credit Program will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly, which was 100% of the actuarially determined contribution rate. From July 1, 2020 on, all agencies are assumed to continue to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the State Employee HIC OPEB plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total State Employee HIC OPEB liability.

Sensitivity of the University's and College's Proportionate Share of the State Employee HIC Net OPEB Liability to Changes in the Discount Rate

The following presents the university's and college's proportionate share of the VRS State Employee Health Insurance Credit Program net HIC OPEB liability using the discount rate of 6.75%, as well as what the university's and college's proportionate share of the net HIC OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (5.75%) or one percentage point higher (7.75%) than the current rate:

(\$thousands)	1.00% Decrease (5.75%)	Current Discount Rate (6.75%)	1.00% Increase (7.75%)
Employer's proportionate share of the VRS State Employee HIC OPEB Plan	\$ 27,439	\$ 24,763	\$ 22,459
Net HIC OPEB Liability			

State Employee HIC OPEB Fiduciary Net Position

Detailed information about the VRS State Employee Health Insurance Credit Program's Fiduciary Net Position is available in the separately issued VRS 2020 Comprehensive Annual Financial Report (Annual Report). A copy of the 2020 VRS Annual Report may be downloaded from the VRS website at varetire.org/pdf/publications/2020-annual-report.pdf, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

Payables to the State Employee Health Insurance Credit Program OPEB Plan

The university and college reported \$77,031 in payables to the Health Insurance Credit Program OPEB Plan.

General Information about the VRS Disability Insurance Program

Plan Description

All full-time and part-time permanent salaried state employees who are covered under the Virginia Retirement System (VRS), the State Police Officers' Retirement System (SPORS), or the Virginia Law Officers' Retirement System (VaLORS) hired on or after January 1, 1999, are automatically covered by the Disability Insurance Program (VSDP) upon employment. The Disability Insurance Program also covers state employees hired before January 1, 1999, who elected to transfer to VSDP rather than retain their eligibility to be considered for disability retirement. This plan is administered by the Virginia Retirement System (the System), along with pensions and other OPEB plans, for public employer groups in the Commonwealth of Virginia.

The specific information for Disability Insurance Program OPEB, including eligibility, coverage and benefits is set out in the table below:

DISABILITY INSURANCE PROGRAM (VSDP) PLAN PROVISIONS**Eligible Employees**

The Virginia Sickness and Disability Program (VSDP), also known as the Disability Insurance Trust Fund was established January 1, 1999 to provide short-term and long-term disability benefits for non-work-related and work-related disabilities.

Eligible employees are enrolled automatically upon employment. They include:

- Full-time and part-time permanent salaried state employees covered under VRS, SPORS and VaLORS (members new to VaLORS following its creation on October 1, 1999, have been enrolled since the inception of VSDP).
- State employees hired before January 1, 1999, who elected to transfer to VSDP rather than retain their eligibility to be considered for VRS disability retirement.
- Public college and university faculty members who elect the VRS defined benefit plan. They may participate in VSDP or their institution's disability program, if offered. If the institution does not offer the program or the faculty member does not make an election, he or she is enrolled in VSDP.

Benefit Amounts

The Virginia Sickness and Disability Program (VSDP) provides the following benefits for eligible employees:

- **Leave** – Sick, family and personal leave. Eligible leave benefits are paid by the employer.
- **Short-Term Disability** – The program provides a short-term disability benefit beginning after a seven-calendar-day waiting period from the first day of disability. The benefit provides income replacement beginning at 100% of the employee's pre-disability income, reducing to 80% and then 60% based on the period of the disability and the length of service of the employee. Short-term disability benefits are paid by the employer.
- **Long-Term Disability (LTD)** – The program provides a long-term disability benefit beginning after 125 workdays of short-term disability and continuing until the employee reaches his or her normal retirement age. The benefit provides income replacement of 60% of the employee's pre-disability income. If an employee becomes disabled within five years of his or her normal retirement age, the employee will receive up to five years of VSDP benefits, provided he or she remains medically eligible. Long-term disability benefits are paid for by the Virginia Disability Insurance Program (VSDP) OPEB Plan.
- **Income Replacement Adjustment** – The program provides for an income replacement adjustment to 80% for catastrophic conditions.
- **VSDP Long-Term Care Plan** – The program also includes a self-funded long-term care plan that assists with the cost of covered long-term care services.

Disability Insurance Program (VSDP) Plan Notes:

- Employees hired or rehired on or after July 1, 2009, must satisfy eligibility periods before becoming eligible for non-work-related short-term disability benefits and certain income-replacement levels.
- A state employee who is approved for VSDP benefits on or after the date that is five years prior to his or her normal retirement date is eligible for up to five years of VSDP benefits.
- Employees on work-related short-term disability receiving only a workers' compensation payment may be eligible to purchase service credit for this period if retirement contributions are not being withheld from the workers' compensation payment. The rate will be based on 5.00% of the employee's compensation.

Cost-of-Living Adjustment (COLA)

- During periods an employee receives long-term disability benefits, the LTD benefit may be increased annually by an amount recommended by the actuary and approved by the Board.
 - Plan 1 employees vested as of 1/1/2013 – 100% of the VRS Plan 1 COLA (The first 3% increase in the Consumer Price Index for all Urban Consumers (CPI-U) and half of any additional increase (up to 4%) up to a maximum COLA of 5%).
 - Plan 1 employee non-vested as of 1/1/2013, Plan 2 and Hybrid Plan employees – 100% of the VRS Plan 2 and Hybrid COLA (The first 2% increase in the Consumer Price Index for all Urban Consumers (CPI-U) and half of any additional increase (up to 2%) up to a maximum COLA of 3%).
- For participating full-time employees taking service retirement, the creditable compensation may be increased annually by an amount recommended by the actuary and approved by the Board, from the date of the commencement of the disability to the date of retirement.
 - 100% of the increase in the pay over the previous plan year for continuing VSDP members in the State, SPORS and VaLORS Plans, with a maximum COLA of 4.00%.
- For participating full-time employees receiving supplemental (work-related) disability benefits, the creditable compensation may be increased annually by an amount recommended by the actuary and approved by the Board, from the date of the commencement of the disability to the date of retirement.
 - 100% of the increase in the pay over the previous plan year for continuing VSDP members in the State, SPORS and VaLORS Plans, with a maximum COLA of 4.00%.

Contributions

The contribution requirements for the Disability Insurance Program (VSDP) are governed by §51.1-1140 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Each employer's contractually required employer contribution rate for the Disability Insurance Program (VSDP) for the year ended June 30, 2021 was 0.61% of covered employee compensation. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2019. The actuarially determined rate was expected to finance the costs of benefits payable during the year, with an adjustment to amortize the accrued OPEB assets. Contributions to the Disability Insurance Program (VSDP) from the entity were \$321,662 and \$335,231 for the years ended June 30, 2021 and June 30, 2020, respectively.

Disability Insurance Program (VSDP) OPEB Liabilities (Assets), VSDP OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the VSDP OPEB

At June 30, 2021, the university and college reported an asset of \$2,816,953 for its proportionate share of the Net VSDP OPEB Asset. The Net VSDP OPEB Asset was measured as of June 30, 2020 and the total VSDP OPEB liability used to calculate the Net VSDP OPEB Asset was determined by an actuarial valuation as of June 30, 2019, and rolled forward to the measurement date of June 30, 2020. The university's and college's proportion of the Net VSDP OPEB Asset was based on the university's and college's actuarially determined employer contributions to the VSDP OPEB plan for the year ended June 30, 2020 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2020, the university's and college's proportion was 1.01% for William & Mary, 0.21% for VIMS, and 0.06% for RBC as compared to 1.04% for William & Mary, 0.22% for VIMS, and 0.05% for RBC at June 30, 2019.

For the year ended June 30, 2021, the university and college recognized VSDP OPEB expense of \$319,017. Since there was a change in proportionate share between measurement dates, a portion of the VSDP OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2021, the university and college reported deferred outflows of resources and deferred inflows of resources related to the VSDP OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	264,877	584,556
Net difference between projected and actual earnings on VSDP OPEB program investments	191,644	-
Change in assumptions	37,547	115,665
Changes in proportion	272,488	34,085
Employer contributions subsequent to the measurement date	321,662	
Total	<u>\$ 1,088,218</u>	<u>\$ 734,306</u>

The university and college had \$321,662 reported as deferred outflows of resources related to the VSDP OPEB resulting from the university's and college's contributions subsequent to the measurement date that will be recognized as an adjustment of the Net VSDP OPEB Asset in the Fiscal Year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the VSDP OPEB will be recognized in VSDP OPEB expense in future reporting periods as follows:

Year ended June 30

(\$thousands)

FY 2022	\$	(9)
FY 2023	\$	42
FY 2024	\$	46
FY 2025	\$	42
FY 2026	\$	(31)
Thereafter	\$	(58)

Actuarial Assumptions

The total VSDP OPEB liability was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020.

Inflation	2.50%
Salary increases, including	
Inflation – General state employees	3.50% - 5.35%
SPORS employees	3.50% - 4.75%
VaLORS employees	3.50% - 4.75%
Investment rate of return	6.75%, net of investment expenses, including inflation*

* Administrative expenses as a percent of the market value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 6.75%. However, since the difference was minimal, and a more conservative 6.75% investment return assumption provided a

projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 6.75% to simplify preparation of OPEB liabilities.

Mortality rates – General State Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – SPORS Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%
Discount Rate	Decrease rate from 7.00% to 6.75%

Mortality rates – VaLORS Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%
Discount Rate	Decrease rate from 7.00% to 6.75%

Net VSDP OPEB Liability (Asset)

The net OPEB asset (NOA) for the Disability Insurance Program (VSDP) represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of the measurement date of June 30, 2020, NOA amounts for the Disability Insurance Program (VSDP) are as follows (amounts expressed in thousands):

Virginia Sickness and Disability Program

Total VSDP OPEB Liability	\$ 269,531
Plan Fiduciary Net Position	<u>490,220</u>
VSDP Net OPEB Liability (Asset)	<u>(\$ 220,689)</u>

Plan Fiduciary Net Position as a Percentage
of the Total VSDP OPEB Liability

181.88%

The total VSDP OPEB liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net OPEB asset is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

Long-Term Expected Rate of Return

The long-term expected rate of return on System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of VRS System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class (Strategy)	Long-Term Target Asset Allocation	Arithmetic Long- Term Expected Rate of Return	Weighted Average Long-Term Expected Rate of Return*
Public Equity	34.00%	4.65%	1.58%
Fixed Income	15.00%	0.46%	0.07%
Credit Strategies	14.00%	5.38%	0.75%
Real Assets	14.00%	5.01%	0.70%
Private Equity	14.00%	8.34%	1.17%
MAPS - Multi - Asset Public Strategies	6.00%	3.04%	0.18%
PIP - Private Investment Partnership	3.00%	6.49%	0.19%
Total	100.00%		4.64%
	Inflation		2.50%
	Expected arithmetic nominal return *		7.14%

* The above allocation provides a one-year return of 7.14%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 7.11%, including expected inflation of 2.50%. On October 10, 2019 the VRS Board elected a long-term rate of 6.75% which is roughly at the 40th percentile of expected long-term results of the VRS fund asset allocation. More recent capital market assumptions compiled for the FY 2020 actuarial valuations, provide a median return of 6.81%

Discount Rate

The discount rate used to measure the total VSDP OPEB liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that employer contributions will be made per the VRS Statutes and that they will be made in accordance with the VRS funding policy and at rates equal to the actuarially determined contribution rates adopted by the VRS Board of Trustees. Through the fiscal year ending June 30, 2020, the rate contributed by participating employers to the VSDP OPEB Program will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly which was 100% of the actuarially determined contribution rate. From July 1, 2020 on, participating employers are assumed to continue to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the VSDP OPEB Program's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees.

Therefore, the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total VSDP OPEB liability.

Sensitivity of the University's and College's Proportionate Share of the Net VSDP OPEB Asset to Changes in the Discount Rate

The following presents the university's and college's proportionate share of the net VSDP OPEB asset using the discount rate of 6.75%, as well as what the university's and college's proportionate share of the net VSDP OPEB asset would be if it were calculated using a discount rate that is one percentage point lower (5.75%) or one percentage point higher (7.75%) than the current rate:

(\$thousands)	1.00% Decrease (5.75)%	Current Discount Rate (6.75%)	1.00% Increase (7.75)%
Employer's proportionate share of the total VSDP			
Net OPEB Liability (Asset)	\$ (2,570)	\$ (2,817)	\$ (3,038)

VSDP OPEB Fiduciary Net Position

Detailed information about the Disability Insurance Program (VSDP) Fiduciary Net Position is available in the separately issued VRS 2020 Comprehensive Annual Financial Report (Annual Report). A copy of the 2020 VRS Annual Report may be downloaded from the VRS website at varetire.org/pdf/publications/2020-annual-report.pdf, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

Payables to the Disability Insurance Program (VSDP) OPEB Plan

The university and college reported \$15,666 in payables to the VSDP OPEB Plan.

General Information about the Line of Duty Act Program

Plan Description

All paid employees and volunteers in hazardous duty positions in Virginia localities and hazardous duty employees who are covered under the Virginia Retirement System (VRS), the State Police Officers' Retirement System (SPORS), or the Virginia Law Officers' Retirement System (VaLORS) are automatically covered by the Line of Duty Act Program (LODA). As required by statute, the Virginia Retirement System (the System) is responsible for managing the assets of the program. Participating employers made contributions to the program beginning in FY 2012. The employer contributions are determined by the System's actuary using anticipated program costs and the number of covered individuals associated with all participating employers.

The specific information for the Line of Duty Act Program OPEB, including eligibility, coverage and benefits is set out in the table below:

LINE OF DUTY ACT PROGRAM (LODA) PLAN PROVISIONS
Eligible Employees The eligible employees of the Line of Duty Act Program (LODA) include paid employees and volunteers in hazardous duty positions in Virginia localities as well as hazardous duty employees who are covered under the Virginia Retirement System (VRS), the State Police Officers' Retirement System (SPORS), or the Virginia Law Officers' Retirement System (VaLORS).

Benefit Amounts

The Line of Duty Act Program (LODA) provides death and health insurance benefits for eligible individuals:

- **Death** – The Line of Duty Act program death benefit is a one-time payment made to the beneficiary or beneficiaries of a covered individual. Amounts vary as follows:
 - \$100,000 when a death occurs as the direct or proximate result of performing duty as of January 1, 2006, or after.
 - \$25,000 when the cause of death is attributed to one of the applicable presumptions and occurred earlier than five years after the retirement date.
 - An additional \$20,000 benefit is payable when certain members of the National Guard and U.S. military reserves are killed in action in any armed conflict on or after October 7, 2001.
- **Health Insurance** – The Line of Duty Act program provides health insurance benefits.
 - Prior to July 1, 2017, these benefits were managed through the various employer plans and maintained the benefits that existed prior to the employee's death or disability. These premiums were reimbursed to the employer by the LODA program.
 - Beginning July 1, 2017, the health insurance benefits are managed through the Virginia Department of Human Resource Management (DHRM). The health benefits are modeled after the State Employee Health Benefits Program plans and provide consistent, premium-free continued health plan coverage for LODA-eligible disabled individuals, survivors and family members. Individuals receiving the health insurance benefits must continue to meet eligibility requirements as defined by the Line of Duty Act.

Contributions

The contribution requirements for the Line of Duty Act Program (LODA) are governed by §9.1-400.1 of the *Code of Virginia*, as amended, but may be impacted as a result of funding provided to state agencies by the Virginia General Assembly. Each employer's contractually required employer contribution rate for the Line of Duty Act Program (LODA) for the year ended June 30, 2021 was \$717.31 per covered full-time-equivalent employee. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2019 and represents the pay-as-you-go funding rate and not the full actuarial cost of the benefits under the program. The actuarially determined pay-as-you-go rate was expected to finance the costs and related expenses of benefits payable during the year. Contributions to the Line of Duty Act Program (LODA) from the university and college were \$30,845 and \$28,231 for the years ended June 30, 2021 and June 30, 2020, respectively.

