WHEREAS, the College of William & Mary has a long tradition of providing an excellent liberal arts education to the citizens of the Commonwealth and the nation; and

WHEREAS, the Governor’s Commission on Higher Education has indicated “the Commonwealth’s commitment . . . to having a distinctive ‘public ivy’ at William & Mary;” and

WHEREAS, in April, 2013 the Board of Visitors approved the “William & Mary Promise to provide the resources necessary to maintain and enhance the quality of the University and its programs while markedly enhancing predictability, affordability, and access for Virginia undergraduate students; and

WHEREAS the College’s Six-Year Plan is rooted in the William & Mary Promise, the goals set out in its own Strategic Plan, and the objectives of the Higher Education Opportunity Act (TJ21); and

WHEREAS, it is important to the vitality of the Commonwealth and the diversity of its higher education system for the College to continue to provide a distinctive kind of public education while ensuring that this education remains accessible and affordable to the citizens of the Commonwealth; and

WHEREAS, the College has determined those expenditures necessary to support and enhance its instructional, research, student service, and administrative operations, prioritized those expenditures, and recommended funding through a combination of Commonwealth, College, and reallocated funds; and

WHEREAS, the College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities, aware that fulfilling the goals of the Plan will require a combination of such efforts, tuition revenue, state support and greater philanthropy;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves expenditures proposed in the College’s Six-Year Plan and that the Six-Year Plan be prepared and submitted according to the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education.
William & Mary provides an outstanding education for Virginia students as the Commonwealth’s “Distinctive Public Ivy” while expanding our global relevance, increasing our interdisciplinary approach to research and education, and strengthening our research capabilities. Going forward, we intend to maintain and enhance an extraordinary form of education, offered by no other institution in the Commonwealth and few others in the country. In developing our six-year plan, we build on existing strengths, preserving an exceptional public educational experience while contributing to the Commonwealth’s educational and economic development needs.

INSTITUTIONAL MISSION

Note: There are no planned changes in the university’s vision or mission statement for the planning period FY 2017 through FY 2022.

The William & Mary Vision Statement:

Our vision describes our aspiration for William & Mary as The Liberal Arts University:

William & Mary redefines the academic community: building on more than 300 years of innovation and excellence, we break the boundaries between research and teaching, student and teacher, living and learning. People come to William & Mary wanting to change the world – and together we do.

Our strategy is to provide one of the very best undergraduate educations of any university in the United States by becoming more global and more interdisciplinary while remaining focused on engaged learning experiences that bring faculty, staff and students together in exploring new horizons. A small group of five distinguished graduate and professional schools in the arts and sciences, law, business, education and marine science add depth to the campus experience and provide rich opportunities for further collaboration. Our plans describe that strategic direction in these terms:

“Across the university’s undergraduate, professional and graduate schools, students will develop the critical thinking and understanding of diverse perspectives essential to excel in the 21st century. William & Mary will boldly innovate in interdisciplinary study, internationalization, and faculty-student inquiry.”
The William & Mary Mission Statement:

The College of William & Mary, a public university in Williamsburg Virginia, is the second-oldest institution of higher learning in the United States. Established in 1693 by British royal charter, William & Mary is proud of its role as the alma mater of generations of American patriots, leaders and public servants. Now, in its fourth century, it continues this tradition of excellence by combining the best features of an undergraduate college with the opportunities offered by a modern research university. Its moderate size, dedicated faculty, and distinctive history give William & Mary a unique character among public institutions, and create a learning environment that fosters close interaction among students and teachers.

The university's predominantly residential undergraduate program provides a broad liberal education in a stimulating academic environment enhanced by a talented and diverse student body. This nationally acclaimed undergraduate program is integrated with selected graduate and professional programs in five faculties -- Arts and Sciences, Business, Education, Law, and Marine Science. Master's and doctoral programs in the humanities, the sciences, the social sciences, business, education, and law provide a wide variety of intellectual opportunities for students at both graduate and undergraduate levels.

