

COLLEGE OF WILLIAM AND MARY
2004-2008 STRATEGIC PLAN

As part of the Commonwealth of Virginia's budget development process, the College of William and Mary has reviewed and realigned its strategic plan in response to guidance provided by the State Council of Higher Education via its systemwide strategic plan for higher education, *Advancing Virginia Through Higher Education*. The statewide plan includes the vision that:

“Virginia's system of higher education (be) recognized globally as a model of excellence in learning, leadership, and research, and as a catalyst for economic prosperity and an enhanced quality of life.”

Specific goals in the SCHEV plan are to:

- 1. “Enhance the Commonwealth's commitment to instructional quality.”**
- 2. “Accommodate at least 38,000 additional students.”**
- 3. “Increase Virginia's national standing in sponsored research.”**

In accord with the SCHEV four-year planning cycle, the College of William and Mary forwards this update of its strategic plan in the context of the newly articulated SCHEV systemwide goals.

The College of William and Mary's first comprehensive strategic plan was approved by the Board of Visitors in 1994. It was published as *Into the Fourth Century: a Plan for the Future of the College of William and Mary*. This plan was reviewed and updated by the College faculty and staff in 1999. This review confirmed the continuing applicability of the 1994 mission and vision statements and Planning Principles. The College also took note of those goals and objectives already achieved and, for those not achieved, determined which remained applicable and which required renewed efforts or new implementation strategies. Concurrently and in the context of planning for capital fund-raising, a broader dialogue was initiated at that time with the William and Mary community – including alumni, friends, students, parents, faculty and staff – about their vision for the College's future. This year-long conversation sought input via more than 4500 direct mailings and 10,000 emails from all stakeholders in the College's future and further defined our core values and future directions. The results, summarized in *William and Mary 2010*, present a consensus vision for the College and its role as a campus, in the community, and in the world.

It is in this context of on-going strategic planning and consultation with the entire William and Mary community that President Timothy J. Sullivan prepared a Five-Year Plan for Strategic Investment as one aspect of developing FY 2004 operating budget recommendations for the Board of Visitors. Concurrent with this planning effort, the College finalized its goals and related priorities for the Campaign for William and Mary, a seven-year private fund-raising effort publicly launched in February, 2003 and ending in 2007. Both the Five-Year Plan and the Campaign for William and Mary goals have been approved by the Board of Visitors of the College of William and Mary.

Finally, the College is in the initial stages of institutional planning for the 2006 Southern Association of Colleges and Schools (SACS) reaccreditation. All units are defining their own measures of Institutional Effectiveness. By August 2005, the College will have on-line compliance certification to demonstrate to SACS that the College of William and Mary engages in on-going, integrated and institution-wide, research-based planning and evaluation that will, via a Quality Improvement Plan to be developed by January 2006, demonstrate our commitment to and engagement in continuous planning and improvement.

Hence, the College has been engaged in a decade of on-going strategic planning and is now in the initial stages of reaccreditation-driven planning. The goals and objectives outlined below should be understood in that context.

THEMES IN WILLIAM AND MARY PLANNING

Throughout our various planning exercises, consistent themes have emerged as critical to the College's future success. We believe that these will continue to be foremost in our institutional effectiveness discussions and quality improvement plan over the next three years. These themes include:

- ▶ Competitive salaries and teaching/research support allowing the College to attract and retain the best faculty
- ▶ Competitive scholarships and fellowships to attract the best students;
- ▶ Competitive salaries, support, and professional development opportunities for all administrative and classified staff
- ▶ Maintenance of state-of-the-art laboratories and facilities to support teaching and research;
- ▶ A commitment to nationally competitive graduate and professional programs to complement the College's outstanding undergraduate program;
- ▶ Expanded study-away opportunities;
- ▶ Expanded use of technology in the curriculum;
- ▶ The fostering of character and citizenship and leadership skills in our students;
- ▶ Maintaining a campus whose beauty reflects the quality of the College;
- ▶ Maintaining a competitive athletic programs that promotes the student athlete; and,
- ▶ Establishing sufficient financial flexibility to respond to program needs, responsibilities, and opportunities.

Our strategic response to the State Council's systemwide strategic plan recognizes the consistency of these themes with the systemwide goals identified by SCHEV.