Line of Duty Act Program (LODA) OPEB Liabilities, LODA OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the LODA OPEB

At June 30, 2021, the university and college reported a liability of \$870,005 for its proportionate share of the Net LODA OPEB Liability. The Net LODA OPEB Liability was measured as of June 30, 2020 and the total LODA OPEB liability used to calculate the Net LODA OPEB Liability was determined by an actuarial valuation as of June 30, 2019, and rolled forward to the measurement date of June 30, 2020. The university's and college's proportion of the Net LODA OPEB Liability was based on the university's and college's actuarially determined pay-as-you-go employer contributions to the LODA OPEB plan for the year ended June 30, 2020 relative to the total of the actuarially determined pay-as-you-go employer contributions for all participating employers. At June 30, 2020, the university's and college's proportion was 0.11% for William & Mary, and 0.10% for RBC as compared to 0.09% for William & Mary, and 0.02% for RBC at June 30, 2019.

For the year ended June 30, 2021, the university and college recognized LODA OPEB expense of \$109,548. Since there was a change in proportionate share between measurement dates, a portion of the LODA OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2021, the university and college reported deferred outflows of resources and deferred inflows of resources related to the LODA OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	92,353	118,610
Net difference between projected and actual earnings on LODA OPEB program investments	-	1,237
Change in assumptions	232,907	54,215
Changes in proportion	352,269	107,479
Employer contributions subsequent to the measurement date	30,845	
Total	<u>\$ 708,374</u>	<u>\$ 281,541</u>

The university and college had \$30,845 reported as deferred outflows of resources related to the LODA OPEB resulting from the university's and college's contributions subsequent to the measurement date that will be recognized as a reduction of the Net LODA OPEB Liability in the Fiscal Year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the LODA OPEB will be recognized in LODA OPEB expense in future reporting periods as follows:

Year ended June 30

(\$thousands)

FY 2022	\$	50
FY 2023	\$	51
FY 2024	\$	51
FY 2025	\$	51
FY 2026	\$	51
Thereafter	\$	143

Actuarial Assumptions

The total LODA OPEB liability was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020.

Inflation	2.50%
Salary increases, including Inflation –	
General state employees	N/A
SPORS employees	N/A
VaLORS employees	N/A
Locality employees	N/A
Medical cost trend rates assumption –	
Under age 65	7.00% - 4.75%
Ages 65 and older	5.375% - 4.75%

Year of ultimate trend rate

Under age 65

Ages 65 and older

Fiscal year ended 2028

Fiscal year ended 2023

Investment rate of return

2.21%, including inflation*

* Since LODA is funded on a current-disbursement basis, the assumed annual rate of return of 2.21% was used since it approximates the risk-free rate of return.

Mortality rates – General State Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males set back 1 year, 85% of rates; females set back 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females set back 1 year with 1.5% increase compounded from ages 70 to 85.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males 115% of rates; females 130% of rates.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

Mortality rates – SPORS Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%

Mortality rates – VaLORS Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

Mortality rates – Largest Ten Locality Employers With Public Safety Employees

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Increased disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 70%

Mortality rates – Non- Largest Ten Locality Employers With Public Safety Employees**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with Scale BB to 2020; males 90% of rates; females set forward 1 year.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with Scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

Post-Disablement:

RP-2014 Disability Life Mortality Table projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each age and service year
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 60% to 45%

Net LODA OPEB Liability

The net OPEB liability (NOL) for the Line of Duty Act Program (LODA) represents the program's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of the Measurement Date of June 30, 2020, NOL amounts for the Line of Duty Act Program (LODA) are as follows:

**Line of Duty
Act Program**

Total LODA OPEB Liability	\$ 423,147
Plan Fiduciary Net Position	<u>4,333</u>
LODA Net OPEB Liability (Asset)	<u>\$ 418,814</u>
Plan Fiduciary Net Position as a Percentage of the Total LODA OPEB Liability	1.02%

The total LODA OPEB liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net OPEB liability is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

Long-Term Expected Rate of Return

The long-term expected rate of return on LODA OPEB Program's investments was set at 2.21% for this valuation. Since LODA is funded on a current-disbursement basis, it is not able to use the VRS Pooled Investments' 6.75% assumption. Instead, the assumed annual rate of return of 2.21% was used since it approximates the risk-free rate of return. This Single Equivalent Interest Rate (SEIR) is the applicable municipal bond index rate based on the Bond Buyer General Obligation 20-year Municipal Bond Index as of the measurement date of June 30, 2020.

Discount Rate

The discount rate used to measure the total LODA OPEB liability was 2.21%. The projection of cash flows used to determine the discount rate assumed that employer contributions will be made per the VRS Statutes and that they will be made in accordance with the VRS funding policy and at rates equal to the actuarially determined contribution rates adopted by the VRS Board of Trustees. Through the fiscal year ending June 30, 2020, the rate contributed by participating employers to the LODA OPEB Program will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly.

Sensitivity of the University's and College's Proportionate Share of the Net LODA OPEB Liability to Changes in the Discount Rate

The following presents the university's and college's proportionate share of the net LODA OPEB liability using the discount rate of 2.21%, as well as what the university's and college's proportionate share of the net LODA OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (1.21%) or one percentage point higher (3.21%) than the current rate:

(\$thousands)	1.00% Decrease (1.21%)	Current Discount Rate (2.21%)	1.00% Increase (3.21%)
Covered employers proportionate share of the LODA Net OPEB Liability	\$ 1,033	\$ 870	\$ 747

Sensitivity of the University's and College's Proportionate Share of the Net LODA OPEB Liability to Changes in the Health Care Trend Rate

Because the Line of Duty Act Program (LODA) contains provisions for the payment of health insurance premiums, the liabilities are also impacted by the health care trend rates. The following presents the university's and college's proportionate share of the net LODA OPEB liability using health care trend rate of 7.00% decreasing to 4.75%, as well as what the university's and college's proportionate share of the net LODA OPEB liability would be if it were

calculated using a health care trend rate that is one percentage point lower (6.00% decreasing to 3.75%) or one percentage point higher (8.00% decreasing to 5.75%) than the current rate:

(\$thousands)	Current Health		
	1.00% Decrease 6.00% decreasing to 3.75%	Trend Rate 7.00% decreasing to 4.75%	1.00% Increase 8.00% decreasing to 5.75%
Covered employers proportionate share of the LODA Net OPEB Liability	\$ 719	\$ 870	\$ 1,067

LODA OPEB Plan Fiduciary Net Position

Detailed information about the Line of Duty Act Program (LODA) Fiduciary Net Position is available in the separately issued VRS 2020 Comprehensive Annual Financial Report (Annual Report). A copy of the 2020 VRS Annual Report may be downloaded from the VRS website at varetire.org/pdf/publications/2020-annual-report.pdf, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.

General Information about the Pre-Medicare Retiree Healthcare Plan

Plan Description

The Commonwealth provides a healthcare plan established by Title 2.2, Chapter 28 of the *Code of Virginia* for retirees who are not yet eligible to participate in Medicare.

Following are eligibility requirements for Virginia Retirement System retirees:

- You are a retiring state employee who is eligible for a monthly retirement benefit from the Virginia Retirement System (VRS), and
- You start receiving (do not defer) your retirement benefit immediately upon retirement*, and
- Your last employer before retirement was the Commonwealth of Virginia, and
- You were eligible for (even if you were not enrolled) coverage as an active employee in the State Health Benefits Program until your retirement date (not including Extended Coverage/COBRA), and
- You enroll no later than 31 days from your retirement date.

*For VRS retirees, this means that your employing agency reported a retirement contribution or leave without pay status for retirement in the month immediately prior to your retirement date. Some faculty members may also be eligible if they are paid on an alternate pay cycle but maintain eligibility for active coverage until their retirement date.

Effective January 1, 2017**, following are eligibility requirements for Optional Retirement Plan retirees:

- You are a terminating state employee who participates in one of the qualified Optional Retirement Plans, and
- Your last employer before termination was the Commonwealth of Virginia, and
- You were eligible for (even if you were not enrolled) coverage in the State Employee Health Benefits Program for active employees at the time of your termination, and
- You meet the age and service requirements for an immediate retirement benefit under the non-ORP Virginia Retirement System plan that you would have been eligible for on your date of hire had you not elected the ORP, and

- You enroll in the State Retiree Health Benefits Program no later than 31 days from the date you lose coverage (or lose eligibility for coverage) in the State Health Benefits Program for active employees due to your termination of employment.

****This change applies to ORP terminations effective January 1, 2017, or later. Eligibility for those who terminated employment prior to January 1 should be determined based on the policy in place at the time of their termination.**

The employer does not pay a portion of the retirees' healthcare premium; however, since both active employees and retirees are included in the same pool for purposes of determining health insurance rates, this generally results in a higher rate for active employees. Therefore, the employer effectively subsidizes the costs of the participating retirees' healthcare through payment of the employer's portion of the premiums for active employees.

This fund is reported as part of the Commonwealth's Healthcare Internal Service Fund. Benefit payments are recognized when due and payable in accordance with the benefit terms. Pre-Medicare Retiree Healthcare is a single-employer defined benefit OPEB plan that is treated like a cost-sharing plan for financial reporting purposes and is administered by the Department of Human Resource Management. There were approximately 4,400 retirees and 90,000 active employees in the program as of June 20, 2020. There are no inactive employees entitled to future benefits who are not currently receiving benefits. There are no assets accumulated in a trust to pay benefits.

Actuarial Assumptions and Methods

The total Pre-Medicare Retiree Healthcare OPEB liability was based on an actuarial valuation with a valuation date of June 30, 2020. The Department of Human Resource Management selected the economic, demographic and healthcare claim cost assumptions. The actuary provided guidance with respect to these assumptions. Initial healthcare costs trend rates used were 6.75 percent for medical and pharmacy and 4.0 percent for dental. The ultimate trend rates used were 4.50 percent for medical and pharmacy and 4.0 percent for dental.

Valuation Date	Actuarially determined contribution rates are calculated as of June 30, one year prior to the end of the fiscal year in which contributions are reported.
Measurement Date	June 30, 2020 (one year prior to the end of the fiscal year)
Actuarial Cost Method	Entry Age Normal
Amortization Method	Level dollar, Closed
Effective Amortization Period	6.34 years
Discount Rate	2.21%
Projected Salary Increases	4.0%
Medical Trend Under 65	Medical & Rx: 6.75% to 4.50% Dental: 4.00%
Year of Ultimate Trend	2029
Mortality	Mortality rates vary by participant status
Pre-Retirement:	RP-2014 Employee Rates to age 80, Healthy Annuitant Rates at ages 81 and older projected with Scale BB to 2020; males setback 1 year, 85% of rates; females setback 1 year
Post-Retirement	RP-2014 Employee Rates to age 49, Healthy Annuitant Rates

at ages 50 and older projected with Scale BB to 2020; males set forward 1 year; females setback 1 year with 1.5% increase compounded from ages 70 to 85

Post-Disablement: RP-2014 Disabled Mortality Rates projected with Scale BB to 2020; males 115% of rates; females 130% of rates

The discount rate was based on the Bond Buyers GO 20 Municipal Bond Index as of the measurement date which is June 30, 2020.

Changes of Assumptions: The following actuarial assumptions were updated since the June 30, 2019 valuation based on recent experience:

- Spousal Coverage – reduced the rate from 25% to 20%
- Retiree Participation - reduced the rate from 50% to 45%

Spousal coverage and retiree participation were both reduced based on a blend of recent experience and the prior year assumptions. The mortality assumption was modified slightly to reflect mortality improvement projection scale BB, including age over 65 in pre-retirement mortality base rates.

No excise tax has been reflected due to the SECURE Act. Among the provisions was a repeal of three taxes and fees that were originally intended to help fund the Affordable Care Act (ACA): i) the excise tax on high-cost health plans (Cadillac tax); ii) the annual fee on health insurance providers; and iii) the medical device excise tax.

The trend rates were updated based on economic conditions as of June 30, 2020. Additionally, the discount rate was decreased from 3.51% to 2.21% based on the Bond Buyers GO 20 Municipal Bond Index.

Pre-Medicare Retiree Healthcare OPEB Liabilities, OPEB Expense, and Deferred Outflow of Resources and Deferred Inflows of Resources

At June 30, 2021 the university and college reported a liability of \$15,649,124 for its proportionate share of the collective total Pre-Medicare Retiree Healthcare OPEB liability of \$568.8 million. The Pre-Medicare Retiree Healthcare OPEB liability was measured as of June 30, 2020 and was determined by an actuarial valuation as of June 30, 2020. The covered employer's proportion of the Pre-Medicare Retiree Healthcare OPEB liability was based on each employer's calculated healthcare premium contributions as a percentage of the total employer's healthcare premium contributions for all participating employers. At June 30, 2020, the participating employer's proportion was 2.7511% as compared to 2.7251% at June 30, 2019. For the year ended June 30, 2021, the participating employer recognized Pre-Medicare Retiree Healthcare OPEB expense of (\$3,406,441).

At June 30, 2021, the university and college reported deferred outflows of resources and deferred inflows of resources related to Pre-Medicare Retiree Healthcare from the following sources:

	Deferred Outflows	Deferred Inflows
(1) Difference between actual and expected experience	\$ -	\$ 7,967,574
(2) Change in assumptions	-	12,813,743
(3) Changes in proportion	1,681,515	249,774
(4) Rounding adjustment	-	-
(5) Subtotal	1,681,515	21,031,091
(6) Amounts associated with transactions subsequent to the measurement date	1,019,010	
(7) Total	<u>\$ 2,700,525</u>	<u>\$ 21,031,091</u>

The university and college had \$1,019,010 reported as deferred outflows of resources related to the Pre-Medicare Retiree Healthcare OPEB resulting from amounts associated with transactions subsequent to the measurement date that will be recognized as a reduction of the total OPEB Liability in the fiscal year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the Pre-Medicare Retiree Healthcare OPEB will be recognized in the Pre-Medicare Retiree Healthcare OPEB expense as follows:

Year End June 30

(\$thousands)

2022	\$ 5,414
2023	\$ 5,414
2024	\$ 4,617
2025	\$ 2,658
2026	\$ 1,041
Total Thereafter	\$ 207

Sensitivity of the University's and College's Proportionate Share of the OPEB Liability to Changes in the Discount Rate

The following presents the university's and college's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability using the discount rate of 2.21%, as well as what the employer's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (1.21%) or one percentage point higher (3.21%) than the current rate:

	1% Decrease (1.21%)	Current Rate (2.21%)	1% Increase (3.21%)
OPEB Liability	\$16,467,322	\$15,649,124	\$14,819,834

Sensitivity of the University's and College's Proportionate Share of the OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following presents the university's and college's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability using healthcare cost trend rate of 6.75% decreasing to 4.50%, as well as what the employer's proportionate share of the Pre-Medicare Retiree Healthcare OPEB liability would be if it were calculated using a healthcare cost trend rate that is one percentage point lower (5.75% decreasing to 3.50%) or one percentage point higher (7.75% decreasing to 5.50%) than the current rate:

	1% Decrease (5.75% decreasing to 3.50%)	Trend Rate (6.75% decreasing to 4.50%)	1% Increase (7.75% decreasing to 5.50%)
OPEB Liability	\$14,028,163	\$15,649,124	\$17,550,284

16. CONTINGENCIES

Grants and Contracts

The university and college receive assistance from non-state grantor agencies in the form of grants and contracts. Entitlement to these resources is conditional upon compliance with the terms and conditions of the agreements, including the expenditure of resources for eligible purposes. Substantially all grants and contracts are subject to financial and compliance audits by the grantors. Any disallowances as a result of these audits become a liability. As of June 30, 2021, the university and college estimate that no material liabilities will result from such audits.

Litigation

Neither the university nor college are involved in any litigation at this time.

17. RISK MANAGEMENT

The university and college are exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; non-performance of duty; injuries to employees; and natural disasters. The university and college participate in insurance plans maintained by the Commonwealth of Virginia. The state employee health care and worker's compensation plans are administered by the Department of Human Resource Management and the risk management insurance plans are administered by the Department of Treasury, Division of Risk Management. Risk management insurance includes property, general liability, medical malpractice, faithful performance of duty bond, automobile, and air and watercraft plans. The university and college pay premiums to each of these departments for its insurance coverage. Information relating to the Commonwealth's insurance plans is available at the statewide level in the Commonwealth of Virginia's Comprehensive Annual Financial Report.