At William & Mary, teaching, research, and public service are linked through programs designed to preserve, transmit, and expand knowledge. Effective teaching imparts knowledge and encourages the intellectual development of both student and teacher. Quality research supports the educational program by introducing students to the challenge and excitement of original discovery, and is a source of the knowledge and understanding needed for a better society. The university recognizes its special responsibility to the citizens of Virginia through public and community service to the Commonwealth as well as to national and international communities. Teaching, research, and public service are all integral parts of the mission of William & Mary.

Goals:

In fulfilling its mission, William & Mary adopts the following specific goals:

- to attract outstanding students from diverse backgrounds;
- to develop a diverse faculty which is nationally and internationally recognized for excellence in both teaching and research;
- to provide a challenging undergraduate program with a liberal arts and sciences curriculum that encourages creativity, independent thought, and intellectual depth, breadth, and curiosity;
- to offer high quality graduate and professional programs that prepare students for intellectual, professional, and public leadership;
• to instill in its students an appreciation for the human condition, a concern for the public well-being, and a life-long commitment to learning; and
• to use the scholarship and skills of its faculty and students to further human knowledge and understanding, and to address specific problems confronting the Commonwealth of Virginia, the nation, and the world.

ACADEMIC EXCELLENCE, FINANCIAL SOUNDNESS AND THE SIX-YEAR PLAN

The Higher Education Opportunity Act of 2011 (TJ21) requires public institutions of higher education in Virginia to submit six-year plans to the Commonwealth every two years. Each plan identifies critical needs and priorities as well as planned revenues and expenditures. William & Mary’s plan is informed by the goals of the TJ21 legislation, the Commonwealth’s recently adopted Strategic Plan for Higher education in Virginia, and our own ongoing strategic planning.

A primary objective of the plan is to continue the excellence of W&M’s “public ivy” education. In order to do so, we recognize the gap between quality and the resources the College has to sustain that quality. According to US News and World Report, the gap between William & Mary’s academic quality and the university’s financial resources is unparalleled: W&M ranks 33rd in the nation in quality and 110th in resources. No other university in the top 50 has a gap anywhere close to the 77-point difference of those two rankings. This plan recognizes the need for additional investment as well as the continued reallocation of resources.

Retaining and attracting top faculty is the lifeblood of any great university – including the College – and providing competitive salaries is one key component to success. After declining significantly against its SCHEV-defined peer group for a number of years, recent funding actions by the Commonwealth and the Board of Visitors allowed the university to recover some lost ground. The TJ21 legislation reiterated the Commonwealth’s longstanding goal of having its colleges and universities provide faculty salaries at the 60th percentile of their SCHEV-identified peers. This six-year plan anticipates continued progress toward this goal, providing merit-based salary increases into the future.

In recent years, and as funds were available, Governors and the General Assembly commendably began to reverse the decade-long state disinvestment in higher education documented by the Governor’s Commission on Higher Education Reform, Innovation and Investment. Looking forward, an uncertain economy, budget pressures, and long-term fiscal constraints suggest that continued reinvestment by the Commonwealth will be limited and targeted. As a result, William & Mary’s operating model (the William & Mary Promise) and six-year plan continue to rely on a combination of sources within the College’s control – savings from even greater productivity; efficiency, and innovation; increased private philanthropy and higher net tuition revenues – with the result that instructional quality is preserved and
enhanced while we continue to provide affordable access to qualified Virginia students, especially those caught in the “middle-class squeeze.”

**PROGRESS MADE THROUGH PRIOR STRATEGIES**

To the extent that funds were available, the 2012-14 and 2014-16 biennia saw implementation of six-year plans submitted under the TJ21 legislation. While many of the elements of those initial plans continue in this current submission, highlights of progress made on prior strategies include the following:

- **William & Mary Promise**—On April 19, 2013, William & Mary’s Board of Visitors approved “The William & Mary Promise,” an operating model that provides vitally needed resources to secure its future while markedly enhancing predictability, affordability and access for Virginia students. Elements of the Promise include:

  **Predictability:**
  
  - **Four-year tuition guarantee:** The Promise provides Virginia families with financial predictability through a commitment that tuition will remain constant through all four years of their students’ undergraduate study. Beginning Fall, 2013, entering Virginia students knew exactly what their tuition would be for all four years at William & Mary with assurance that tuition would not rise year to year.
  