OUR MISSION

Review of the College's mission statement confirms its continuing applicability for the College, its students and faculty, and the Commonwealth. Specific operating principles reflect this mission

and guide the College in its planning activities. These principles include:

- ◆ The public nature of the College as a critical component of the diversity and quality of the Commonwealth's system of higher education.
- ◆ The blending of the best features of an undergraduate college with the opportunities offered by a research university.
- ◆ A continuing commitment to a learning environment that fosters close interaction and a mentoring relationship among students and teachers.
- ◆ Provision of a challenging arts and sciences curriculum that encourages creativity, independent thought, and intellectual depth.
- ◆ Commitment to a predominantly residential undergraduate program.
- ◆ The offering of selected high quality graduate and professional programs that prepare students for intellectual, professional, and public leadership.
- ◆ Recognition that teaching, research, and public service are all integral parts of the William and Mary mission.
- ◆ A commitment to partnering with the Commonwealth to address specific problems or opportunities.

This strategic plan proposes no changes to the College's current mission statement.

OUR VISION

By virtually all measures, the College has achieved the broad aspirational goals established in its 1994 and 1999 strategic plans -- it is the pre-eminent small public university in the nation and successfully competes in many areas with national universities both public and private. It is widely recognized as offering an exemplary undergraduate liberal arts degree on a par with the best private colleges and universities in the nation. Its graduate and professional programs are nationally competitive and annually increasing in stature. The faculty has sustained a steady growth in research over the past decade, such that externally funded research has doubled. However, there remain important opportunities for improvement as the College enhances its educational programs to better serve its students, faculty, and the Commonwealth.

As the premier, small public university in the nation, the College of William and Mary aspires to become one of the truly great universities of the world, competing internationally with the best institutions, public or private, in the excellence of its students, faculty, and educational experience. To further this vision, the College will build on the special nature of a university college with select programs of advanced study and professional education that support and indeed enhance the excellence of its undergraduate program.

WHERE ARE WE NOW

Based on institutional rankings, the College is the best public, liberal arts university in the nation.

The *U. S. News and World Report* ranks the College third in the nation, and first among public universities, in its commitment to undergraduate teaching. It ranks sixth among all public universities -- notably the only university in the top twenty public universities that has an enrollment below 20,000 students. While we rank second in efficiency as measured by academic reputation relative to cost, the difference in expenditure per student between the College and its peer institutions reveals the precariousness of our position. Funding insufficiency now threatens the College's ability to achieve its goal of competing successfully with the world's best universities.

The College's current standing can be credited to its dedicated faculty and superior students. Institutional strengths include academic reputation, student quality, commitment to teaching, size, student satisfaction and success, and operational efficiency. These strengths are continually challenged by our need to recruit and retain the best faculty, by essential investment in campus infrastructure, by a lack of need-based scholarships, and by underfunding of basic operations. Significant opportunities exist for 1) using technology to enhance administrative service delivery and a few academic programs, 2) enhancing and strengthening selected academic programs, and 3) expanding outreach to the community, the Commonwealth and the nation in such areas as K-12 education, business, and intellectual property transfer.

The inability of the Commonwealth to provide sufficient funding for basic operations, competitive faculty and staff salaries, and student financial aid presents a direct threat to the future of the College and its programs. While the College has, over the past several years, used its market position to raise tuition partially to offset the impact of reduced state funding, this action alone does not improve the overall quality of the College's instructional program on a permanent basis as it results in a progressive weakening of our market advantage as we offset reductions in state-appropriated funds without making strategic investments in our future.

OUR CHALLENGE

Our challenge is twofold: 1) to maintain those unique characteristics of the College of William and Mary that define excellence for a mid-sized public university in a time of fiscal uncertainty and 2) to move forward strategically by investing new and reallocating existing resources so that the College can launch new initiatives in response to state and national needs and mandates.

OUR RESPONSE

Our response is straight-forward. We will protect the core excellence and character of William and Mary, establish programmatic and functional priorities, and plan and invest in a manner consistent with these priorities. We will invest for the long-term, strategically using the College's market power while expanding our revenue sources. Critical to the College's future is implementing the findings and recommendations to be developed during the up-coming SACS reaccreditation, successfully completing the \$500M Campaign for William and Mary, and redefining the College's administrative and fiscal relationship with the Commonwealth of Virginia.

This vision and response is consistent with the vision and goals identified by the State Council of Higher Education in *Advancing Virginia Through Higher Education*. Within this context and in support of SCHEV's planning process, specific College goals, objectives and strategies have been identified and are, in the remainder of this document, aligned with SCHEV systemwide goals.

SCHEV GOAL I: Enhance the Commonwealth's commitment to instructional quality.

WILLIAM AND MARY RESPONSE:

I.1 HIGH QUALITY FACULTY PROMOTE STUDENT LEARNING

William and Mary has a talented and energetic faculty who value their role as teachers and scholars and who merge both their scholarly and creative activities with teaching and mentoring to provide an education that is among the best in the nation. To preserve and enhance this quality, we must retain our current faculty and continue to attract faculty of the highest quality.

Goal I.1.a: Recruit and retain a faculty committed to teaching and research as the means to provide the highest quality education to all William and Mary students.