**Required Supplementary Information (RSI)
For the Fiscal Year Ended June 30, 2021**

Required Supplementary Information (RSI)
Cost-Sharing Employer Plans – VRS State Employee Retirement Plan
And VaLORS Retirement Plan
For the Fiscal Year Ended June 30, 2021

Schedule of Employer's Share of Net Pension Liability**VRS State Employee Retirement Plan**

For the Measurement Dates of June 30, 2020, 2019, 2018, 2017, 2016, 2015, and 2014

	Employer's Proportion of the Net Pension Liability (Asset)	Employer's Proportionate Share of the Net Pension Liability (Asset)	Employer's Covered Payroll	Employer's Proportionate Share of the Net Pension Liability (Asset) as a Percentage of its Covered Payroll	Plan Fiduciary Net Position as a Percentage of the Total Pension Liability
2020	1.84%	\$ 133,222,066	\$ 76,741,332	173.60%	72.15%
2019	1.88%	\$ 119,007,516	\$ 75,292,682	158.06%	75.13%
2018	1.90%	\$ 103,164,000	\$ 75,543,886	136.56%	77.39%
2017	1.94%	\$ 112,835,000	\$ 69,557,841	162.22%	75.33%
2016	1.93%	\$ 127,302,000	\$ 73,645,076	172.86%	71.29%
2015	1.87%	\$ 114,809,000	\$ 70,307,029	163.30%	72.81%
2014	1.78%	\$ 99,411,000	\$ 66,605,228	149.25%	74.28%

Schedule is intended to show information for 10 years. Since 2020 is the seventh year for this presentation, there are only seven years available. However, additional years will be included as they become available.

Schedule of Employer's Share of Net Pension Liability**VaLORS Retirement Plan**

For the Measurement Dates of June 30, 2020, 2019, 2018, 2017, 2016, 2015, and 2014

	Employer's Proportion of the Net Pension Liability (Asset)	Employer's Proportionate Share of the Net Pension Liability (Asset)	Employer's Covered Payroll	Employer's Proportionate Share of the Net Pension Liability (Asset) as a Percentage of its Covered Payroll	Plan Fiduciary Net Position as a Percentage of the Total Pension Liability
2020	0.37%	\$ 2,902,582	\$ 1,372,067	211.55%	65.74%
2019	0.37%	\$ 2,579,656	\$ 1,296,489	198.97%	68.31%
2018	0.33%	\$ 2,077,000	\$ 1,032,174	201.23%	69.56%
2017	0.34%	\$ 2,192,000	\$ 1,147,028	191.10%	67.22%
2016	0.28%	\$ 2,180,000	\$ 1,048,421	207.93%	61.01%
2015	0.28%	\$ 1,968,000	\$ 989,861	198.82%	62.64%
2014	0.30%	\$ 2,024,000	\$ 1,101,243	183.79%	63.05%

Schedule is intended to show information for 10 years. Since 2020 is the seventh year for this presentation, there are only seven years available. However, additional years will be included as they become available.

Schedule of Employer Contributions
VRS State Employee Retirement Plan
For the Years Ended June 30, 2015 through 2021

		Contributions in			Contributions
	Contractually	Relation to	Contribution	Employer's	as a % of
	Required	Contractually	Deficiency	Covered	Covered
	Contribution	Required	(Excess)	Payroll	Payroll
Date	(1)	(2)	(3)	(4)	(5)
2021	10,635,498	10,635,498	-	73,551,165	14.46%
2020	10,375,428	10,375,428	-	76,741,331	13.52%
2019	10,172,038	10,172,038	-	75,292,682	13.51%
2018	10,190,870	10,190,870	-	75,543,886	13.49%
2017	9,383,353	9,383,353	-	69,557,841	13.49%
2016	10,163,204	10,163,204	-	73,645,076	13.80%
2015	8,668,857	8,668,857	-	70,307,029	12.33%

Schedule is intended to show information for 10 years. Since 2021 is the seventh year for this presentation, there are only seven years available. However, additional years will be included as they become available.

Schedule of Employer Contributions
VaLORS Retirement Plan
For the Years Ended June 30, 2015 through 2021

		Contributions in			Contributions
	Contractually	Relation to	Contribution	Employer's	as a % of
	Required	Contractually	Deficiency	Covered	Covered
	Contribution	Required	(Excess)	Payroll	Payroll
Date	(1)	(2)	(3)	(4)	(5)
2021	300,193	300,193	-	1,370,744	21.90%
2020	296,504	296,504	-	1,372,067	21.61%
2019	267,451	267,451	-	1,296,489	20.63%
2018	217,273	217,273	-	1,032,174	21.05%
2017	241,450	241,450	-	1,147,028	21.05%
2016	196,427	196,427	-	1,048,421	18.74%
2015	174,908	174,908	-	989,861	17.67%

Schedule is intended to show information for 10 years. Since 2021 is the seventh year for this presentation, there are only seven years available. However, additional years will be included as they become available.

**Notes to Required Supplementary Information
For the Year Ended June 30, 2021**

Changes of benefit terms – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

Changes of assumptions – The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012, through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increase rate from 14% to 25%
Discount Rate	Decrease rate from 7.00% to 6.75%

The following changes in actuarial assumptions were made for the VaLORS Retirement Plan effective June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decrease rate from 50% to 35%
Discount Rate	Decrease rate from 7.00% to 6.75%

Required Supplementary Information (RSI)
Cost-Sharing Employer Plans – Group Life Insurance Program
For the Fiscal Year Ended June 30, 2021

Schedule of Employer's Share of Net OPEB Liability

Group Life Insurance Program (GLI)

For the Measurement Dates of June 30, 2020, 2019, 2018 and 2017

	Employer's Proportion of the Net GLI OPEB Liability (Asset)	Employer's Proportionate Share of the Net GLI OPEB Liability (Asset)	Employer's Covered Payroll	Employer's Proportionate Share of the Net GLI OPEB Liability (Asset) as a Percentage of its Covered Payroll	Plan Fiduciary Net Position as a Percentage of the Total GLI OPEB Liability
2020	0.95%	\$ 15,801,876	\$ 195,662,692	8.08%	52.64%
2019	0.95%	\$ 15,428,924	\$ 187,141,287	8.24%	52.00%
2018	0.98%	\$ 14,867,000	\$ 184,013,488	8.08%	51.22%
2017	0.96%	\$ 14,527,000	\$ 175,510,982	8.28%	48.86%

Schedule is intended to show information for 10 years. Since 2020 is the fourth year for this presentation, only four years of data is available. However, additional years will be included as they become available.

Schedule of Employer Contributions

For the Years Ended June 30, 2018 through 2021

Date	Contractually Required Contribution (1)	Contributions in Relation to Contractually Required Contribution (2)	Contribution Deficiency (Excess) (3)	Employer's Covered Payroll (4)	Contributions as a % of Covered Payroll (5)
2021	1,006,263	1,006,263		186,345,000	0.54%
2020	1,008,969	1,008,969	-	195,662,692	0.52%
2019	967,560	967,560	-	187,141,287	0.52%
2018	965,839	965,839	-	184,013,488	0.52%

Schedule is intended to show information for 10 years. Since 2020 is the fourth year for this presentation, only four years of data is available. However, additional years will be included as they become available.

Notes to Required Supplementary Information
For the Year Ended June 30, 2021

Changes of benefit terms – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

Changes of assumptions – The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012, through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

General State Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%
Discount Rate	Decrease rate from 7.00% to 6.75%

Teachers

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Discount Rate	Decrease rate from 7.00% to 6.75%

SPORS Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%
Discount Rate	Decrease rate from 7.00% to 6.75%

VaLORS Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%
Discount Rate	Decrease rate from 7.00% to 6.75%

JRS Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Decreased rates at first retirement eligibility
Withdrawal Rates	No change
Disability Rates	Removed disability rates
Salary Scale	No change
Discount Rate	Decrease rate from 7.00% to 6.75%

Largest Ten Locality Employers - General Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 20%
Discount Rate	Decrease rate from 7.00% to 6.75%

Non-Largest Ten Locality Employers - General Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75.
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 15%
Discount Rate	Decrease rate from 7.00% to 6.75%

Largest Ten Locality Employers – Hazardous Duty Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Increased disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 70%
Discount Rate	Decrease rate from 7.00% to 6.75%

Non-Largest Ten Locality Employers – Hazardous Duty Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 60% to 45%
Discount Rate	Decrease rate from 7.00% to 6.75%

Required Supplementary Information (RSI)
Cost-Sharing Employer Plans –
VRS State Employee Health Insurance Credit Program
For the Fiscal Year Ended June 30, 2021

Schedule of Employer's Share of Net OPEB Liability

Health Insurance Credit Program (HIC)

For the Measurement Dates of June 30, 2020, 2019, 2018 and 2017

	Employer's Proportion of the Net HIC OPEB Liability (Asset)	Employer's Proportionate Share of the Net HIC OPEB Liability (Asset)	Employer's Covered Payroll	Proportionate Share of the Net HIC OPEB Liability (Asset) as a Percentage of	Plan Fiduciary Net Position as a Percentage of the Total HIC OPEB Liability
2020	2.72%	\$ 24,762,572	\$ 194,830,795	12.71%	12.02%
2019	2.72%	\$ 25,086,861	\$ 186,449,156	13.46%	10.56%
2018	2.77%	\$ 25,184,000	\$ 183,775,112	13.70%	9.51%
2017	2.75%	\$ 25,046,000	\$ 175,302,286	14.29%	8.03%

Schedule is intended to show information for 10 years. Since 2020 is the fourth year for this presentation, only four years of data is available. However, additional years will be included as they become available.

Schedule of Employer Contributions

For the Years Ended June 30, 2018 through 2021

Date	Contractually Required Contribution (1)	Contributions in Relation to Contractually Required Contribution (2)	Contribution Deficiency (Excess) (3)	Employer's Covered Payroll (4)	Contributions as a % of Covered Payroll (5)
2021	2,100,357	2,100,357		187,531,875	1.12%
2020	2,247,148	2,247,148	-	192,063,932	1.17%
2019	2,153,476	2,153,476	-	186,449,156	1.15%
2018	2,171,883	2,171,883	-	183,775,112	1.18%

Schedule is intended to show information for 10 years. Since 2021 is the fourth year for this presentation, only four years of data are available. However, additional years will be included as they become available.

Notes to Required Supplementary Information
For the Year Ended June 30, 2021

Changes of benefit terms – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

Changes of assumptions – The actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period from July 1, 2012, through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

General State Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%
Discount Rate	Decrease rate from 7.00% to 6.75%

SPORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%
Discount Rate	Decrease rate from 7.00% to 6.75%

VaLORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%
Discount Rate	Decrease rate from 7.00% to 6.75%

JRS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Decreased rates at first retirement eligibility
Withdrawal Rates	No change
Disability Rates	Removed disability rates
Salary Scale	No change
Discount Rate	Decrease rate from 7.00% to 6.75%

Required Supplementary Information (RSI)
Cost-Sharing Employer Plans – Disability Insurance Program (VSDP)
For the Fiscal Year Ended June 30, 2021

Schedule of Employer's Share of Net OPEB Liability
Disability Insurance Program (VSDP)
For the Measurement Dates of June 30, 2020, 2019, 2018 and 2017

	Employer's Proportion of the Net VSDP OPEB Liability (Asset)	Employer's Proportionate Share of the Net VSDP OPEB Liability (Asset)	Employer's Covered Payroll	Employer's Proportionate Share of the Net VSDP OPEB Liability (Asset) as a Percentage of its Covered Payroll	Plan Fiduciary Net Position as a Percentage of the Total VSDP OPEB Liability
2020	(1.28%)	\$ (2,816,853)	\$ 54,831,088	(5.14%)	181.88%
2019	(1.31%)	\$ (2,563,781)	\$ 62,759,406	(4.09%)	167.18%
2018	(1.32%)	\$ (2,969,000)	\$ 48,325,541	(6.14%)	194.74%
2017	(1.40%)	\$ (2,878,000)	\$ 50,320,184	(5.72%)	186.63%

Schedule is intended to show information for 10 years. Since 2020 is the fourth year for this presentation, only four years of data is available. However, additional years will be included as they become available.

Schedule of Employer Contributions
For the Years Ended June 30, 2018 through 2021

Date	Contractually Required Contribution (1)	Contributions in Relation to Contractually Required Contribution (2)	Contribution Deficiency (Excess) (3)	Employer's Covered Payroll (4)	Contributions as a % of Covered Payroll (5)
2021	321,662	321,662		52,731,475	0.61%
2020	335,231	335,231	-	54,069,516	0.62%
2019	403,834	403,834	-	62,759,406	0.64%
2018	415,658	415,658	-	48,325,541	0.86%

Schedule is intended to show information for 10 years. Since 2021 is the fourth year for this presentation, only four years of data is available. However, additional years will be included as they become available.

**Notes to Required Supplementary Information
For the Year Ended June 30, 2021**

Changes of benefit terms – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

Changes of assumptions – The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

General State Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%
Discount Rate	Decrease rate of 7.00% to 6.75%

SPORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%
Discount Rate	Decrease rate of 7.00% to 6.75%

VaLORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Update to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%
Discount Rate	Decrease rate of 7.00% to 6.75%

Required Supplementary Information (RSI)
Cost-Sharing Employer Plans – Line of Duty Act Program (LODA)
For the Fiscal Year Ended June 30, 2021

Schedule of Employer's Share of Net OPEB Liability

Line of Duty Act Program (LODA)

For the Measurement Dates of June 30, 2020, 2019, 2018 and 2017

	Employer's Proportion of the Net LODA OPEB Liability (Asset)	Employer's Proportionate Share of the Net LODA OPEB Liability (Asset)	Employer's Covered Payroll	Employer's Proportionate Share of the Net LODA OPEB Liability (Asset) as a Percentage of its Covered Payroll	Plan Fiduciary Net Position as a Percentage of the Total LODA OPEB Liability
2020	0.21%	\$ 870,005	\$ 1,599,753	54.38%	1.02%
2019	0.12%	\$ 415,044	\$ 1,195,615	34.71%	0.79%
2018	0.13%	\$ 418,000	\$ 1,336,159	31.28%	0.60%
2017	0.12%	\$ 318,000	\$ 1,246,761	25.51%	1.30%

Schedule is intended to show information for 10 years. Since 2020 is the fourth year for this presentation, only four years of data is available. However, additional years will be included as they become available.

* The contributions for the Line of Duty Act Program are based on the number of participants in the Program using a per capita-based contribution versus a payroll-based contribution. Therefore, covered-employee payroll is the relevant measurement, which is the total payroll of the employees in the OPEB plan.

Schedule of Employer Contributions**For the Years Ended June 30, 2018 through 2021**

Date	Contractually Required Contribution (1)	Contributions in Relation to Contractually Required Contribution (2)	Contribution Deficiency (Excess) (3)	Covered- Employee Payroll * (4)	Contributions as a % of Covered- Employee Payroll * (5)
2021	30,845	30,845		1,656,440	1.86%
2020	28,231	28,231	-	1,599,753	1.76%
2019	15,527	15,527	-	1,195,615	1.30%
2018	14,184	14,184	-	1,336,159	1.06%

Schedule is intended to show information for 10 years. Since 2021 is the fourth year for this presentation, only four years of data are available. However, additional years will be included as they become available.

* The contributions for the Line of Duty Act Program are based on the number of participants in the Program using a per capita-based contribution versus a payroll-based contribution. Therefore, covered-employee payroll is the relevant measurement, which is the total payroll of the employees in the OPEB plan.

**Notes to Required Supplementary Information
For the Year Ended June 30, 2021**

Changes of benefit terms – There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

Changes of assumptions – The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016. Changes to the actuarial assumptions as a result of the experience study are as follows:

General State Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 25%

SPORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages

Withdrawal Rates	Adjusted rates to better fit experience
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 85%

VaLORS Employees:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 50% to 35%

Employees In The Largest Ten Locality Employers With Public Safety Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Increased disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 60% to 70%

Employees In The Non- Largest Ten Locality Employers With Public Safety Employees

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table – RP-2014 projected to 2020
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each age and service year
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 60% to 45%

Required Supplementary Information
Commonwealth of Virginia State Health Plans Program
for Pre-Medicare Retirees
For the Fiscal Year Ended June 30, 2021

Schedule of Employer's Share of Total OPEB Liability
Pre-Medicare Retiree Healthcare Plan
For the Measurement Dates of June 30, 2020, 2019, 2018 and 2017

	Employer's proportion of the collective total OPEB liability	Employer's proportionate share of the collective total OPEB liability	Employer's covered- employee payroll	Employer's proportionate share of the collective total OPEB liability as a percentage of its covered- employee payroll
2020	2.75%	\$ 15,649,124	\$ 183,749,331	8.52%
2019	2.73%	\$ 18,500,393	\$ 184,310,602	10.04%
2018	2.72%	\$ 27,308,565	\$ 179,447,798	15.22%
2017	2.67%	\$ 34,705,511	\$ 167,819,342	20.68%

Schedule is intended to show information for 10 years. Since 2020 is the fourth year for this presentation, only four years of data is available. However, additional years will be included as they become available.