  - **Limited tuition increases for returning Virginia undergraduates:** For in-state undergraduate students enrolled at William & Mary before adoption of the Promise, annual tuition increases were to be held to the estimated inflation in higher education.

  **Affordability:**
  
  - **Relief for middle-income families:** The Promise reduces “net tuition” paid by middle-income families, as defined by the state’s Higher Education Advisory Committee (HEAC). More than 70% of Virginia households qualify as “middle income” under the HEAC definition. Under the William & Mary Promise, students from middle-income families who qualify for need-based financial aid pay no more “net tuition” (tuition less financial aid) than under the pre-Promise model. Under this new model W&M is increasing the amount of need-based financial aid it provides to in-state students by 50 percent over a four-year period. Most of the increased aid is used to provide grants in lieu of loans, thereby reducing student debt.
  
  - **Less debt for W&M graduates:** Reduces the loan burden for middle-income in-state undergraduate students who have demonstrated financial need. The
William & Mary Promise reduces the average annual borrowing and four-year cumulative debt average for Virginia undergraduates with demonstrated need as determined by the financial aid office by lowering the maximum amount of loans included with an in-state financial aid package by 36% ($2,000 annually) for families with an income between $40,000 and $60,000, and by 18% ($1,000 annually) for all other families with demonstrated financial need. Students from Virginia families with a household income of less than $40,000 continue to receive financial aid that covers 100% of their need with grants.

**Accessibility:**

- **Additional Virginia students:** The Promise provides for 150 additional in-state undergraduate students to be enrolled at William & Mary over four years. The College’s enrollment projections reflect this commitment. This growth is in addition to our previous 2011 commitment to increase overall undergraduate enrollment by 150 in-state undergraduate slots.

- The William & Mary Promise ensures that all Virginia students, regardless of income or financial aid eligibility, will continue to receive a “public ivy” education at William & Mary for significantly less than it costs the College to provide that education. Even with step increases in tuition, William & Mary as a public university still subsidizes the education of all in-state students, including those whose family incomes and assets make them ineligible for financial aid. However, under the William & Mary Promise, middle-income families receive a larger share of this subsidy. When the effects of increased financial aid are factored in, net tuition paid by the vast majority of students who qualify for financial aid is significantly lower.

- **Faculty salaries**—Supplementing bonus and base salary funding provided by the Commonwealth, the Board of Visitors authorized merit-based increases to base salary for faculty averaging 2% in FY 2013, 6% in FY 2014, 5.5% in FY 2105 and 4.5% in FY 2016. These actions improved the College’s competitive position for faculty and allowed the university to move toward the Commonwealth’s 60th percentile goal (peer group based).

- **Undergraduate enrollment growth**—By Fall, 2014, the College met its 2011 commitment to the Commonwealth to grow in-state undergraduate enrollment by 150 over four years. Additional growth anticipated as part of the William & Mary Promise began in Fall 2014 and continues through the 2016-2018 biennium.

- **Marine Science Minor/Improved Transportation between Main Campus and VIMS**—In cooperation with the Virginia Institute of Marine Science, the College implemented the marine science minor in support of expanding opportunities for STEM education. We then expanded transportation options between the two campuses in support of
instructional and research collaborations. The College continues to aggressively recruit high school students interested in the STEM-H disciplines.

- **eLearning Platform**—Using State and institutional funds the College established a baseline eLearning platform supporting blended and on-line instruction. Opportunities exist to 1) expand eLearning options in selected programs in the professional schools and graduate programs; 2) identify high-quality digital educational resources that can be used in William & Mary courses; and 3) provide certificate, continuing education, and other extension activities and programming. This investment has allowed the College to move forward with an on-line MBA, nine (9) Arts & Sciences summer courses, and multiple hybrid courses across campus. The School of Education is moving forward with teacher education certificate programs and investigating degree opportunities.

- **Fringe Benefits and State Funding Reduction**—The university allocated funds to support its share of significant increases in both Virginia Retirement System and health insurance costs. While our original plan assumed some growth in fringe benefit costs, actual increases significantly exceeded estimates. At the same time, in FY 2015 the College absorbed a base reduction in state funding of $2.3 million (5.72%). Even with the restoration of a portion of the state reduction in FY 2016, these items precluded full investment in certain aspects of our then six-year plan.