To attract and retain the best faculty, the College must provide appropriate financial support to including salary, benefits, start-up funds, research support, and faculty-development opportunities.

Objectives:

- i. Advance faculty salaries to the 75th percentile of peer institutions.
Strategy 1: Use a combination of state and institutional funds to support faculty salary levels at the 60th percentile among the College's peer group.
Strategy 2: Seek private funds to raise faculty salary levels from the initial 60th percentile target to the institutional goal of the 75th percentile.
- ii. Provide appropriate and competitive start-up packages in order to attract the highest quality faculty to the institution.
Strategy 1: Increase the pool of institutional funds dedicated to start-up costs for new faculty.
Strategy 2: Solicit grant and other external support to meet many start-up requirements for new faculty and to leverage state and institutional resources.
Strategy 3: Leverage resources through joint appointments with federal laboratories, such as the Thomas Jefferson Nuclear Accelerator Facility and NASA Langley, as well as other universities.
- iii. Establish named chairs in selected disciplines to attract and retain nationally and internationally prominent teachers and scholars.
Strategy 1: Solicit private support from foundations and individual donors to establish named professorships in selected disciplines.
Strategy 2: Consistent with its long-standing commitment, request that the Commonwealth increase its funding to the Eminent Scholars program.

- iv. Adequately support the research and development needs of faculty.
- Strategy 1:** Expand the pool of funds supporting faculty research with emphasis on leveraging outside research funding.
 - Strategy 2:** Expand the pool of funds supporting equipment recapitalization.
 - Strategy 3:** Provide appropriate on-campus and off-campus information access and data networks.
 - Strategy 4:** Seek private support to provide faculty development activities such as funded research and study leaves.

I.2. ASSURE BEST PRACTICES IN LEARNING AND TEACHING

The College of William and Mary is a community of learners consisting of superior students and faculty. In a highly competitive environment, it must provide the resources to support the continuing development of its faculty as demanding, innovative teachers and creative scholars. Such support, in turn, will enrich the learning experience of the students.

Goal I.2.a: Foster an environment which encourages high quality, innovative teaching and sustains a career-long commitment on the part of the faculty.

Teaching and learning are joint enterprises of both faculty and students. Teaching is kept fresh and exciting when it reflects newly acquired knowledge on the part of the teacher. The life of the scholar, researcher, or artist is renewed by the stimulation of teaching.

Objective: Provide all faculty an opportunity to improve and enhance their teaching skills.

- Strategy 1:** Provide greater support for teaching and curriculum development through the University Teaching Project and the Teaching Enhancement Project and support for the implementation of new teaching pedagogies.
- Strategy 2:** Provide faculty with maximum support in the preparation of grant proposals for teaching and curriculum development.
- Strategy 3:** Maintain and expand information technology help desks, training, and technology liaison support, providing direct assistance to faculty in integrating technology into instructional activity.

Goal I.2.b: Provide undergraduate research opportunities for students in all concentrations consistent with the requirements of the undergraduate curriculum.

The Faculty of Arts and Sciences in its curriculum revision of 1994 recommended that every William and Mary undergraduate have an upper-level, independent learning experience. In many cases this amounts to original research conducted under the close supervision and in intellectual partnership with faculty. This goal is consistent with our vision of the college as a community of scholars and learners.

Objective: Increase undergraduate research opportunities across all disciplines.

- Strategy 1:** Offer sufficient undergraduate research opportunities by continuing to redirect, and where necessary, add new faculty positions in high demand areas.
- Strategy 2:** Continue the involvement of professional schools, scholarly institutes, centers, libraries, and museums with undergraduate research.
- Strategy 3:** Support faculty who actively pursue grants supporting undergraduate research.
- Strategy 4:** Expand cooperative programs in undergraduate research with the Virginia Institute of Marine Science and neighboring institutions of higher education.
- Strategy 5:** Ensure sufficient private and grant-funded support for undergraduate research opportunities
- Strategy 6:** Continue to integrate undergraduate research with community-based and international experiences.

Goal I.2.c: Concentrate resources on those graduate and professional programs with the greatest potential for high quality and strong national and international reputation.

Over the past ten years, the College eliminated or consolidated sixteen graduate programs or tracks to sharpen the focus of graduate and professional education. Resource allocations now support the remaining graduate and professional programs and related academic clusters.

Objective: Determine those resources required to enhance the College's graduate and professional schools consistent with their potential to be nationally competitive.

- Strategy 1:** Continue to conduct peer analyses of the College's various graduate and professional programs to include funding, expenditures per student, cost, and facilities as well as student and faculty quality and placement.
- Strategy 2:** Allocate resources including available tuition revenues to the various graduate and professional programs based on their respective market position and demonstrated need.
- Strategy 3:** Leverage available graduate resources by encouraging clusters of mutually supportive and complementary graduate programs.
- Strategy 4:** Obtain additional support from reprogrammed funds, private, and grant-support to increase graduate and professional stipends to a nationally competitive level.