Notes to Required Supplementary Information
For the Fiscal Year Ended June 30, 2021

There are no assets accumulated in a trust to pay related benefits.

Changes of benefit terms – There have been no changes to the benefit provisions since the prior actuarial valuation.

Changes of assumptions – The following actuarial assumptions were updated since the June 30, 2019 valuation based on recent experience:

- Spousal Coverage – reduced the rate from 25% to 20%
- Retiree Participation - reduced the rate from 50% to 45%

Spousal coverage and retiree participation were both reduced based on a blend of recent experience and the prior year assumptions. The mortality assumption was modified slightly to reflect mortality improvement projection scale BB, including age over 65 in pre-retirement mortality base rates.

No excise tax has been reflected due to the SECURE Act. Among the provisions was a repeal of three taxes and fees that were originally intended to help fund the Affordable Care Act (ACA); i) the excise tax on high-cost health plans (Cadillac tax); ii) the annual fee on health insurance providers; and iii) the medical device excise tax.

The trend rates were updated based on economic conditions as of June 30, 2020. Additionally, the discount rate was decreased from 3.51% to 2.21% based on the Bond Buyers GO 20 Municipal Bond Index.



WILLIAM & MARY

CHARTERED 1693

UNAUDITED
FINANCIAL REPORT OF INTERCOLLEGIATE ATHLETICS
FOR THE YEAR ENDED
JUNE 30, 2021

WILLIAM & MARY

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June 30, 2021

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Chelsey P. Burk, Deputy Director of Intercollegiate Athletics

WILLIAM & MARY
SCHEDULE OF REVENUES AND EXPENSES OF
INTERCOLLEGIATE ATHLETICS PROGRAMS
For the year ended June 30, 2021

	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Total
<u>Operating revenues:</u>						
Ticket sales	\$ 760	\$ 9,325	\$ 9,325	\$ -	\$ -	\$ 19,410
Student fees	166,709	-	-	-	15,063,888	15,230,597
Direct institutional support	234,164	5,638	94,621	514,191	91,231	939,845
Indirect institutional support - athletic facilities debt service, lease and rental fees	186,223	102,306	59,243	86,213	972,130	1,406,115
Guarantees	-	62,000	-	3,500	-	65,500
Contributions (Note 2)	612,098	332,000	75,968	1,829,964	1,152	2,851,182
In-Kind	13,534	14,537	6,741	6,367	4,352	45,531
Media rights	-	-	-	-	55,622	55,622
NCAA distributions	-	-	-	3,366	1,140,157	1,143,523
Program, novelty, parking, and concession sales	180	-	-	-	1,608	1,788
Royalties, licensing, advertisement and sponsorships	47,525	18,675	8,186	32,097	529,760	636,243
Athletics restricted endowment and investments income (Note 3)	1,877,948	208,958	191,582	1,524,678	225,430	4,028,596
Other operating revenue	527	-	-	102,223	8,522	111,272
Total operating revenues	3,139,668	753,439	445,666	4,102,599	18,093,852	26,535,224
<u>Operating expenses:</u>						
Athletic student aid	2,901,069	819,257	829,490	4,654,418	65,849	9,270,083
Coaching salaries, benefits, and bonuses paid by the University and related entities	1,643,845	724,338	442,703	2,154,847	-	4,965,733
Support staff/administrative compensation, benefits, and bonuses paid by the University and related entities	130,558	62,648	6,443	10,267	4,434,608	4,644,524
Severance Payments	-	322,602	-	-	283,397	605,999
Recruiting	10,011	25,956	11,147	30,829	443	78,386
Team travel	53,227	77,604	33,980	375,948	476	541,235
Sports equipment, uniforms, and supplies	335,671	59,026	41,171	360,449	305,521	1,101,838
Game expenses	75,600	33,609	36,070	182,191	-	327,470
Fundraising, marketing and promotion	-	-	-	-	130,639	130,639
Spirit groups	-	-	-	-	554	554
Athletic facility leases and rental fees	-	102,306	59,243	51,525	46,276	259,350
Athletic facility debt service	638,160	-	-	466,970	389,493	1,494,623
Direct overhead and administrative expenses	472,664	-	-	364,780	15,077	852,521
Medical expenses and insurance	6	-	-	3,348	334,587	337,941
Memberships and dues	-	-	681	9,271	46,588	56,540
Student-Athlete Meals (non-travel)	30,415	39,753	32,486	51,475	-	154,129
Other operating expenses	50,472	12,833	2,598	28,262	262,119	356,284
Total operating expenses	6,341,698	2,279,932	1,496,012	8,744,580	6,315,627	25,177,849
Excess (deficiency) of revenues over (under) expenses	\$ (3,202,030)	\$ (1,526,493)	\$ (1,050,346)	\$ (4,641,981)	\$ 11,778,225	\$ 1,357,375

Other Reporting Items:

Total athletics-related debt	\$ 13,307,750
Total institutional debt	\$ 325,354,756
Value of athletics-dedicated endowments	\$ 129,342,162
Value of institutional endowments	\$ 1,278,379,747
Total athletics-related capital expenditures	\$ 4,780,807

The accompanying Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs are an integral part of this Schedule

WILLIAM & MARY
NOTES TO SCHEDULE OF REVENUES AND EXPENSES OF
INTERCOLLEGIATE ATHLETIC PROGRAMS
AS OF JUNE 30, 2021

1. BASIS OF PRESENTATION

The accompanying Schedule of Revenues and Expenses of Intercollegiate Athletic Programs has been prepared on the accrual basis of accounting. The purpose of the Schedule is to present a summary of revenues and expenses of the Intercollegiate Athletics Programs of the university for the year ended June 30, 2021 and includes both those intercollegiate athletics revenues and expenses under the direct accounting control of the university and those on behalf of the university's Intercollegiate Athletics programs by outside organizations not under the university's control. Because the schedule presents only a selected portion of the university's activities, it is not intended to, and does not present the financial position, changes in financial position, or cash flows for the year ended June 30, 2021. Revenues and expenses directly identifiable with each category of sport are presented and reported accordingly. Revenues and expenses not directly identifiable to a specific sport are reported under the category "Non-Program Specific."

2. CONTRIBUTIONS

The William & Mary Athletic Educational Foundation (WMAEF), Incorporated, also referred to as the Tribe Club, raises funds and collects contributions for the benefit of the Intercollegiate Athletics Department. The university received \$2,851,182 from the WMAEF during the year ended June 30, 2021.

The university received \$2,063,912 through the William & Mary Foundation for capital improvements to Kaplan Arena and various other athletic capital projects. Capital contributions are not reported in the Intercollegiate Athletics Schedule of Revenues and Expenses.

3. ENDOWMENT AND INVESTMENT INCOME

The William & Mary Foundation is authorized to receive and administer gifts and bequests of all kinds. The Foundation makes such resources available to the university, which may be drawn as needed by the university within the Foundation's budgetary restrictions. The university received \$4,028,596 of endowment and investment income from the Foundation for the benefit of the Intercollegiate Athletics Department for the year ended June 30, 2021.

4. CAPITAL ASSETS

Capital assets are recorded at historical cost at the date of acquisition or acquisition value at the date of donation in the case of gifts. Construction expenses for capital assets and improvements are capitalized when expended. The university's capitalization policy on equipment includes all items with an estimated useful life of two years or more. William & Mary capitalizes all equipment with a unit price greater than or equal to \$5,000.

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

Buildings	40-50 years
Improvements other than Buildings	10-50 years
Infrastructure	10-50 years
Equipment	2-30 years
Library Books	10 years

A summary of the capital asset ending balances net of accumulated depreciation for the year ending June 30, 2021 is as follows:

Depreciable capital assets:	
Buildings	\$ 62,419,417
Improvements other than buildings	5,191,191
Infrastructure	2,628,105
Equipment	<u>5,763,138</u>
Total depreciable capital assets	<u>76,001,851</u>
Less accumulated depreciation for:	
Buildings	\$ 20,659,049
Improvements other than buildings	1,668,868
Infrastructure	2,628,105
Equipment	<u>3,545,713</u>
Total accumulated depreciation	<u>28,501,735</u>
Total capital assets, net	<u><u>\$ 47,500,116</u></u>

5. LONG-TERM DEBT

Long-term debt relating to intercollegiate athletics is shown below.

Description	Interest Rates (%)	Fiscal year Maturity	Balance as of 6-30-21	% used by Athletics	Athletics Balance as of 6-30-21
Section 9(d) Bonds:					
Busch Field Astro turf Replacement, Series 2016A	3.000 - 5.000	2030	790,000	100%	790,000
Improve Athletics Facilities, Series 2014B	5.000	2024	130,000	100%	130,000
Improve Athletics Facilities, Series 2014B	4.000 - 5.000	2026	260,000	100%	260,000
Improve Athletics Facilities, Series 2016A	3.000	2027	150,000	100%	150,000
Improve Athletics Facilities, Series 2019A	5.000	2030	3,855,000	100%	3,855,000
Improve Athletics Facilities II, Series 2017A	2.125 - 5.000	2038	1,275,000	15%	191,250
Improve Athletics Facilities II, Series 2017A	2.125 - 5.000	2038	650,000	10%	65,000
Improve Aux Facilities Project 2017A	2.125 - 5.000	2038	2,960,000	100%	2,960,000
J. Laycock Football Facility, Series 2014B	5.000	2024	985,000	100%	985,000
J. Laycock Football Facility, Series 2016A	3.000	2027	1,100,000	100%	1,100,000
Recreation Sports Center, Series 2014B	4.000 - 5.000	2026	190,000	15%	28,500
					<u>10,514,750</u>
W&M General Revenue Pledge Bonds:					
Improve Athletics Facilities, Series 2020B	0.613 - 3.023	2036	990,000	100%	990,000
Improve Athletics Facilities II, Series 2020B	0.613 - 2.542	2034	1,320,000	100%	1,320,000
Recreation Sports Center, Series 2020B	0.613 - 3.023	2036	3,220,000	15%	483,000
					<u>2,793,000</u>
					<u><u>\$ 13,307,750</u></u>

Long-term debt matures as follows:

Year Ended	Principal	Interest
2022	905,000	486,539
2023	1,042,750	440,258
2024	1,098,500	390,960
2025	1,143,500	343,698
2026	1,479,000	293,338
2027-2031	4,976,250	799,822
2032-2036	2,178,500	233,056
2037-2041	484,250	14,614
	<u><u>\$ 13,307,750</u></u>	<u><u>\$ 3,002,285</u></u>



COMMITTEE ON ACADEMIC AFFAIRS PRE-READS

Proposed revisions to Article I of the Faculty Assembly bylaws
Approved 9/28/21

Bylaws of the Faculty Assembly of the College of William and Mary

ARTICLE I

Meetings

Section 1. Regular Meetings. The regular meetings of the Assembly shall be held at least once per semester, and not more often than once per month. Regular meeting dates shall be announced at least ten days in advance.

Section 2. Agenda. Items may be placed on agendas for regular meetings by the President of the Assembly, by the Executive Committee, by any committee of the Assembly, or by any two members of the Assembly. Items to be placed on the agenda shall be submitted to the Secretary at least ten days prior to the next regular meeting.

Section 3. Special Meetings. Special meetings of the Assembly may be called by the President of the Assembly or by the Executive Committee and may be called upon the written request of ten members of the Assembly. The purpose of the meeting shall be stated in the call. Except in cases of emergency, at least ten days' notice shall be given.

Section 4. Meeting Format. All meetings of the Assembly may be held in person, online, or in a hybrid format.

Section ~~4~~5. Quorum. A majority of all voting members of the Assembly shall constitute a quorum. A majority of all voting members of a committee shall constitute a quorum on that committee.

Section ~~5~~6. Meetings of the Assembly are open to attendance by all members of the university community. However, the Assembly may move into executive session by a majority vote of the Assembly members present.

Section ~~6~~7. The Assembly may invite persons who are not members of the Assembly to speak. Non-members may also be granted the privilege of the floor by the presiding officer.

Section ~~7~~8. Voting on motions shall normally be viva voce or by show of hands, but five members may require a roll call vote upon any motion. Voting will take place either in person, online, or both. There shall be no proxy votes. A faculty member who will be absent from a meeting may appoint as an alternate member for that meeting any person from his or her constituency who recently has served on the Assembly. Such alternate members shall have the same debating and voting privileges as the regular members they replace.

ARTICLE II

Officers

Section 1. The Officers of the Assembly shall be the President of the Assembly (hereinafter, “the President”); the Vice President and President-Elect (hereinafter, “the Vice President”), who shall succeed to the Office of President on July 1 following his or her term as Vice President; and the Secretary. Each of the officers shall represent a different constituency.

Section 2. Officers shall serve one-year terms and shall assume their duties on July 1.

Section 3. Officers shall perform the duties prescribed by these bylaws and by the parliamentary authority adopted by the Assembly (see VIII).

Section 4. President. The President shall preside over meetings of the Assembly and of the Executive Committee. He or she shall serve on all long-range planning or long-range advisory committees of the university.

The President shall appoint a Parliamentarian, who shall attend all Assembly meetings and advise the President on parliamentary procedure.

Section 5. Vice President. The Vice President shall perform the duties of the President during his or her absence and shall serve on all long-range planning or long-range advisory committees of the university. The Vice President shall coordinate faculty presentations to the Board of Visitors. The Vice President shall recommend a slate of candidates at the Annual Meeting (IV.2).

Section 6. Secretary. The Secretary shall maintain the membership roster; prepare and distribute to each member of the faculty the agenda for regular meetings at least seven calendar days prior to the meetings; prepare and publish the minutes of meetings of the Assembly, as well as the Assembly’s reports and resolutions.

Section 7. When the elected President, Vice President, or Secretary is unable to take office, or is unable to complete a term of office, a replacement shall be elected to complete the term, by the means described in IV.1-2.

Section 8. The faculty representative to the Board of Visitors shall not serve as an officer of the Assembly or as a member on the Committee on Academic Affairs, the Committee on Faculty Affairs, or the Committee on Planning and Resources.

Section 9. The appointed NTE representative (when one is serving on the Assembly) shall not serve as an officer of the Assembly.

ARTICLE III

Elections of Representatives

Section 1. Regular elections for Assembly representatives and alternates shall be held by March 1 of each year, with elected members assuming their duties on July 1 after their election. However, newly elected members shall attend the Annual Meeting (see IV.1).

Section 2. Appointment of the non-voting NTE faculty representative shall be made, when necessary, by the Executive Committee at the Annual Meeting.

ARTICLE IV

Election of Officers and Committees

Section 1. The Annual Meeting. Each spring, after the election of the new members of the Assembly and prior to Commencement, the incumbent officers shall convene the following year's Assembly for the Annual Meeting. The purpose of the Annual Meeting shall be to elect the officers, the chairs of the three governing committees (the Committee on Academic Affairs, the Committee on Faculty Affairs, and the Committee on Planning and Resources), and the members of the Executive Committee and the Committee on Planning and Resources (COPAR).

Elections shall proceed in the following sequence: President (if necessary), Vice President, Secretary, the chairs of the three governing committees, and the remaining members of the Executive Committee and COPAR. The incumbent officers shall officiate at this meeting and shall distribute notices of the meeting and minutes as for regular meetings. Only the members of the following year's Assembly are eligible to vote at this meeting.

Section 2. Nominations. Nominations for President (if necessary) shall first be made by the incumbent President. Otherwise, the incumbent Vice President, in consultation with the other officers, shall recommend a slate of candidates for the following year's Vice President, chairs of governing committees, Executive Committee, and COPAR. The Assembly may make other nominations at this time.