- **Internationalization**—William & Mary is quickly emerging as a global leader among liberal arts universities. Beyond the fact that the College ranks consistently #1 or #2 among all public universities in the percentage of undergraduate students that study abroad, the College continues to support a series of high-profile and successful international initiatives that reach across all our academic and administrative units. These include the William & Mary Confucius Institute; the St. Andrews Joint Degree Program; the SECON (Social Entrepreneurship Conference) Program in the Mason School; the Indian Ocean Initiative supporting new ties between W&M and India, the Sultanate of Oman, and the larger Indian Ocean basin; and the AidData Center for Development Policy. We currently enroll an international community of students and scholars numbering over 600 people.

- **Business Innovation**—A less publicized aspect of the William & Mary Promise was a commitment to improved efficiency and effectiveness across both academic and administrative units. With *reallocated* funds the university continued its Business Innovation program, using an outside consultant to identify opportunities to improve business processes and identify revenue generating activities. The consultant reviewed our overall organizational structure, evaluated “spans and layers” across the university, and recommended changes to our business processes. Many of the actions underway at the College ended up in JLARC recommendations for the system at large.
Collaboration with EVMS—Using funds provided by the Commonwealth and Sentara, the College continued to investigate potential collaborations with Eastern Virginia Medical School (EVMS) as the best way to evaluate a possible partnership or merger. To date, activities have included 1) faculty-led interdisciplinary and inter-institutional research/education programs, 2) collaboration between W&M’s Schroeder Center for Health Policy and EVMS’s Brock Institute for Community and Global Health (undergraduate and graduate summer research fellowships in health care analytics), and 3) educational partnerships with William & Mary’s Mason School of Business (dual Doctor of Medicine/master of Business Administration degree plus a potential non-degree certificate program in Health Care Implementation Science). The two institutions also established an “early acceptance” program for W&M students who want to enter EVMS’s Physician Assistant program. Per the Appropriations Act, a more detailed report was submitted to the Commonwealth on June 30, 2015.

Note that while state support is no longer available, we expect the collaborations and programs put in place to continue into the future.

2016-2022 STRATEGIES

The following narratives support the various strategies included in the College’s academic and financial plan.

Priority 1—William & Mary Promise (mitigate impact of tuition and fee increases on low- and middle income students and their families, while continuing W&M’s “public Ivy” education)

As noted above, April 19, 2013, William & Mary’s Board of Visitors approved “The William & Mary Promise,” a new operating model that provides vitally needed resources to secure the future of Virginia’s distinctive “public ivy” while markedly enhancing predictability, affordability and access for Virginia students. Intended to improve predictability in tuition through a four year tuition guarantee, affordability by increasing the university’s investment in need-based financial aid and reduced assumptions about student use of loans, and accessibility by providing additional slots for in-state undergraduates, the Promise and the Six-year Plan continue our investment in need-based student financial aid, increasing the availability of grant funds in lieu of loans, thereby reducing student debt.

Intended to support both low- and middle-income families, the definition of “middle income” used in the William & Mary Promise encompasses more than 70% of Virginia households and reflects the recommendation of the Higher Education Advisory Committee established under TJ21. As adopted by the General Assembly, TJ21 stressed the need to improve middle-income affordability and directed the Higher Education Advisory Committee to provide a definition of the target group. The Committee did so,
defining “middle income” as extending to 400% of the federal “poverty” definition, or to roughly $100,000 in annual income for a family of four with two children.

Priority 2—Increase Faculty Salaries

This six-year plan continues the College’s commitment to achieving average faculty salaries of at least the 60th percentile among SCHEV-approved peer institutions and maintaining competitive salaries for administrative, professional and support staff. As a result, the plan assumes a 6% annual average increase in faculty salaries for the 2016-18 biennium, and 4% thereafter. To the extent allowed by the Commonwealth, all increases will be merit based. Resources allocated in support of this initiative assume that the Commonwealth will pay its share of a 2% base salary increase. This assumption is reflected in the attached spreadsheet.