Goal I.2.d: Maintain a William and Mary library system that will support the College's commitment to transmit, extend, and preserve knowledge.

Critical to the teaching, learning, research and public service mission of William and Mary are its libraries: Swem Library and the libraries that support the professional schools of Business,

Education, Law and Marine Science. Recognizing the impact of technology and data availability and access, the College expects "a seamless electronic environment in which individuals may access a variety of information and knowledge sources in various formats and in a manner that is simple and easy to use, independent of time or place or subject discipline."

Objectives:

- i. Establish the Swem Library Information Commons as a focal point for information access in all forms and media.
 - Strategy 1:** Complete the Swem Library renovation and expansion project so as to support the full integration of technology into library service delivery.
 - Strategy 2:** Provide additional staffing and/or training as necessary to support full utilization of the Information Commons and its technology.
 - Strategy 3:** Develop a program for equipment replacement and upgrade as necessary to support expanded access.
 - Strategy 4:** Link and integrate as appropriate the Information Commons programs into exiting technology and multimedia initiatives elsewhere on campus.

- ii. Strengthen the libraries as centers for research and teaching.
 - Strategy 1:** Provide additional staffing to support full utilization of expanded library facilities at Swem and the Law Library
 - Strategy 2:** Allocate incremental funds for library materials to support curricular and research needs of students and faculty.
 - Strategy 3:** Continue as an active participant in the Virtual Library of Virginia (VIVA), expanding the availability of electronic resources while reducing the cost of access to bibliographic and full text material
 - Strategy 4:** Collaborate with faculty in identifying appropriate electronic resources and integrating the resources into the classroom.

Goal I.2.e: Strengthen interdisciplinary programs and expand study-away opportunities.

Interdisciplinary studies and study-away programs offer ways for William and Mary students to enhance their education outside on-campus and traditional disciplinary structures.

- Strategy 1:** Continue to conduct peer reviews of study-away programs to determine opportunities to expand and enhance the College's offerings.
- Strategy 2:** Evaluate the financial and enrollment management implications of expanded program offerings on students, the program, and the College.
- Strategy 3:** Monitor and respond to student and faculty demand for interdisciplinary programs.
- Strategy 4:** Continue the implementation of new interdisciplinary programs in neuroscience, mathematical biology, computational science, and environmental science and policy via new private funds
- Strategy 5:** Continue implementation of community-based learning and

community-based research initiatives and student internships with private support

I.3 BETTER UTILIZE TECHNOLOGY IN INSTRUCTION

After significant investment to create an integrated hardware and software infrastructure, the College must now build and maintain the knowledge and skills of all members of the community so that this technology can be used to enhance teaching, learning, and research and to provide effective and efficient administrative support.

Goal I.3.a: Expand the use of technology in the teaching and learning process of the University

The College's undergraduate curriculum requires computer proficiency regardless of undergraduate major. Similarly, technology is an integral part of graduate and professional education. Beyond the College's curriculum requirements, employers expect students to have a working knowledge of technology and how it can be used in the workplace.

Objectives:

- i. Enhance the information literacy skill levels of faculty, students and staff.
 - Strategy 1:** Provide direct support to faculty in discipline-specific activities to support on-line classes and/or content for supported applications and systems.
 - Strategy 2:** Begin to pursue the possibility of a curricular-based program of information literacy with collaboration of Swem librarians and faculty.
 - Strategy 3:** Assure that sufficient technology and library liaisons available to support faculty in the use of technology in the classroom including the development of multimedia and interactive learning tools.
- ii. Provide facilities that encourage the use of technology in teaching and learning.
 - Strategy 1:** Centralize IT activities in a single facility.
 - Strategy 2:** Continue a program of classroom modernization that provides faculty with a flexible menu of "high-tech" options in instructional delivery.
 - Strategy 3:** Open the Information Commons within Swem Library as an area where students and faculty can access information through various media while receiving both technical and research support.
 - Strategy 4:** Participate in planned national and statewide high performance networking projects.

Goal I.3.b: Provide appropriate administrative hardware and software systems, allowing the College to streamline workflow and provide better service to our students, faculty, and staff.

Objectives:

- i. Replace existing administrative systems while building on best practices in utilizing

industrial strength databases, tiered client server architectures and state of the art software.

Strategy 1: Complete implementation of SCT's Banner enterprise resource system and related third party systems as necessary.

Strategy 2: Provide adequate desktop hardware and staff training to allow full utilization of the Banner system.

ii. Modernize administrative workflow and process.