Section 3. In the event that more than two candidates are nominated for a position and none receives a majority of the votes cast on the first ballot, balloting continues with the name of the candidate receiving the fewest votes being dropped from the ballot, after each vote. In the event that there is no one candidate with the fewest votes, balloting continues with all names included until such time as a candidate receives a majority of votes cast (in which case he or she is declared elected) or until a candidate receives the fewest votes (in which case his or her name is dropped from the ballot and the balloting continues).

Section 4. Following the election of the officers, the chairs of the three governing committees, the Executive Committee, and COPAR, Assembly members shall each sign up for service on the Faculty Affairs and Academic Affairs committees. The three governing committees shall each have at least ten members and shall draw their members from the Executive Committee and from the rest of the Assembly membership. The Executive Committee and the Committee on Planning

and Resources shall have balanced representation (two from each Area of Arts & Sciences and one from each school).

As officers of the Executive Committee, the President, Vice President, and Secretary of the Assembly are ineligible to serve as chairs of the governing committees.

Each member of the Assembly shall serve either on two of the governing committees, or on the Executive Committee and one of the governing committees. The President and Vice President serve on the Executive Committee and the Committee on Planning and Resources.

ARTICLE V

Executive Committee

Section 1. The Executive Committee shall consist of eleven voting members, two from each Area of Arts & Sciences, one from each school, and the faculty representative to the Board of Visitors. The officers of the Assembly are included in these eleven members. If an NTE representative is not among the voting members, one will be appointed as a non-voting member. The Provost shall serve as a non-voting administrative representative.

Section 2. The Executive Committee shall be chaired by the President of the Assembly. Members shall serve one-year terms and shall assume their duties on July 1.

Section 3. Except for the officers and the faculty representative to the Board of Visitors, the Executive Committee shall be nominated and elected by means of the procedures in IV.

Section 4. The Executive Committee shall administer the affairs of the Assembly between its meetings, set the hour and agenda of meetings, make recommendations to the Assembly, and shall perform such other duties as are specified in these bylaws. The Committee shall be subject to the orders of the Assembly, and none of its acts shall conflict with action taken by the Assembly.

Section 5. The Executive Committee shall serve as a liaison to the Board of Visitors, to the President, and to the Provost and shall provide representation on such other policy committees of the university as the Assembly shall approve.

Section 6. The Executive Committee shall monitor all Assembly committees to assess their continuing usefulness; at least once every four years, review the jurisdiction, composition, and activities of university-wide committees to assess whether the committees, individually and collectively, meet the needs of the university; and present recommendations to the Assembly for modifying the university-wide committee structure. In addition, the Executive Committee shall recommend to the Assembly the members of its special committees, and faculty members of campus-wide committees, except as provided in VII.3.

Section 7. During the summer recess, the Executive Committee may act on behalf of the Assembly and shall report all such actions to the Assembly at its next meeting. During the

summer recess the Executive Committee shall normally follow the operating procedures set forth in the bylaws.

Section 8. Consistent with the bylaws and constitution, the Executive Committee shall have the authority to resolve ambiguities in the eligibility and participation of NTE faculty with respect to the Assembly and shall report their actions to the full Assembly.

ARTICLE VI

Governing Committees

Section 1. Committees, standing or special, may be established as the Assembly deems necessary. The purpose and charges for new Assembly committees shall be determined by the Assembly upon recommendation from the Executive Committee.

Section 2. Committee members may be drawn from the faculty, faculty emeriti, administration, professional staff, alumni, and student bodies of schools and such other constituencies as may be required or appropriate.

Section 3. The chair of each Assembly committee shall hold open hearings on issues when appropriate; give regular reports to the Assembly; and submit to the Assembly Secretary committee recommendations to be placed on the Assembly's agenda.

Section 4. The standing governing committees of the Assembly shall include:

a. The Committee on Academic Affairs. The Committee on Academic Affairs shall consist of ten members. Members of the Committee shall be selected by the Assembly during the Annual Meeting by means of the procedures described in IV. Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Academic Affairs shall report to the Assembly on matters concerning educational policy, admission policy, and student affairs, including athletic policy, within the university. It shall receive reports from the Admission Policy Advisory Committee and the University Library Committee. The Committee will maintain liaison with long-range planning committees.

b. The Committee on Faculty Affairs. The Committee on Faculty Affairs shall consist of ten members. Members of the Committee shall be selected by the Assembly during the Annual Meeting by means of the procedures described in IV. Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Faculty Affairs shall report to the Assembly on personnel matters, broadly conceived, including personnel policies, recruitment policies, faculty research and development programs, and the policy aspects of faculty compensation and benefits.

Every third year, the Committee on Faculty Affairs shall conduct a survey of faculty attitudes, perceptions, and opinions on a wide range of issues. The Committee shall write a summary of the results and send them to the university faculty and administration.

The Committee on Faculty Affairs shall receive reports from the Faculty Research Committee.

c. The Committee on Planning and Resources (COPAR). The Committee on Planning and Resources shall consist of ten members, two from each of the Areas of Arts & Sciences and one from each school. Members of the Committee shall be elected by the Assembly during the Annual Meeting by means of the procedures described in IV. Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Planning and Resources shall report to the Assembly on matters concerning the development and allocation of resources, broadly conceived, including budgeting, undergraduate enrollment policies, fundraising and development, the development or renovation of the physical plant of the university, and financial aspects of faculty compensation and benefits. The Committee will maintain liaison with the Faculty Compensation Board and University Advancement. The members of the Committee on Planning and Resources serve as the faculty members on long-range planning committees.

ARTICLE VII

Other Committees Reporting to the Assembly

Section 1. Standing committees of the Assembly, which are established by the Assembly and whose members are appointed by the Assembly, shall include:

a. The Admission Policy Advisory Committee helps to develop undergraduate admission policy. The Committee advises the office of Undergraduate Admission and acts as a review committee in special cases. The Committee submits to the Assembly's Academic Affairs Committee an annual report that includes a freshman profile developed by Undergraduate Admission.

b. The Faculty Compensation Board works with the Committee on Planning and Resources to improve compensation for all university faculty. It informs itself of evolving statutes and regulations that deal with matters of faculty compensation and discusses with the administration ways to present faculty concerns to state agencies including the General Assembly, Governor's Office, State Council for Higher Education, and the Department of Planning and Budget. The Board reports annually to the Assembly.

c. The Faculty Research Committee fosters and promotes research activity at the university. It administers a program of subsidized faculty research, establishes procedures governing the program, solicits applications, reviews them, and selects grant recipients for recommendation to the Provost. The Committee reports annually to the Assembly's Faculty Affairs Committee.

d. The University Library Committee, in consultation with the Dean of University Libraries, advises the Assembly, the President, and Provost on policy consistent with standards of

accrediting agencies. It reports in writing at least once a year to the Assembly's Academic Affairs Committee.

ARTICLE VIII

University-wide Advisory Committees

Section 1. University-wide committees may be established as the Provost or other appropriate person deems necessary upon consultation with the Executive Committee. A university-wide committee is a committee which affects more than one faculty or school or significantly affects the university's resource allocation or educational mission. Purposes and charges for such university-wide committees shall be determined by the Provost or other appropriate person upon consultation with the Executive Committee.

Section 2. On the advice of the Executive Committee, the Assembly shall recommend to the appropriate appointing authority, in a timely manner, the individuals who represent the faculty on search committees for university-wide administrative positions including President, Provost, Vice Presidents, and Dean of University Libraries, and on all university-wide standing and ad-hoc committees other than long-range planning and long-range advisory committees. Terms of office shall be recommended by the Assembly. Except as specified in VII.3, each constituency has the right of representation on every university-wide committee. Care should be taken to ensure representation of NTE faculty and Arts & Sciences faculty from graduate programs. Each constituency may recommend faculty, administrators, or professional staff to represent it on university-wide committees if appropriate.

Section 3. Long-range planning or long-range advisory committees of the university shall include the President, Vice President, and most recent past President of the Assembly. On the advice of the Executive Committee, other faculty members of any such committees shall be approved by the Assembly.

ARTICLE IX

Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the Assembly in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Assembly may adopt.

ARTICLE X

Amendment of Bylaws

These bylaws may be amended by a two-thirds vote of the full Assembly membership (all members except any NTE appointed under II.5) and approval by the Board of Visitors.

Approved by the Board of Visitors on April 22, 2005; Effective July 1, 2005 and as amended April 15, 2011, November 21, 2014, and April 26, 2019



**RICHARD BLAND COLLEGE
COMMITTEE
PRE-READS**

Racial Justice & Equity Task Force Executive Summary

Background

On June 2, 2020, President Debbie Sydow appointed a 14-member task force on Racial Justice and Equity (RJ&E) to determine instances in which persistent inequities and lack of inclusiveness may have been carried out within each College department's policies, procedures, and structures. The task force enthusiastically accepted the President's charge and considered this historical work an honor as well as a gift to the campus. It undertook a year-long campus study, gathering data from both current and former faculty, staff, and students of color through the use of listening sessions and the Training Our Campus Against Racism (TOCAR) instrument. This study examined whether learners of color feel equitably supported in the classroom and in their experiences of accessing and receiving academic support services. Finally, this study explored the impact on the retention and achievement of students of color these inequities may have had. The task force provided semester updates on its study to RBC stakeholders, and it composed a final report at the study's conclusion that contextualized the task force's work in the history of the College, summarized its operations, and provided recommendations that addressed the charges provided by President Sydow.

Problem

The study revealed a need to cultivate equity and inclusion on campus, operationally, culturally, pedagogically, and otherwise. Data indicated an underrepresentation of students of color on the Dean's and President's Lists and the overrepresentation of BIPOC students on the Academic Probation, Suspension, and campus incidents lists. Most faculty in the Department of Languages and Humanities could envision the implementation of a culturally inclusive pedagogy and curriculum. The Department of Science and Mathematics, however, found this implementation more challenging given the nature of their courses within their disciplines. The staff at RBC experienced tensions around employee treatment such as exclusion from opportunities to advance in the workplace.

Solution

The RJ&E Task Force proposed recommendations in three interrelated areas: employee training, college policies, and the College's operations. We believe that changes in these three areas will catalyze the larger cultural shift that would benefit RBC. The data revealed a need for training in the areas of personal biases, inclusion, and equity for RBC employees on all institutional levels. Participants indicated an expectation of cultural competence from all College employees, with over 60% contending that culturally conscious professionals are equipped to advance equity and inclusion within the campus' academic structures through actions such as hiring faculty of color and offering additional courses focused on racial issues. 78% of participants indicated that increasing campus members' knowledge of the consequences of racism in the American society would inspire decisions and actions that promote their academic empowerment and resilience. Seventy-two percent of participants asserted that completing at least one workshop on dismantling racism was necessary as these forms of training would assist campus members with understanding racial/ethnic differences and supporting the community's growth and ability to discuss and analyze the various topics related to equity and inclusion within and beyond the classroom.

Value

Implementing these recommendations at Richard Bland College would enable RBC to realize its vision as "an institution in the vanguard of learning-outcomes based liberal arts education" that serves as "a model for testing and applying outcomes-driven solutions in higher education" by institutionalizing anti-racist action underpinned by an *ethos* of inclusion to cultivate equity.

Conclusion

The successful implementation of these recommendations depends both on realigning current resources and on identifying new resources and supports. The Racial Justice & Equity Task Force hopes that the College will address the recommendations provided herein and ensure the future of such work through the institution of a Department of Equity & Inclusion.



Richard Bland College FOUNDATION

RBC FOUNDATION 2021-2022 BOARD OF DIRECTORS

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Patton Holdings, LLC and Patco Investments, LLC

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Housing Opportunities Made Equal of Virginia

Martin Johnson '96

Senior Vice President of Government Relations
Virginia Association of REALTORS®

Erika Jones-Haskins

Program Manager, Developmental Services
Behavioral Health & Developmental Services'
Individual and Family Support Program

Stephen "Steve" M. King '97

President and Owner
EPSS, Inc.

McIntyre "Rick" R. Louthan, III

Chief Operating Officer
Global Bearing Operations
Amsted

Lindsey Vincent '78

Founder and Owner
Good Earth Peanut

RICHARD BLAND COLLEGE FOUNDATION

2021-22 Development Goals - DRAFT

Goal #1 – Improve Donor/Prospect Communications			Responsible Staff Member(s):
A. Design and deploy RBC messaging campaign / case for support			Jesse Vaughan / Jeff Brown
<input type="checkbox"/> Video content	<input type="checkbox"/> Webpage	<input type="checkbox"/> Media	
B. Update and maintain VIP list for donor / prospect cultivation			Lashrecse Aird / Lisa Pond / Samantha Green
<input type="checkbox"/> Alumni	<input type="checkbox"/> Donors	<input type="checkbox"/> Local leaders	
Goal #2 – Increase Auxiliary Revenue			Responsible Staff Member(s):
A. Utilize dormant assets to generate new revenue			Eric Kondzielawa / Dianna Lester
<input type="checkbox"/> Events	<input type="checkbox"/> Camps, etc.	<input type="checkbox"/> Leases	
B. Grow existing auxiliaries to increase Foundation revenue			Eric Kondzielawa / Dianna Lester
<input type="checkbox"/> Dining	<input type="checkbox"/> Housing	<input type="checkbox"/> Retail	
Goal #3 – Test Decentralized Staffing Model			Responsible Staff Member(s):
A. Utilize existing college staff/expertise to execute Development operations			Debbie Sydow
<input type="checkbox"/> Communications	<input type="checkbox"/> Auxiliary	<input type="checkbox"/> Fundraising	
B. Assess decentralized staffing model to inform staffing plan for 2022-23			Debbie Sydow / consultant?
<input type="checkbox"/> Goals Achieved	<input type="checkbox"/> Engagement	<input type="checkbox"/> Efficiency	
Goal #4 – Review and Improve Fundraising Tactics			Responsible Staff Member(s)
A. Research and apply best practices to each tactic: annual giving, planned giving, etc.			Lashrecse Aird
<input type="checkbox"/> Raiser's Edge	<input type="checkbox"/> Online fundraising	<input type="checkbox"/> Realistic goals	
B. Establish Sponsored Programs (grants and government) operation			Debbie Sydow
<input type="checkbox"/> Grants	<input type="checkbox"/> MSI	<input type="checkbox"/> Govt. support	
Goal #5 – Continue to Address Audit Issues			Responsible Staff Member(s)
A. Implement Corrective Action Plan			Melissa Mahoney
<input type="checkbox"/> Net asset reporting	<input type="checkbox"/> Update policies / procedures	<input type="checkbox"/> Pledge reconciliation	
B. Manage successful audit process for FY22			Melissa Mahoney
<input type="checkbox"/> Actual process	<input type="checkbox"/> Centralized documents	<input type="checkbox"/> Audit tracking	