Priority 3—Increase Staff Salaries

This six-year plan continues the College’s commitment to providing competitive salaries to its administrative, professional and support staff (classified and operational) by providing a 4% annual increase. To the extent allowed by the Commonwealth, all salaries increases will be merit based within market-based pay bands. Resources allocated in support of this initiative assume that the Commonwealth will pay its share of a 2% base salary increase. This assumption is reflected in the attached spreadsheet.

Priority 4—Undergraduate Enrollment

FY 2015 was the final year of the College’s initial (2011) commitment to increase its overall in-state undergraduate enrollment by 150 students over four years. The William and Mary Promise commits to increasing overall in-state undergraduate enrollment by an additional 150 in-state students over FY 2015-2018. When completely phased in, W&M is projected to have added an additional 300 spots for Virginia students—an increase of approximately 8%.

Priority 5—New Undergraduate Curriculum

William & Mary’s new general education College Curriculum (COLL) constitutes a continued commitment to the liberal arts mission of the College while providing the skills necessary to succeed in the 21st Century workforce. The COLL curriculum integrates the study of substantive knowledge with inquiry-based learning and the opportunity to apply new knowledge actively through individual research projects conducted under faculty supervision. It spans all four years, with the first and fourth year tipped towards critical thinking and inquiry, while the second year favors subject-matter distribution and the third year focuses on global and cross-cultural knowledge and experience. It continues to emphasize writing and communication as we prepare
graduates to become agile thinkers who can communicate persuasively and collaborate productively. We maintain required proficiency in digital literacy (to be fulfilled with a new on-line course) and a foreign language and we add mathematics proficiency.

Priority 6—Improve Retention and Graduation: Under-represented Populations

While the university has some of the highest graduation rates in the country for all of its student populations, under-represented populations perform below overall university rates. To address this issue, the university will employ data analytics and add a staff member to both identify at-risk students and isolate barriers to degree success. Through these efforts and greater coordination across programs, the university will manage at-risk students from identification through resolution. Ultimately, we will customize change management strategies in this area to the benefit of all student populations and address the Commonwealth’s degree attainment goals.

Priority 7—Engineering and Design Initiative

Building on the university’s excellent outcomes for students engaged in science, mathematics, and various types of allied technologies, and recognizing the new general education program that promotes the integration of knowledge while engaging students in research and hands-on discovery, this initiative broadens opportunities for our students and faculty to make or render ideas into physical or functional forms and to design and build various devices or objects that are intended to solve specific problems.

Rather than creating traditional degrees such as chemical, electrical, aeronautical, mechanical, civil, or industrial engineering, we plan to give our students opportunities to become fully conversant with the tools, programs, and methods those disciplines deploy. We expect them to become familiar with “design thinking” and feel comfortable when working in design studios or entrepreneurial incubators. We want them to be able to identify the essence of important problems, to parse the tasks and workloads associated with solutions whether working alone or in teams, design those solutions using the latest computer-aided tools, and render those designs into working material objects using the latest methods, in labs, shops, studios, or maker-spaces around our campus.

We expect an engineering enterprise in Williamsburg to encourage entrepreneurial activity among our students. Almost surely it will expand the degree to which W&M is able to offer assistance to high-technology companies with problem-solving, prototyping, or other aspects of product development and manufacturing locally. At the graduate and professional level, having this exist in Williamsburg will strengthen W&M’s relationship with Jlab, NASA, and TRADOC/Army and Air Force and Navy commands in our region.
Priority 8—eLearning Platform

As noted above, the university has established the necessary eLearning platform to support blended and on-line instruction. Additional opportunities exist to 1) expand eLearning options in selected programs in the professional schools and graduate programs; 2) identify high-quality digital educational resources that can be used in William & Mary courses; and 3) develop certificate, continuing education, and other extension activities and programming. New investment will focus around instructional design, providing the resources to allow additional faculty to move part or all of their courses on-line.

Priority 9—Creative Adaptation Fund

This plan continues to encourage and support creative adaptation across the academic enterprise using both incremental and reallocated funds. As the scale of projects increases additional investment may be required to fully implement pilot projects. A more detailed discussion of creative adaptation and projects supported to date follows in the section “New Programs and Initiatives including Quality Improvements.”

Priority 10—Base Operations

The College will continue to allocate non-personnel support to selected areas as necessary to support academic, academic support, student service, administrative and plant operations. These allocations recognize the impact of prior budget reductions and inflation on units’ ability to provide quality, efficient and effective service.