Strategy 1: Establish best practices for all systems.

Strategy 2: Establish technology liaisons to support the major administrative functions of the College, allowing these functions to enhance customer service through the more effective use of technology.

Strategy 3: Reduce significantly the flow of paper on campus and make greater use of electronic communication.

1.4. ASSURE THAT FACILITIES AND INFRASTRUCTURE SUPPORT HIGH QUALITY INSTRUCTION

The quality of the programs offered by the College and the productivity of faculty, staff, and students are dependent upon the quality of its staff support and of its buildings and grounds.

Goal I.4.a: Recruit and retain administrative, professional, and support personnel committed to the highest standards of professionalism and service.

Objective: Assure the highest quality of dedicated administrative and support professionals in support of the teaching and research mission of the College as an essential prerequisite to success.

Strategy 1: Provide competitive salaries and benefits to all College employees

Strategy 2: Review the recommendations of the Committee on Equal Employment Opportunity to determine appropriate next steps in addressing the needs of the College's lowest wage employees.

Strategy 3: Develop options for additional decentralization from the Commonwealth in compensation areas.

Strategy 4: Establish a training function within the Office of Human Resources.

Goal I.4.b: Support the educational mission of the College by improving the quality of campus buildings and facilities.

William and Mary anticipates a deliberate approach to the preservation of the exceptional beauty of the campus and the functionality of the physical plant through a careful and cost effective maintenance program, some new construction, and renovation of older buildings.

Objectives:

i. Reduce the level of deferred maintenance in Educational and General and Auxiliary

Enterprise facilities.

Strategy 1: Subject to the appropriation of funds, expand the College's maintenance reserve program to accommodate the needs in more E&G facilities.

Strategy 2: Expand operating support to establish a plan of preventative maintenance on a schedule that will, in conjunction with major renovation and maintenance reserve activities, allow the institution to reduce its level of deferred maintenance in academic facilities.

Strategy 3: Provide sufficient staff for facilities maintenance in all areas of the College's physical plant.

Strategy 4: Continue College programs for the renovation and upgrades of dormitory facilities and campus utility systems.

Strategy 5: Evaluate opportunities to award energy performance contracts, allowing the College to upgrade energy systems and redirect funds to other areas.

ii. Improve the quality of classroom and laboratory space supporting the College's instructional and research facilities.

Strategy 1: Consistent with the Commonwealth's Capital Improvement Plan, complete the renovation and expansion of academic facilities funded through Virginia College Building Authority or general obligation bond programs. Secure private or other funds as necessary to support these and other authorized capital projects.

Strategy 2: Consistent with the Board-approved Six Year Capital Outlay Plan, secure funding to renovate or construct additional academic and research facilities to provide high quality classrooms, laboratories and offices.

Strategy 3: Ensure the design of classrooms, studios, and laboratories supports the College's instructional objectives, both in their layout and the provision of technology. Maintain a comprehensive data base on instructional facilities and equipment to facilitate planning and improvements.

Goal I.4.c: Improve the effectiveness and efficiency of services provided to students, faculty, and the citizens of the Commonwealth.

Objective: Have sufficient technical staff and implement best practices in administrative systems to assure the efficient and effective continuous operation of the College's support services.

Strategy 1: Add staff in selected areas to meet demand for services.

Strategy 2: Establish technology liaisons to support the major administrative functions of the College, allowing these functions to enhance customer service through the more effective use of technology.

Strategy 3: Reduce significantly the flow of paper on campus and make greater use of electronic communication.

Strategy 4: Provide adequate operating funds for support activities.

Strategy 5: Complete the implementation of the FRS and HRS Banner Enterprise

System.

I.5 MAINTAIN AND IMPROVE PROGRAMS DESIGNED TO ASSURE STUDENT ACCESS AND SUCCESS

The College is committed to attracting “outstanding students from diverse backgrounds” to all of its programs. Success in this endeavor requires significant investment in marketing/recruiting activities, student financial assistance and student services.

Goal I.5.a: Provide appropriate support services, giving students every opportunity for success.

Objective: Ensure an appropriate level of intervention, where necessary, and academic support for students to maintain and increase the student graduation rate.

Strategy 1: Continue broad-based academic support services and programs. Make all students aware of the services and activities available to them.

Strategy 2: Develop mentorship programs, tutorial services and other initiatives to support special populations of students (e.g., international students).

Strategy 3: Continue the use of technology, especially through website development, to provide information to students concerning academic policies, academic planning, time management, and other academically related topics.

Strategy 4: Maintain appropriate assessment, counseling, and laboratory support for students with disabilities.

Strategy 5: Improve Career Services for all undergraduate and graduate/professional students. Extend services to encourage involvement in career activities and to expand partnerships with faculty and promote participation in internships and other opportunities for hands-on learning.