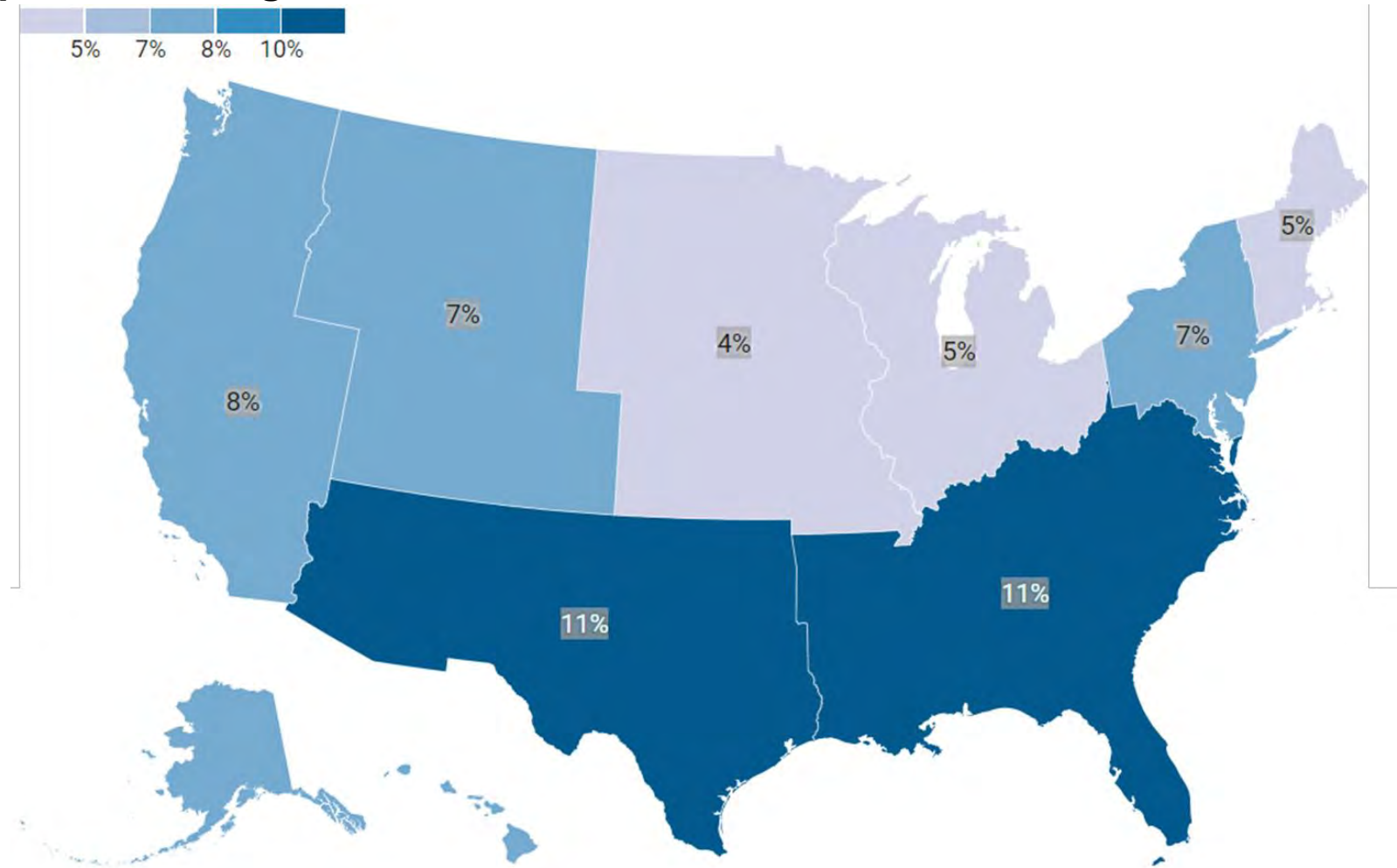
Richard Bland College

of WILLIAM & MARY

RBC ENROLLMENT DATA

PANDEMIC AFFECTS 2020 ADMISSIONS

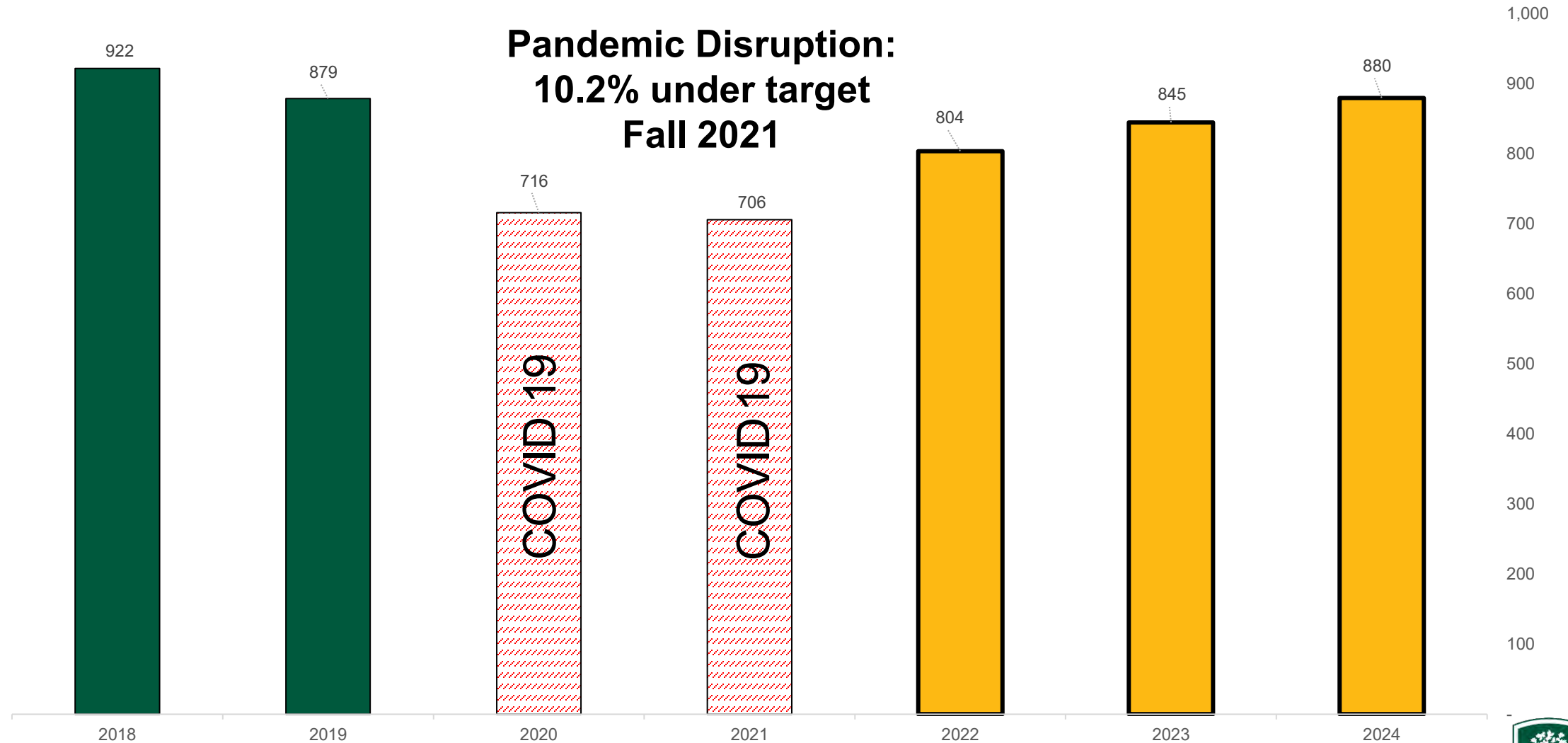
1-year percent change in number admitted



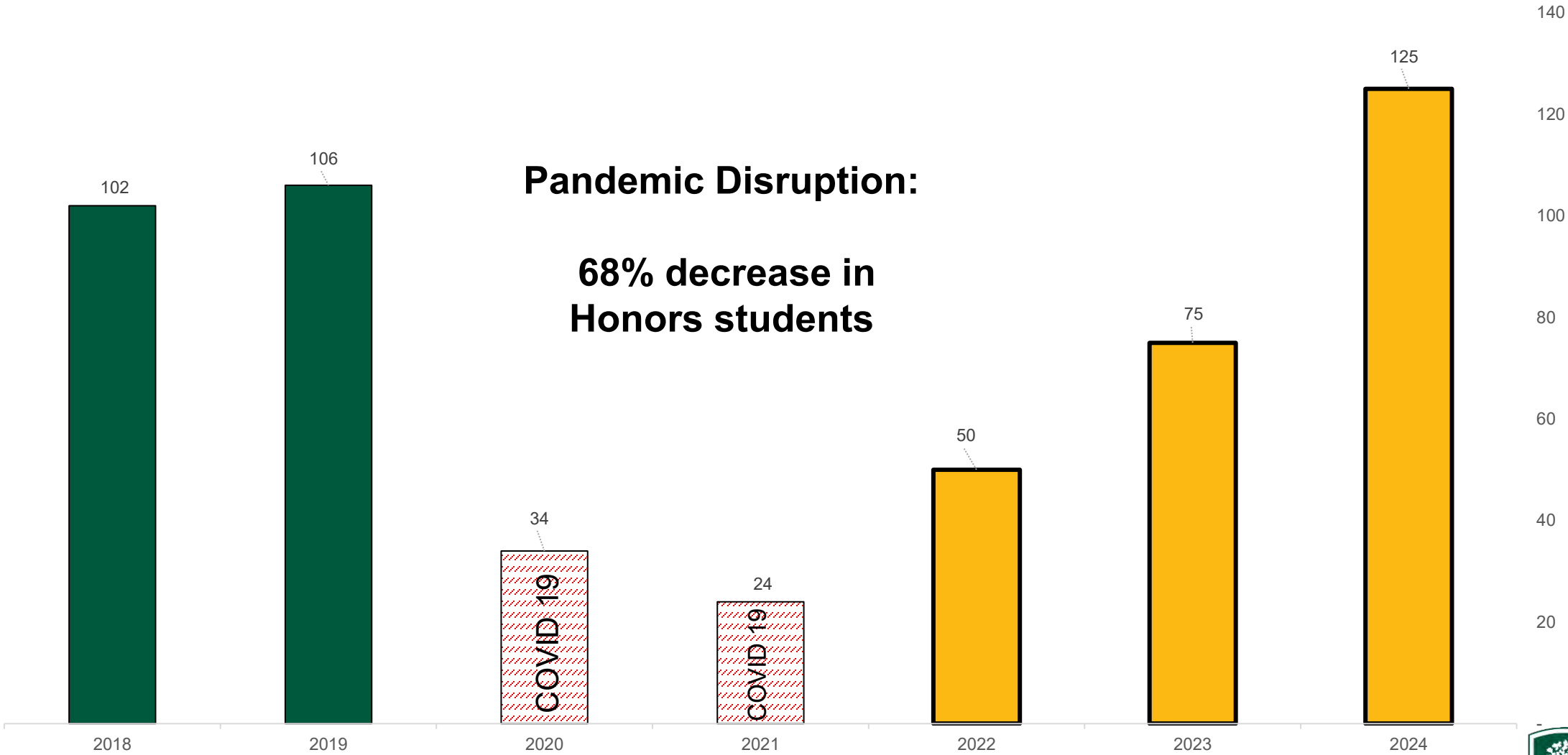
Source: Chronicle analysis of U.S. Department of Education data * Created with Datawrapper