Priority 11—Business Innovation

Using reallocated funds, this item continues the College’s Business Innovation project. The project records and communicates gains that have already been made, shares ideas across campus, develops and implements plans for more efficient business processes and revenue generating activities, and initiates projects at the university-level to complement and enhance unit-level plans. The College will continue to implement recommendations made by its outside consultant (organizational structure, business processes, and operating efficiencies) while identifying additional opportunities through our own evaluation process.

Other strategies with no incremental resource requirements

- Co-enrollment and Guaranteed Admission Agreements—Maintain and look for opportunities to expand co-enrollment agreements to allow students to take William & Mary courses while pursuing associate degrees. Continue the various guaranteed
admissions agreements with Virginia community colleges for students who meet designated criteria.

- **Entrepreneurship and Research in the Private Sector**—The College continues to partner with other universities and research organizations in the region to promote collaboration in sensors and robotics, modeling and simulation, and bioscience. The VIMS-Industry Partnership Committee and the Applied Research Center adjacent to Jefferson Lab insure that the College actively supports areas as diverse as bay technologies (sensors, storm modeling and simulations), materials science, data integration and imaging.

Other programs intended to be self-supporting through program-specific revenues

- **Expansion: Masters in Public Policy**—Expanding the Masters in Public Policy program to include an “international track”, increasing each year’s cohort to approximately 45 students, will strengthen the MPP program, advance the university’s international efforts, and stabilize the finances of the program. The expanded program will be evaluated in FY 2018-19 to determine effectiveness (student demand, program strengthen and quality, financial foundation).

- **Master Degree in Business Analytics**—The Mason School of Business proposes to offer a one-year on-campus program in Business Analytics (with subsequent potential for an on-line offering). Data analytics is a strategic differentiator in the business world. This program is intended to directly address a gap in the availability of business managers and analysts who need the knowledge and analytical skills to use data in all forms in the decision making process. The program is intended to develop skills that allow a manager or analyst to ask the right question, build the right model, use the model to analyze available data, and then, make or recommend the right business decision. The program will be implemented using existing Operations and Information Systems Management faculty. Note this program requires approval by the State Council of Higher Education.

**PLANS FOR OPTIMAL YEAR-ROUND USE OF INTITUTIONAL FACILITIES AND INSTRUCTIONAL RESOURCES TO IMPROVE STUDENT COMPLETIONS AND COST EFFICIENCIES**

- The College continues to investigate the potential for a January course program to complement its current effort to increase the summer school program. The January program will offer students additional opportunities to take 3-credit courses on campus or abroad with an emphasis on high-demands courses, in-depth research experience, service learning, internships, and General Education Requirements while at the same time expanding year-round use of the College’s instructional facilities.
- The College also continues to expand course offerings through its DC office.
• **EVMS**—As noted above, using funds provided by the Commonwealth and Sentara, the College continues to investigate potential collaborations with Eastern Virginia Medical School (EVMS) as the best way to evaluate a possible partnership or merger. To date, activities have included 1) faculty-led interdisciplinary and inter-institutional research/education programs, 2) collaboration between W&M’s Schroeder Center for Health Policy and EVMS’s Brock Institute for Community and Global Health (undergraduate and graduate summer research fellowships in health care analytics), and 3) educational partnerships with William & Mary’s Mason School of Business (dual Doctor of Medicine/master of Business Administration degree plus a potential non-degree certificate program in Health Care Implementation Science). The two institutions also established an “early acceptance” program for W&M students who want to enter EVMS’s Physician Assistant program. Together with Sentara Healthcare, the two universities have solidified a three-party partnership that strengthens educational programs, increases research productivity, and may one day have the potential to produce translational, commercializable research. There are strong indicators that ongoing relationships will continue to develop and that new opportunities for collaboration will likely emerge. Per the Appropriations Act, a more detailed report was submitted to the Commonwealth on June 30, 2015.

• **Old Dominion University**—Seeking to address one of the biggest challenges to the economic and public safety of the Commonwealth, the Virginia Institute of Marine Science, along with William & Mary’s Coastal Policy Clinic, intends to partner with Old Dominion University on a center to address the issue of sea level rise.