Strategy 6: Revitalize academic advising by increasing faculty participation and on-going training of faculty advisors

Goal I.5.b: Maintain the residential character of the undergraduate experience at the College and provide appropriate housing options for the graduate and professional student community.

The College of William and Mary provides a total learning environment, one conceived and constructed so that each of its components, whether in or out of the classroom, contributes to learning and to student success. The superior academic ability, diversity of backgrounds, varying interests, skills, and aspirations, and leadership potential of the College's students require that the opportunities, programs, and services provided be of high quality and sufficient breadth to provide the challenge and support necessary to stimulate growth and to enhance student satisfaction. Further, the highly residential character of the College increases the importance of a strong program of out-of-class activities.

Objective: Provide housing options that are attractive, well maintained, and cost competitive.

Strategy 1: Complete planning and construction of the Barksdale Field Complex, allowing the College to close the off-campus Dillard Complex.

Strategy 2: Continue to improve the planning and delivery of routine and preventive maintenance services and develop a sustainable plan for systematic replacement of furniture and fixtures.

Goal I.5.c: Provide appropriate outlets and opportunities for students to explore and perfect their talents and interests and develop leadership abilities.

Properly focused out-of-class activity enhances self-understanding and growth and contributes to intellectual development. Both the breadth of student activity and its quality are essential to student satisfaction and student learning.

Objective: Ensure a wide array of opportunities, co-curricular, social and recreational, through which students may explore their interests and improve their knowledge and skills.

Strategy 1: Maintain and encourage strong clubs, organizations and interest groups including cultural organizations, student government and publications.

Strategy 2: Increase support for co-curricular activities including lectures/debates, exhibits, and performances and ensure adequate opportunities for student performance and exhibit.

Strategy 3: Expand support for student social activities, encourage new social outlets and modify existing facilities, programs and activities, where appropriate, to increase participation and student satisfaction with the social climate.

Strategy 4: Enhance the facilities, staffing and resources of the Recreational Sports program to meet students' increasing demand and high expectations.

Goal I.5.d: Emphasize volunteer service and community engagement as a basic component of the William and Mary experience.

Our commitment to serve the Commonwealth and the nation through student involvement in public service demands that we engage our students in community-based learning and research in authentic ways in order to assure their future engagement as active citizens and leaders of a pluralistic democracy.

Objective: Increase the participation of undergraduate students in service activity; expand involvement by graduate/professional students.

Strategy 1: Provide sufficient staff and other resources to ensure adequate opportunity and an appropriate experience for all who participate.

Strategy 2: Promote participation in volunteer service and affirm the College's service ideal to prospective students.

Strategy 3: Consider new partnerships with agencies and localities in the area to expand opportunities for service participation.

Strategy 4: Assist faculty in adding service-learning components to their courses and

build connections among the Office of Student Volunteer Service, academic programs and the community whenever possible.

Strategy 5: Expand the highly successful Sharpe Program for Community-based Learning to greater numbers of students throughout their academic career.

Goal I.5.e: **Sustain a program of intercollegiate athletics distinguished not only by its competitive success but also by the breadth of its offerings, its level of participation, its balance, and by the academic accomplishment of the members of its teams.**

Athletic competition provides important opportunities for personal growth and contributes to the quality of life for students and for the broader community. William and Mary seeks nothing less than the realization through intercollegiate athletics of the ideal of the student athlete, the competitor who is first a student, but who is also capable of athletic accomplishment at the highest level.

Objectives:

i. Maintain the scholar athlete model as the basic focus of William and Mary athletics.

Strategy 1: Promote the scholar athlete model, the national competitiveness of the athletic program, the annual graduation statistics, the post graduate success of student athletes, and their contribution to William & Mary.

Strategy 2: Improve, where necessary, Athletic Department liaison and monitoring efforts specific to academic support and advising services

Strategy 3: Enhance the athletic study hall and tutoring programs, as appropriate.

ii. Preserve and enhance the competitive success of William and Mary athletics.

Strategy 1: Attract and retain a coaching staff of the highest quality.

Strategy 2: Increase support for recruitment of scholar athletes.

Strategy 3: Maintain, and improve where necessary, the intercollegiate athletic facilities of the College. Cooperate with the Department of Kinesiology and the Recreational Sports program to insure maximum space utilization.

Strategy 4: Review and improve, where necessary, the Intercollegiate Athletic Department support services (i.e., Sports Medicine, Strength and Conditioning) to assure a safe environment for all participants.