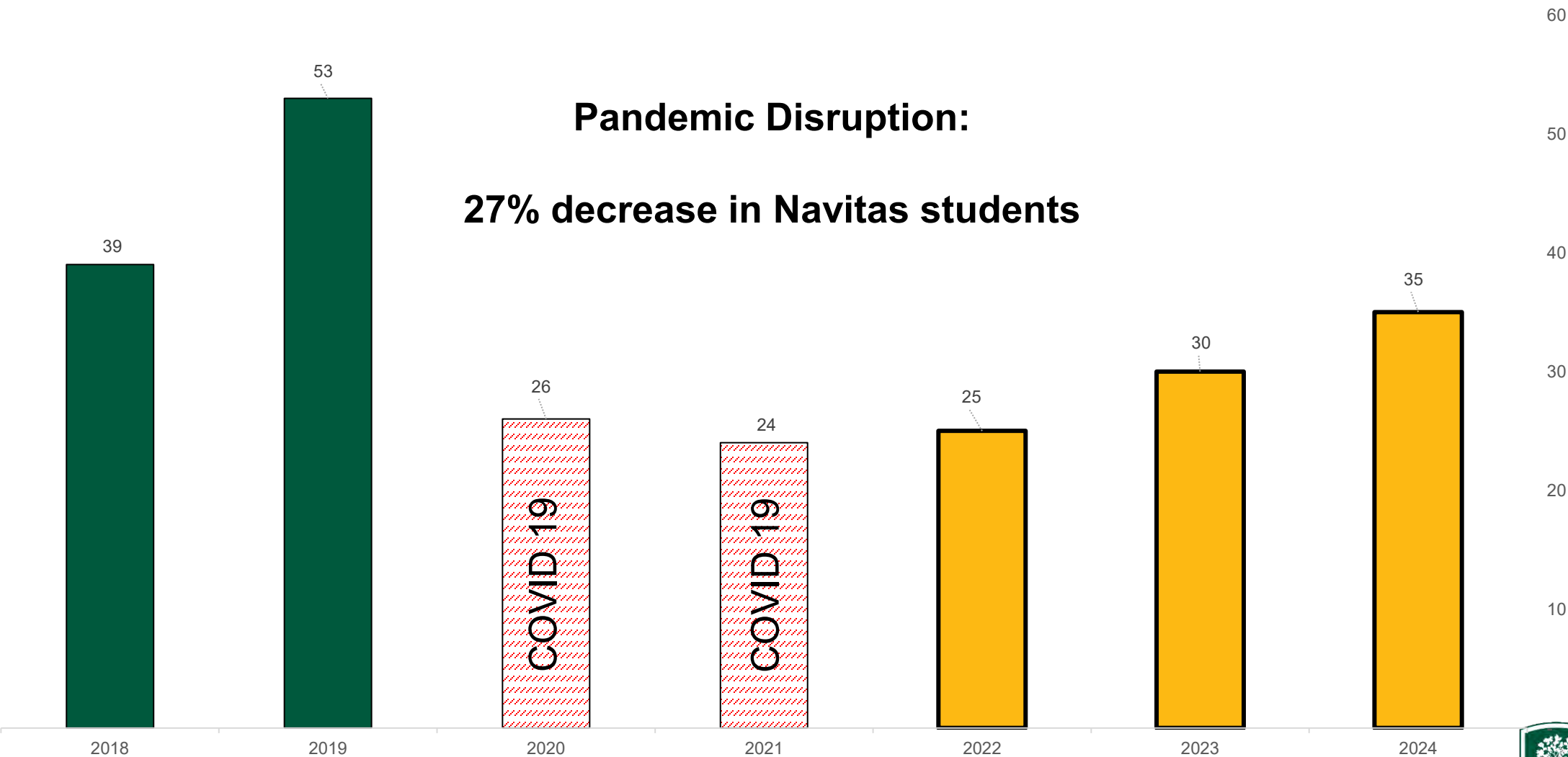


TRADITIONAL



HONORS / PROMISE



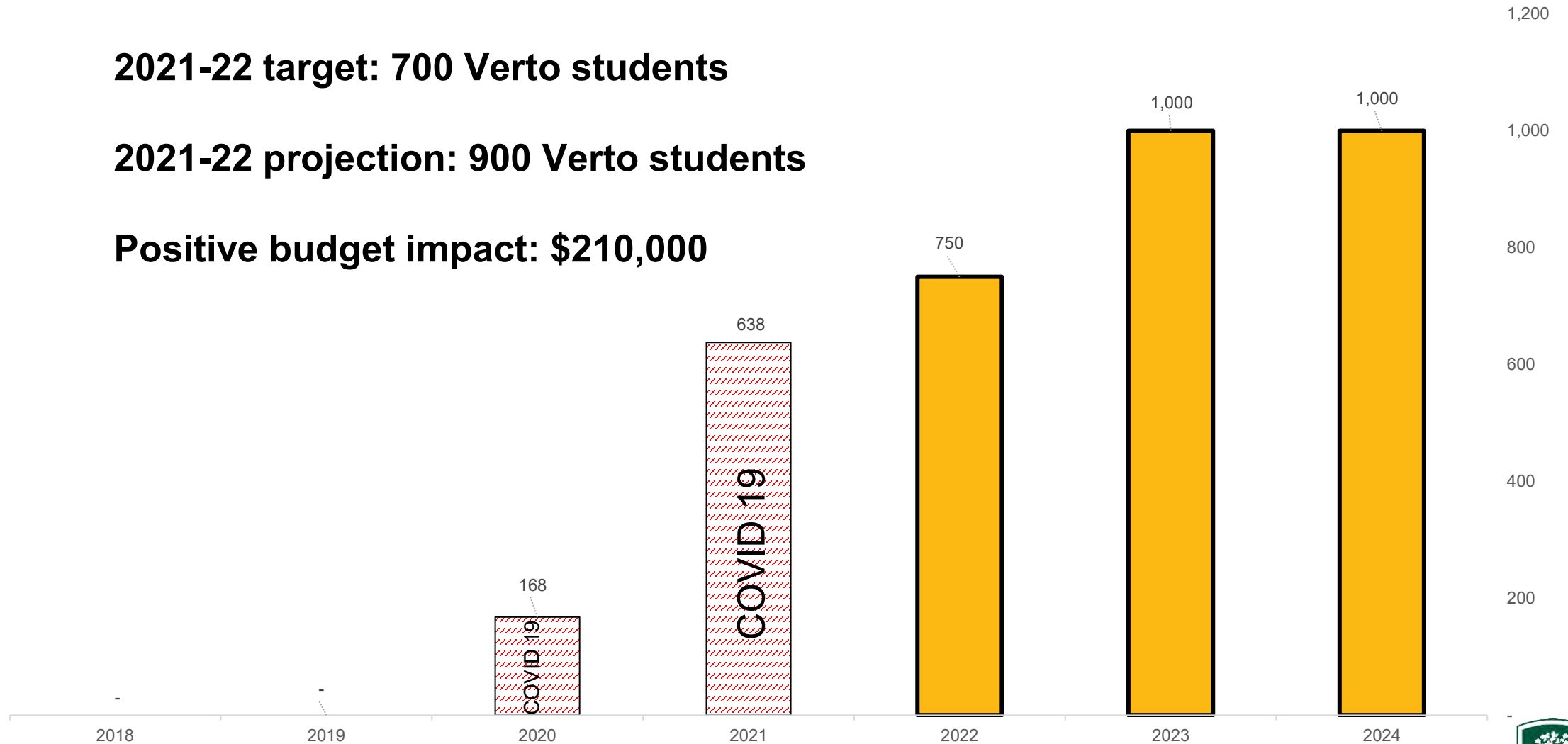


INTERNATIONAL: VERTO

2021-22 target: 700 Verto students

2021-22 projection: 900 Verto students

Positive budget impact: \$210,000

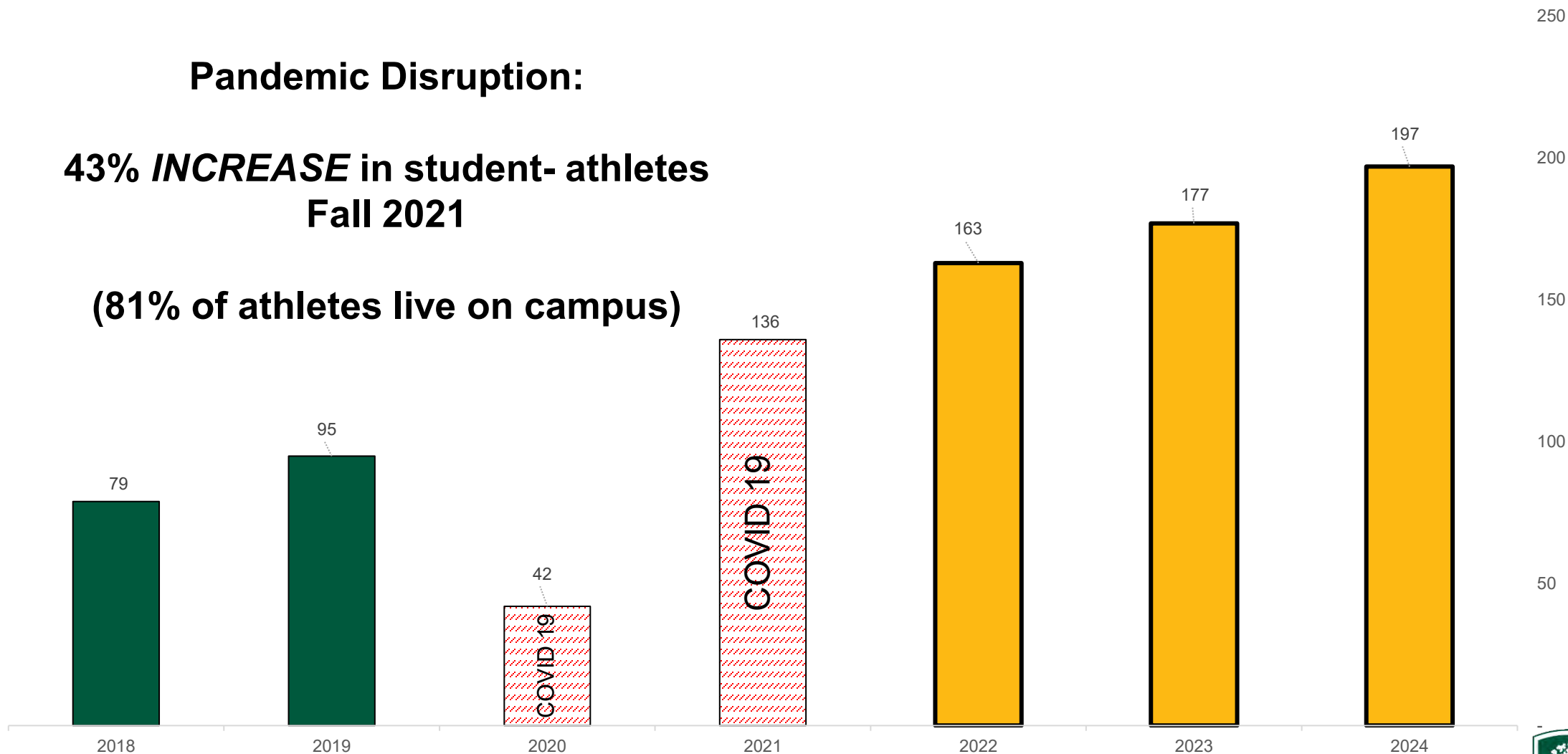


ATHLETICS

Pandemic Disruption:

**43% *INCREASE* in student- athletes
Fall 2021**

(81% of athletes live on campus)



Bridging the enrollment gap

Strategy	Credit Hours	Target	Total – Actual plus Target	Budget
Credit Hour Gap	(1,074)	10,500	9,426	10,500
November Start	252	-	252	-
Winter Session	108	172	280	-
Henrico DE	112	-	112	-
Homeschool	-	150	150	-
Spring	2,703	7,077	9,780	9,500
Total			20,000	20,000



Richard Bland College

Future State Vision Executive Summary

November 1, 2021

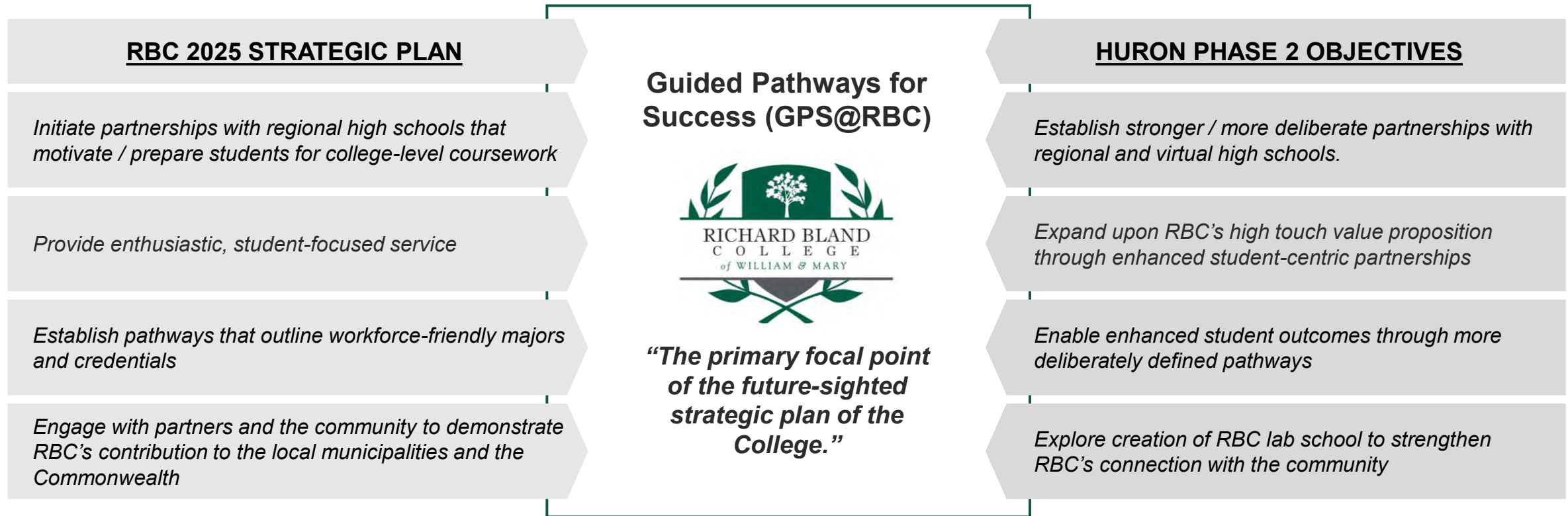


Richard Bland College
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Phase 2 Objectives and the 2025 Strategic Plan

Huron's proposed Phase 2 work is intended to align with and support many of the main objectives outlined in RBC's 2025 Strategic Plan.



In exploring defined pathways for student success, Huron and RBC identified 3 potential options: strengthening relationships with traditional high schools, tapping into the virtual market, and establishing bachelor's programs and professional credentialing.

Future State Student Pathway Options

The three primary student pathways that Huron researched and presented to RBC to inform their future state strategic vision are outlined below.

Strengthening Traditional High School Partnerships	Tapping into the Virtual High School Market	Establishing Bachelor's Programs & Professional Credentialing
<i>Core Opportunity</i>	<i>Adjacent Opportunity</i>	<i>Transformative Opportunity</i>
<ul style="list-style-type: none"> ~97% of RBC enrollees are from VA, and 72% are from within 45 miles of RBC, demonstrating the importance of strengthening relationships with local high schools. As the higher education market becomes increasingly competitive, strengthening relationships with regional high schools will become increasingly important. 	<ul style="list-style-type: none"> Approximately 20% of US school districts already or plan to offer virtual schooling after the pandemic. RBC should consider broadening the student pipeline through engagement with virtual high schools as they become increasingly common, especially given existing RBC systems and competencies (e.g., Sophia Learning) 	<ul style="list-style-type: none"> Many jobs projected to grow materially in Virginia by 2030 will require at least an associate's degree if not professional credentials or a bachelor's degree. RBC could set up programming highly aligned with growing fields to prepare its diverse set of enrollees. This would also limit the need for transferring out of RBC thus limiting overall education costs and better positioning students for success.
NEXT STEPS		
<ul style="list-style-type: none"> Identify regional high schools that best align with RBC's vision (i.e., are focused on preparing their students for college success) Engage with identified high schools to craft potential partnership Prepare articulation agreements reflective of desired partnership terms 	<ul style="list-style-type: none"> Identify virtual high schools that would best enable expansion of the student pipeline (e.g., Virginia Virtual Academy) Engage with identified virtual high schools and prepare articulation agreements Assess feasibility of leveraging Sophia Learning as an online option for virtual students 	<ul style="list-style-type: none"> Consider this opportunity as a later initiative following the establishment of deliberate partnerships with traditional and virtual high schools

Richard Bland College Today & Tomorrow

RBC will respond to trends impacting the higher ed industry as it defines its vision for the future.

RBC Today



- ✓ Awards **2-year degrees**
- ✓ **Small** class sizes
- ✓ Wraparound **student support**
- ✓ **Regional** enrollment focus
- ✓ Focus on **affordability**
- ✓ 4-year **transfer pathways / articulation**
- ✓ Industry partnerships

Higher Ed Trends



- Growing focus on **“non-traditional” student categories** as demographic outlook changes
- Pursuit of **new revenue streams** outside of tuition for degree-granting programs to ensure institutional sustainability
- Student demand for **lower-cost** and **shorter-form** educational products
- Student interest in **flexible scheduling** and **tech-enabled content delivery**
- Increasing presence of **competency-based learning** that recognizes prior learning and skills

RBC 2025 & Beyond¹

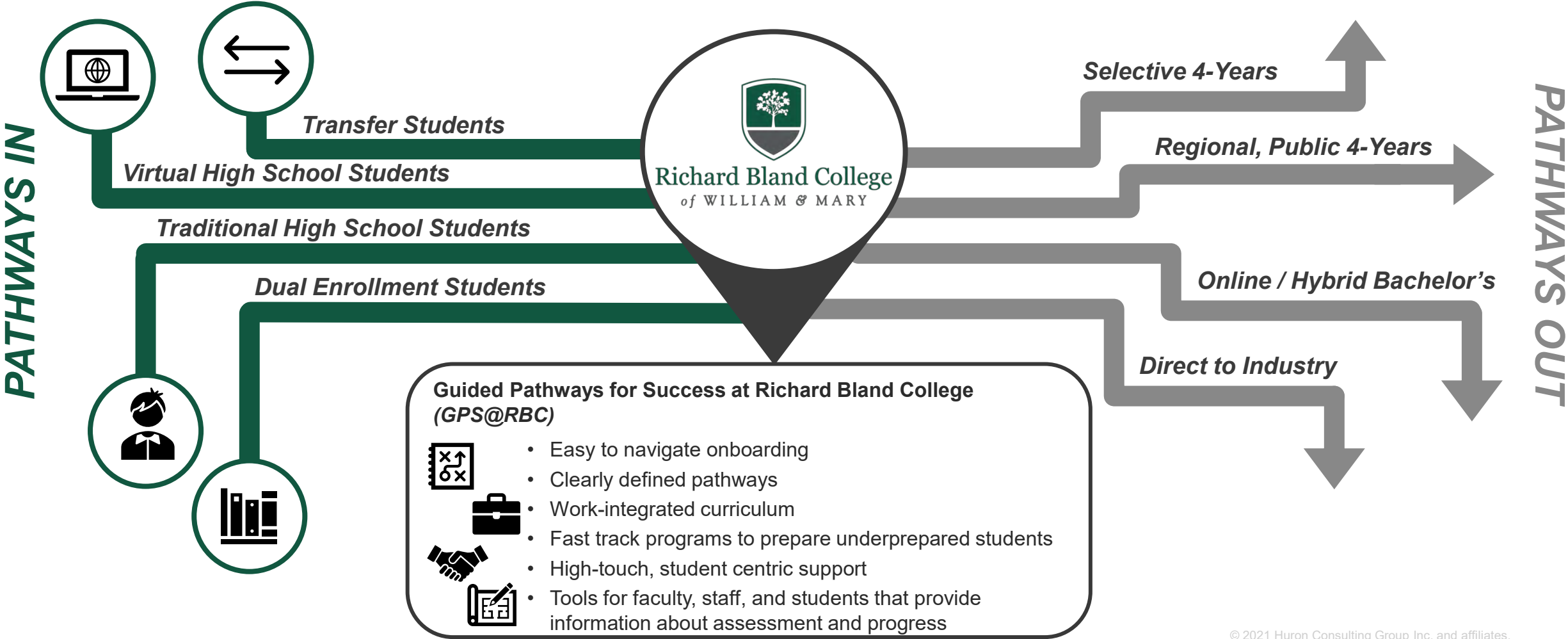


- Complement two-year degree core with **new partnerships, capabilities, and audiences** and a focused **student success / employability mission**
- **New delivery modalities**
- Extended **geographic reach**
- Expanded **partnerships** to deliver **baccalaureate, certificate, and industry-aligned credentials**
- **New streams of revenue generation**
- More **flexible and just-in-time** than either a traditional community college or a comprehensive four-year institution

¹Additional detail on following slide

RBC 2025 & Beyond

The graphic below illustrates a potential future state vision for well-defined pathways in and out of RBC, to be enabled by RBC serving as a “student navigator” for its diverse enrollees.