**NEW PROGRAMS OR INITIATIVES INCLUDING QUALITY IMPROVEMENTS**

• **Creative Adaptation Fund**—The College continues to set aside $200,000 annually “to engage and unleash the creative energy in the academic areas to develop creative adaptations that improve the quality of our educational programs either directly or indirectly, by reducing costs or generating new revenues and thereby providing funds that can be reinvested in people and programs”. This fund, designated for academic units, complements an on-going effort to improve College business practices through innovation and efficiency actions.

This effort recognizes that the economy and higher education are going through a period of unusual change and that our success depends on a common effort towards a common goal – preparing our students through the best education possible to thrive in the 21st century. The College will succeed in this goal not by changing the College’s
fundamental commitment to a rigorous and vigorous education as a liberal arts university, but by making the needed changes and developing innovations to adapt to a new environment. Projects implemented in FY 2015 include:

1. **College Teaching Certificate**—This 12-credit hybrid program intends to provide instruction on best practices in classroom teaching with an end goal of improved student learning outcomes. The program recognizes the potential retirement of vast numbers of seasoned university faculty and the lack of training available on exactly “how to teach”. The program targets community college faculty as well as doctoral students.

2. **Developing a Neurodiversity Curriculum for the W&M Washington Office**—Neurodiversity focuses on increased education and acceptance of a wide-range of brain differences, such as autism. Hosting this course at the DC. Office allows student access to autism-related resources available in the DC area including the National Institutes of Health and the Autism Self Advocacy Network.

3. **Developing On-line and Hybrid Endorsement Courses for Certification in Gifted Education**—This initiative addresses current demand for an on-line version of the university’s gifted education certification program. It also represents a necessary first step in any move to an on-line master’s of degree in education.

4. **Enhancing Problem-Solving Skills Using On-line Tutorials**—Students in introductory physics will have a new way to learn about concepts introduced in their on-campus lectures. On-line tutorials will allow students to access and repeat lessons that would usually be learned in recitation lessons. The format of instruction – video and animation – will also help students better understand concepts that are best illustrated visually.

Projects approved in 2015 for FY 2016 implementation include:

1. **Establishing a William & Mary English Language Program**—The proposal creates a W&M Language program to prepare and support international students, scholars and professionals in English language and academic skills. Key elements include 1) an intensive English program for non-matriculating international students, 2) pre-enrollment programs for admitted undergraduate and graduate students who need preparatory instruction, and 3) programs for professionals seeking English for specific purposes. We expect this program to be self-supporting, or net revenue generating, within three years.

2. **Open Educational Resources Pilot**—This pilot project provides support for the development and implementation of Open Educational Resources (OER) at William & Mary. The project supports grants to faculty who re-work their courses materials
to include free, fully-customizable, open course texts to reduce student costs and improve student success. This initiative is particularly timely as the university implements its new general education curriculum.

3. **Design Thinking for K-12 Educators and School Leaders in a Distributed On-line Connected Course**—The purpose of this initiative is to provide professional development in innovative thinking and problem solving to K-12 educators and school leaders. School districts are actively searching out research-based professional development that allows administrators to solve real problems within their schools. This project brings the principles of design thinking to a broad audience in an on-line environment.

4. **Reinventing the Lower Division Labs in Chemistry Using Digital Technology**—This proposal would overhaul the large lower-division chemistry labs with hand held digital data systems that incorporate plug and play sensors and devices, replacing antiquated equipment and allowing the faculty to further modernize the general and organic chemistry curricula.

- **Strengthen William & Mary’s academic efficiency in the context of being a “public ivy”**—The university has undertaken the following three steps:
  
  o Reallocated (over a 3-year period) a total of 5% of academic schools’ budgets toward our highest priorities;
  o Developed policies in all schools that ensure that faculty have differential balances between teaching and research, as appropriate; and
  o Employ a higher percentage of full-time instructional faculty who, with higher course loads (and no research responsibilities), reduce the cost of instruction.