Strategy 5: Continue to allocate those resources necessary to provide intercollegiate athletic opportunities to female athletics equivalent to the opportunities offered male students in all key aspects of the intercollegiate program and consistent with Title IX requirements.

iii. Ensure the financial stability of the intercollegiate athletic program

Strategy 1: Increase the donor base and private giving for both athletic endowments and for annual operating support.

Strategy 2: Develop strategies to increase annual revenue from gate receipts from revenue sports and from other marketing or special event opportunities.

- Strategy 3:** Review budget allocations and departmental services and adjust, as appropriate, to ensure an equitable experience for all participants.
- Strategy 4:** Continue to operate annually in a balanced fiscal position.

SCHEV GOAL II: Accommodate at least 38,000 additional students.

WILLIAM AND MARY RESPONSE:

II.1. DECREASE TIME TO DEGREE BY RECRUITING THE BEST STUDENTS AND ASSURING ON-TIME GRADUATION

The College is committed to attracting “outstanding students from diverse backgrounds” to all of its programs. Success in this endeavor requires significant investment in marketing/recruiting activities and student financial assistance.

Goal II.1.a: Recruit outstanding graduates of secondary and two-year schools as well as baccalaureate graduates to graduate and professional study.

Maximize use of resources by admitting students who complete their degree requirements in the least time consistent with our commitment to broad liberal arts education in a residential setting.

Objectives:

- i. Meet the 1,330 target for freshman admissions during each year of the 2004-2008 planning period.
 - Strategy 1:** Allocate to the Admissions Office the resources and facilities necessary to support marketing and recruitment activities including completing the move to a new admissions facility.
 - Strategy 2:** Promote programs and activities that provide opportunities for high school students to visit the College.
 - Strategy 3:** Solicit state and private funds to provide adequate need-based aid to in-state and out-of-state undergraduate students.
 - Strategy 4:** Seek private funds (both annual fund and endowment) in support of merit scholarships.
- ii. Meet or exceed targets for admission of transfer students from the Virginia Community College System as reflected in the College’s performance measures.
 - Strategy 1:** Actively promote the deferred admission option available to VCCS students.
- iii. Maintain or increase enrollment in graduate and professional programs, reflecting resources, applicant pool, and job opportunities.
 - Strategy 1:** Allocate to the graduate/professional school admissions offices the resources necessary to support marketing and recruitment activities.
 - Strategy 2:** Investigate the potential for joint graduate and professional programs with other Virginia institutions.
 - Strategy 3:** Increase the amount of graduate financial assistance available through public and private sources.

Goal II.1.b: Reduce the amount of unmet need for both in-state and out-of-state students; increase the level and number of merit based awards available to undergraduates; increase the amount of financial assistance available to graduate and professional students.

The College remains non-competitive in the amount of financial assistance it is able to provide prospective students. This situation exists for all programs -- undergraduate, graduate, and professional. The effect is to preclude attendance by students who are academically qualified but may not have the financial ability to pay their own way.

Objectives:

- i. Meet 100% of the demonstrated financial need of undergraduate students at the College of William and Mary.
 - Strategy 1:** Endorse the Commonwealth's target to meet 50% of the demonstrated financial need of in-state undergraduates as an initial step toward meeting 100% of unmet need.
 - Strategy 2:** Actively seek private funds (both annual fund and endowment) in support of undergraduate student financial assistance.

- ii. Provide graduate and professional school financial assistance funding at the national average, or the average for the College's peer institutions.
 - Strategy 1:** Solicit incremental graduate aid funding from the Commonwealth in support of existing program offerings and as a base need in and of itself.
 - Strategy 2:** Actively seek private funds (both annual funds and endowments) in support of graduate student financial assistance.
 - Strategy 3:** Allocate some portion of incremental tuition revenue from graduate and professional students to financial assistance for these students.

- iii. Significantly increase merit scholarship opportunities available to William and Mary students at all levels.
 - Strategy 1:** Continue to build on success in aggressively seeking private funds (both annual fund and endowment) in support of merit scholarships.

SCHEV GOAL III: Increase Virginia's national standing in sponsored research.

WILLIAM AND MARY RESPONSE:

III.1 SUPPORT FACULTY RESEARCH

The College's ability to support the commendable ambitions of the Commonwealth in increasing the amount of externally funded research can only be achieved if faculty are provided the equipment, technical and staff support, facilities, and on-going support to compete with the best universities and research laboratories in the world.

Goal III.1.a: Support adequately the research infrastructure and professional development needs of faculty.

Objective: Provide modern and well-maintained facilities, state-of-the-art equipment, and sufficient resources for faculty to conduct their research and continue to grow as effective teacher/scholars.

Strategy 1: Expand the pool of funds supporting faculty research with emphasis on the ability to expand the availability of internal resources for matching and leveraging outside research funding and to provide adequate and competitive start-up funding for new faculty

Strategy 2: Expand the pool of funds supporting equipment recapitalization.