FY22 Richard Bland College Budget to Actuals Summary

Unadjusted/Unaudited as of 9-30-21

Revenue	FY22 Approved Budget	FY22 Unaudited Actuals	Percent of Approved Budget
State General Fund	11,924,694	3,439,858	29%
Tuition and E&G Fees	8,780,930	4,959,557	56%
Auxiliary Revenue	4,302,667	1,961,406	46%
Other Revenue	1,982,483	165,883	8%
Total Revenue	26,990,774	10,526,704	39%

Expenditures	FY22 Approved Budget	FY22 Unaudited Actuals	Percent of Approved Budget
Personnel			
Instruction*	3,935,129	921,476	23%
Academic Support*	785,485	264,618	34%
Student Services*	1,115,762	323,279	29%
Institutional Support *	4,993,458	1,224,314	25%
Plant Operations	1,200,964	326,299	27%
Auxiliary Services*	554,129	134,074	24%
Athletics	495,472	117,163	24%
Total, Personnel	13,080,399	3,311,222	25%
Total, Non-Personnel Services	11,588,132	4,042,569	35%
Financial Aid	2,322,244	460,443	20%
Total Expenditures	26,990,774	7,814,233	29%

*Budget has been reallocated between programs to match proper expense classification



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<u>Level</u>	<u>Name</u>	<u>Status</u>	<u>Value</u>	<u>Last Comment</u>
Goal	An educational product of high-value with streamlined pathways	In Motion		
Tactic	Recalibrate Curricular Pathways	In Motion		
Tactic	Assess and develop strategic partnerships to provide students access to seamless online baccalaureate degrees in high-demand fields that lead to high-paying jobs in Virginia	In Motion	45.00%	Final report completed from Huron, agreement entered into with Huron to complete a business case and plan for first round of work.
Tactic	Redefine and/or streamline existing curricular pathways with an emphasis on preparing students for jobs in high-demand fields such as AI, Data Systems, Healthcare, etc.	In Motion	45.00%	Initial market assessment done by Huron with high demand fields and potential gaps in the HE landscape. Agreement reached with Huron to complete a Business Plan with timeline and project plan for advancing into these high demand fields.



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<u>Level</u>	<u>Name</u>	<u>Status</u>	<u>Value</u>	<u>Last Comment</u>
Tactic	Utilize Learner Success Lab findings to strengthen student support services and bolster retention	In Motion	25.00%	<p>ACE's Learner Success Laboratory at RBC has been an active initiative on campus since August of 2020 and will conclude its formal engagement in March of 2022, meaning that RBC has completed 10 months of the 18-month self-assessment project (just past the half-way point). During this period, the project has been productive despite significant changes as a result of turnover in key leadership roles and the hardships imposed by the coronavirus pandemic. The LSL at RBC consists of five committees made up of members from all areas of the College and focusing on the College's effectiveness in promoting learner success. These committees produced an interim report that assisted in clarifying aspects of the College's Mission and Vision to faculty and staff and outlined two key areas in which the systems and initiatives of the College could align more closely with the Comprehensive Model for Learner Success provided by the American Council on Education and with RBC's Strategic Plan, Seize Your Potential. These included improved infrastructure for data-enabled decision-making across all units of the College and attending to the most recent research on Guided Pathways Reforms from the Community College Research Center (CCRC).</p> <p>Subcommittee co-chairs remain in the process of collecting data and have yet to present the full substance of their findings, analysis, or conclusions to the Steering Committee and LSL Leadership Team. Nevertheless, an outline of the final written deliverable and a communication's strategy that includes a website with resources (that has been created and contains some initial information) has been shared with the Steering Committee and subcommittee co-chairs and has received positive feedback. The outline includes a preliminary list of key recommendations that focus on (1) specifics of Guided Pathways reforms at RBC informed by the CCRC Institute on Guided Pathways at Rural Colleges, (2) organizing the Division of Academic Success to support learners, (3) the prioritization of reliable tracking of KPIs and additional "Metrics that Matter Most" through an accessible dashboard for internal institutional effectiveness research by all units of the College and that includes data on matters of equity in educational outcomes across student groups, (4) the introduction of six meta-majors around which to organize the onboarding/first-year experience and "academic and career communities" that involve peers, alumni, faculty, staff, and partners, and (5) considerations of supports for faculty and staff to accomplish these initiatives effectively for the new majority student.</p>



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Tactic	Operationalize RBC Online	In Motion		
Tactic	Establish infrastructure that will support expansion	In Motion	20.00%	RBC's partner, SEI Studios has experienced growth with Sophia a different online platform and is unable to continue to support the program development with RBC Online. RBC has formed an internal workgroup of faculty and staff to address and develop a full online program project plan that will be complete by Spring 2022.
Tactic	Achieve SEM goals for FY22	In Motion	157	With SEI and the plan paused, we are still seeing increased numbers of online students. We increased from 30 all online to 157 all online from Fall 2020 to Fall 2021.
Tactic	Create Dual Enrollment program for Virtual Early College students	In Motion	10.00%	Working on proposal for Henrico to include Virtual Early College. Also reaching out to other school districts and packaging winter and summer school for DE students to get ahead. Justin May scheduled a call with the home-school.
Tactic	Hire Dual Enrollment Manager	In Motion	15.00%	Position description finalized 10/20/2021. Emailed HR for status update on 10/25 to find out when position would be posted.
Tactic	Integrate Dual Enrollment and Verto populations with targeted enrollment in SEM plan	In Motion	65.00%	Hired staff to serve as liaison between Verto and RBC admissions. She has hit the ground running and working on streamlining processes. We have had some complaints on Verto student experience but we are working through those challenges. Working to integrate systems for Fall 2022. Will use Spring 22 as a pilot to make process improvements and implement integrations necessary to enhance student experience. Also working to recruit Verto students and DE students to winter and summer school.
Tactic	Verto Revenue Target	In Motion	\$382,800.00	Target for the year was 700 total students. We are finalizing financial analysis.
Tactic	Enrollment Target in Credit Hours	In Motion	9400	Experienced a 10.2% shortfall for fall credit hours. Working on a plan to bridge the gap with late start, winter, & spring. Late start currently has 102 additional credit hours.
Tactic	Stand up FAME Academy	In Motion	90.00%	Program launched and relationships established. Program courses, as well as the program, were approved by Faculty Assembly. Received grant funds to offset the cost of a program director.
Tactic	Improved Course-Learning Outcome Reporting	In Motion	0.00%	
Tactic	Complete Design Stage of AIC	In Motion	80.00%	Received CO-2 approval and money has been transferred into our account
Tactic	AIC Construction	In Motion	0.00%	
Goal	An unmatched student experience	In Motion		



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Tactic	Move forward with the one-stop enhancement and ESE Phase III by designing the evolution from the ESE to GPS model with an emphasis on admissions, financial aid, and student success synergies.	In Motion	25.00%	The ACE Learner Success Lab is underway and an ESE assessment draft has been submitted.
Tactic	Prepare full ESE assessment and formulate GPS transition pending ACE Learner Success Lab recommendations.	In Motion	75.00%	ESE assessment draft submitted; data still pending.
Tactic	Develop campus engagement plan to support the goal of RBC's unmatched student experience including improved persistence and service levels.	In Motion	25.00%	This will be designed in alignment with our LSL participation and learnings from this program.
Tactic	Rebuild auxiliary revenue	In Motion	\$0.00	Dorm occupancy and meal plans are under budget by about 5%. We will explore ways to increase spring retention as well as recruit new students in the spring for housing.
Tactic	Grow Foundation revenue	In Motion	\$21,361.00	Just getting started with the Fiscal Year. Will hold both the golf tournament and pecan festival in the coming months to increase revenue from the foundation.
Tactic	Build Other Revenue (e.g., Marketing/Communications)	In Motion	\$233,000.00	We have signed contracts for \$233,000 with the VDH and VDACS.
Tactic	Achieve SEM goals for FY22	In Motion	9,874	RBC had a shortfall of 1,073 credit hours for the Fall 21 semester compared against the budget. To make up ground, a Dual Enrollment agreement was signed with Henrico county that added 112 credit hours. Late start classes are being offered, adding 177 credit hours. Winter Intersession will also be offered.
Tactic	Establish a culture of energy, optimism, and customer service in all student-facing offices in the Provost's office	In Motion	25.00%	Working on meeting structure for Provost's Council. Sending regular updates about projects and establishing my organizational culture. This is an ongoing process but seems to be rewarding with increased positivity.



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Tactic	Build on internationalization (global competency) and work skills strategy with Verto and internship roll outs	In Motion	25.00%	Proposing operational support position and developing internal processes to support RBC's new VERTO partnership to serve as this organization's school of record. Financial aid step-by-step guide draft submitted to VERTO on 7/15/20.

Goal	Sustainability in operation	In Motion		
Tactic	Launch Shared Services Consortium	In Motion		An addendum updating the SSC contract with Ross Consulting has been completed and signed as of 10/22/21. The Phase 1 work is underway.
Tactic	Recruit and enroll partners to realize improved efficiencies, e.g., bad debt collections	In Motion	25.00%	RFP issued and processed and a partner identified to establish the consortium. Phase one will consist of collections and an internal assessment of ERP and technology solutions.
Tactic	Establish governance structure for the SSC	In Motion	25.00%	Working to finalize the contract with Ross Consulting. The governance will be established in the first phase of the project.
Tactic	Teambuilding	In Motion		Teambuilding is done continually and organically within my teams. Working through the planning stages for some specific and intentional teambuilding activities.
Tactic	Each member of the executive team will complete a JEDI Credential	In Motion	4	4 of 8 cabinet members have completed a credential for RJ&E. Other members are currently enrolled and will complete this fall.
Tactic	Executive Mini Retreats focused on boosting JEDI knowledge and skills	In Motion		
Tactic	Complete summer teambuilding activity	In Motion	2	Executive team has participated in a sailing trip and a bowling activity.
Tactic	Finance Policies & Procedures	In Motion	75.00%	Many existing policies have been updated while new policies have been created. All of these policies are expected to be submitted to the President for review and approval by 12/1/2021.
Tactic	Lead the successful development and implementation of a shared services consortium	In Motion		An addendum updating the SSC contract with Ross Consulting has been completed and signed as of 10/22/21. The Phase 1 work is underway.



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Tactic	Strengthen and improve where possible two news areas (HR & IT) of responsibility	Not Started		
Tactic	Work toward successful completion of project plan	In Motion	50.00%	Project plan work continues.
Tactic	Scholarship Endowment Growth	In Motion	\$37,130.00	Will likely not hit a total of \$200,000 but on track for 2.2 million goal by 2025
Tactic	Auxiliary Revenue	In Motion	\$807,426.00	This needs to be reconfigured.
Tactic	Housing Revenue - Academic Year 2021-22	In Motion	\$559,483.00	Total housing revenue this semester is \$1,159,483, subtract half the bond payment of \$600,000
Tactic	Bookstore Revenue - Academic year 2021-22	In Motion	\$5,554.00	This only accounts for revenue and expenses for this semester. Does not include existing inventory, B&N book sales or online sales.
Tactic	Dining Revenue - Academic Year 2021-22	In Motion	\$242,389.00	Total meal plan revenue this semester is \$392,389, minus \$150,000 estimated food cost for semester.
Tactic	Vending Revenue - Academic Year 2021-22	In Motion	\$0.00	Commission check has not been received.
Tactic	Foundation Revenue	In Motion	20.00%	In progress.
Tactic	Create budget management process & build budget managers' financial knowledge base	In Motion	75.00%	In continuing with this tactic, we continually refine and improve our annual budget training that has been developed. Annual budget training this year is scheduled for Dec. 6, 2021. Finance will conduct a pre-training survey to better understand the needs of the budget managers. We are also developing a post-training evaluation/assessment. This metric will provide feedback on the quality of the training as well as potential additional areas of need for training.
Tactic	Increased sanitation/ reduction of plastics per EO-77	In Motion	75.00%	We have increased sanitation and cleaning throughout campus and reduced the amount of no-reusable plastic throughout campus.
Tactic	McNeer Hall Roof Repair	Roadblock	15.00%	Project on hold until supplies can be purchased.
Tactic	Commerce Hall Revitalization	In Motion	10.00%	Working with Lashrecse and RRMM for a more efficient use of the space.
Tactic	Maze Hall Renovation	In Motion	10.00%	Working with Lashrecse and RRMM to design the space to be used more efficiently.
Tactic	Pecan Hall Renovation	In Motion	10.00%	Working with Lashrecse and RRMM to find a more efficiently use the space.
Tactic	Statesman Hall HVAC Repair	In Motion	10.00%	Reached out to engineers and they are going to design the system.
Tactic	Landscaping Plan	In Motion	40.00%	Justin has submitted a landscaping plan that provides improvements throughout campus.



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Tactic	Television Features	In Motion		Feature on Global Student Program acheived. Feature on Middle College achieved. Feature on CCAM - filming commences on 11/9/21. Feature on Promise scholars - filming achieved -- editing commences after 11/6/21. In discussions for next 4 features.
Tactic	Marketing Pecan Festival	In Motion		120 radio adds purchased. Facebook and Instagram ads will reach between 55,000 - 75,000 people- 3 week run.
Tactic	CCAM Promotional Video	In Motion		Filming commences November 9, 2021
Tactic	VDH Partnership	In Motion		Meeting moved for this discusson - 2nd or 3rd week of November ---for a \$2 million dollar production contract between RBC Creative Services Group and VDH for our marketing team to design, create and distribute all of the Virginia Department of Health commercials for 2022. Plan is to meet before December 1st, with a contract extension based on our current contract. VDH contact is Jeff Stover.
Tactic	Broker Partnership for Black History Campaign	In Motion		Contact made with a company that has a series of mini-Black History documentaries that we are asking to use. No response.
Tactic	New commercial campaign for spring - summer campaign	In Motion	15%	15% completed
Tactic	Inside RBC TV - 5-8 segments	In Motion	60%	60% complete



ADHOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILTY & INNOVATION PRE-READS

Briefing: Working Session for W&M Board of Visitors Ad Hoc Committee for
Organizational Sustainability and Innovation
November 8, 2021

Topic: Review “dashboard” tools that management will use to track progress on the objectives of Vision 2026, including DEI initiatives.

Meeting format: Ad Hoc will meet as a full Board for a one-hour working session, with a brief introduction and wrap up by the Chair, Ms. Johnson. The president will facilitate. The set up will be small groups at tables, mixing senior university staff with Board members.

Outcomes: Staff will use input from this conversation to create a dashboard, to be reviewed at the April 2022 Board meeting, wrapping up our strategic work with the Board for the year.

Preparation (est. 40 minutes): We ask Board members to review the five institutional dashboards listed below (prior W&M dashboard and three peer dashboards) as effective communications tools for tracking progress on strategic goals. Note that these track different things (DEI, business strategy, etc.). They are intended to offer very different examples for discussion. Please browse each of the following for about 10 minutes and make notes of what you find effective.

For the purposes of this working session, please focus on the ways these tools communicate and track progress, rather than the specifics that they track:

- [W&M’s most recent dashboard](#) from our prior strategic plan
- [Duke’s DEI dashboard](#)
- [University of Pittsburgh's DEI dashboard](#)
- [Microsoft](#)
- [Gilead Sciences](#)

Definitions

1. *Dashboard:* a management tool to communicate progress on key strategic efforts to the Board, and to stakeholders.
2. *Key Performance Indicators* (KPIs): indicators of mission success.
3. *Leading indicator:* input measure. Performance indicator that tracks activities that lead to a goal; tracks potential areas of opportunity for W&M; dynamic, measured in process. E.g., growth of W&M applicants from an area where overall enrollment is growing.
4. *Lagging indicator:* measures output. Shows results of an effort; may change slowly (esp. in higher education); static, measured after the fact. E.g., yield from last year’s class.

Design Requirements

For W&M's purposes, a good strategic dashboard should have at least the following features:

1. Communicate progress to the Board on strategic efforts that advance organizational sustainability and other mission goals of Vision 2026
2. Communicate progress to constituencies on the same
3. Include leading and lagging indicators in key areas of focus
4. Live online, publicly, and meet state institution public reporting guidelines
5. Incorporate industry-standard measures and data (IPEDS, etc.)
6. Other? (TBD in this conversation)

Design Considerations for Discussion in Breakout Groups

1. *Leading Indicators vs. Lagging Indicators*
What balance should be struck between measuring progress on activity that will produce future success (leading) and measuring achieved success (lagging)?
2. *Simplicity vs. Thoroughness*
What is the right level of detail for the dashboard to be an effective management tool that keeps the leadership of the university (board, president, cabinet) aligned and equipped with a shared understanding? When are directional indicators and proxies preferable to deeper levels of detail?
3. *Integration vs. Modularity*
Should we have separate but coordinated dashboards for strategic planning and DEI (and, perhaps, other sub-dashboards), or should these be integrated as a single reporting tool?
4. *Static vs. Dynamic*
With what frequency should metrics be updated? Where does alignment with existing reporting tools (IPEDS, CDS, etc.) serve a useful function and create efficiencies, and where would more frequent updates enable course corrections and faster progress?
5. *Benchmarks for Comparison vs. Benchmarks for Separation*
What is the appropriate role of peer-group comparisons? How should we frame these comparisons in order to spur separation from the status quo?