Strategy 3: Provide appropriate on-campus and off-campus information access and data networks including access to the National Lambda Rail System

Strategy 4: Assure appropriate modern facilities for research and creative endeavor

Strategy 5: Obtain adequate on-going support for campus libraries in terms of staffing levels, acquisitions, and basic infrastructure

Strategy 6: Seek private support to provide faculty development activities such as regular and competitive research and study leaves

Strategy 7: Seek additional resources to assure nationally competitive stipends for graduate students and post-doctoral researchers.

III.2 SUPPORT COLLABORATIVE EFFORTS AMONG HIGHER EDUCATION, GOVERNMENT AND BUSINESS AND INDUSTRY

Beyond the main campus community are many other constituencies of the College of William and Mary, among them its alumni, parents and donors, neighbors on the Peninsula, and the citizens of the Commonwealth. The College has a responsibility to serve and to communicate well with all groups, whose interest, concern and support are a critical part of the College's strength and continued well-being.

Goal III.2.a: Maintain and expand the scope of outreach activities to public schools and regional institutions of higher education.

This goal recognizes the assets that the College can bring to bear in support of K-12 education and the instructional and workforce training activities of other institutions of higher education.

Objective: Stimulate a broader involvement of faculty across the College and use of college facilities in K-12 education and in support of programs and activities of other higher education institutions.

- Strategy 1:** Support local science education programs that make use of the College Woods and Lake Matoaka as an outdoor laboratory for local schools.
- Strategy 2:** Promote educational programs and services related to the Chesapeake Bay provided by SMS/VIMS and faculty elsewhere in the College.
- Strategy 3:** Provide an expanded program assisting K-12 teachers in the use of technology in the classroom, allowing K-12 students to become technology literate in order to function effectively in the workforce.
- Strategy 4:** Assist K-12 teachers in the implementation of the Commonwealth's Standards of Learning.
- Strategy 5:** Explore ways in which the College can work with neighboring institutions of higher education to advance academic partnerships.

Goal III.2.b: Increase involvement in economic development activities, both locally and state-wide.

The College continues to play an active role in economic development in the Commonwealth from local planning efforts through the Williamsburg Crossroads to the Applied Research Center in Newport News. Significant opportunities for additional support exist.

Objective: To support technology transfer, education, and training in the Peninsula Region and the Commonwealth as an engine for economic growth as well as a means to provide educational and career opportunities for William and Mary students.

- Strategy 1:** Work in partnership with the Thomas Jefferson Nuclear Accelerator Facility to support and promote technology transfer activities resulting from both accelerator and free electron laser research.
- Strategy 2:** Continue as a partner with the City of Newport News and the Jefferson Laboratory in development of the Jefferson Center for Research and Technology.
- Strategy 3:** Expand industrial and technology transfer service activities through partnerships with the Hampton Roads Partnership, the Center for Innovative Technology, and other entities.
- Strategy 4:** Provide through the Virginia Institute of Marine Science enhanced technical and scientific support to the Virginia fisheries industry, business, and local and state authorities.

- Strategy 5:** Promote Williamsburg's "Crossroads Project" to guide economic development in those areas immediately surrounding the College including Eastern State Hospital.
- Strategy 6:** Continue to develop externally funded, cooperative programs with EVMS and MCV in support of the Center for Excellence in Aging and Geriatric Studies
- Strategy 7:** Develop the William and Mary Research Institute pilot project and examine whether such new models of collaborative and entrepreneurial research by faculty in the physical, biological, and mathematical sciences can result in greater activity in applied research
- Strategy 8:** Continue discussions with VCU for increased collaborations in environmental science, the life sciences, and the creative arts.

Goal III.2.c: Promote entrepreneurial activity as a means to develop alternative funding sources for the College and its programs.

Objective: Support faculty and research groups who are involved in and experimenting with unique and novel research partnerships and models.

- Strategy 1:** Aggressively solicit federal grants and contracts both from expanding support for faculty research proposals to peer-reviewed funding and to increased activity with federal agencies and entities for ear-marked funding opportunities
- Strategy 2:** Complete the Campaign for William and Mary which includes in excess of \$175 M in support of faculty research and professional development
- Strategy 3:** Recognize the market power of College and its programs in reaching new audiences for continuing and professional education
- Strategy 4:** Revise internal policies as necessary to assure seamless and transparent processes in support of faculty scholarly and research and creative activity
- Strategy 5:** Redefine the College's relationship with the Commonwealth with the intention of gaining greater flexibility with respect to such areas as competitive hiring professional, technical, and support staff, rapid turn-around in purchasing, greater control over indirect cost recoveries to support the research mission, and capital projects in support of research.