- **Improve William & Mary’s administrative innovation and efficiency**—As noted elsewhere in this report, the university will continue internal reorganization and technology investment so that it can focus its resources on its core missions of teaching and research. More particularly, the university will continue streamlining business practices through greater reliance on appropriate technology and reduced paperwork, replacing publications with appropriate digital formats, standardizing functions and eliminating duplication across organizations, merging functions where feasible, and increasing energy efficiency. We will continue to investigate opportunities to restructure or streamline operations with the Commonwealth while continuing to meet the needs of both parties. William & Mary is also a major participant in the Higher Education Procurement Cooperative established to allow public universities across the Commonwealth receive additional discounts through leveraged buying.
KEY CAPITAL PROJECTS (2016-2022)

In February, 2015, the Board of Visitors approved a revised Campus Master Plan for the university. The Board then approved a six-year capital plan in April, 2015. Key capital projects in both plans include:

- **Construction and Renovation: Fine Arts Complex (phases 1-3)**—Over the six-year planning period the College proposes the renovation of Phi Beta Kappa Hall in conjunction with new construction to meet the programmatic needs of music, theater, dance, and the visual arts. Phase 1 of this project is new construction adjacent to PBK Hall to support music instruction and performance. While the College requests general fund support for planning and construction, incremental operating costs associated with new space may impact tuition.

- **Construction: West Campus Utility Plant and Distribution Systems**—This project is expected to be the final phase of the College’s campus-wide utility upgrade, providing capacity for new and replacement facilities on the west campus. Authority to move through detailed planning (using university funds with subsequent reimbursement by the Commonwealth) was authorized by the 2015 General Assembly and Governor.

- **Residence Hall Renovations (on-going)**—At the direction of the Board of Visitors, William & Mary is accelerating the renovation of existing residence halls. Completion of the new Fraternity Complex and the Hospitality House acquisition allow the university to take individual residence halls off-line for an academic year for complete renovation. These projects continue to be funded through revenue bonds issued through the Treasury.

- **Construction: Integrative Wellness Center**—Authorized by the 2015 General Assembly and the Governor, planning for this facility is underway. This auxiliary facility allows the university to centralize student health, counseling, and wellness activities in a single location. Since the university has paid off its debt on the Sadler University Center, funds that previously supported that debt can now be used to support this project. The Campus Master Plan, approved by the Board of Visitors in February, 2015, envisions a subsequent project that expands the Sadler University Center to further centralize student affairs/support activities in the center of campus. There may be some impact on student fees at that time.
## FY 2016-17 INCREMENTAL FUNDING

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<tr>
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<th>State Funds</th>
<th>College Funds</th>
<th>Reallocated</th>
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<td>1. William &amp; Mary Promise</td>
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<td>$1,990,000</td>
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<td>$1,990,000</td>
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<tr>
<td>2. Faculty Salaries</td>
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<td>3. Staff Salaries</td>
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<td>$2,097,500</td>
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<tr>
<td>4. Enrollment Growth</td>
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<tr>
<td>5. Undergraduate Curriculum</td>
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<td>$ -0-</td>
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<tr>
<td>6. Retention of Under-Represented Population</td>
<td>$325,000</td>
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<td>$325,000</td>
</tr>
<tr>
<td>7. Engineering and Design Initiative</td>
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<td>$300,000</td>
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<tr>
<td>8. eLearning Platform</td>
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</tr>
<tr>
<td>9. Creative Adaption</td>
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<tr>
<td>10. Base Operations*</td>
<td>$549,987</td>
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<td>11. Business Innovation</td>
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<tr>
<td>12. Fringe Benefits</td>
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<td><strong>Total</strong></td>
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<td>$10,777,168</td>
<td>($1,000,000)</td>
<td>$11,166,955</td>
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*Base Operations includes funding for library materials, technology, operation and maintenance of new facilities, and utilities as well as compliance, Title IX, ADA and security.
### College of William & Mary

**FY 2017-18 INCREMENTAL FUNDING**

<table>
<thead>
<tr>
<th>State Funds</th>
<th>College Funds</th>
<th>Reallocated</th>
<th>Total</th>
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<tbody>
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<td>$700,000</td>
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<td>6. Retention of Under-Represented Population</td>
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<td>12. Fringe Benefits</td>
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| $2,341,472 | $22,388,105 | ($1,000,000) | $23,729,577 |

*Base Operations includes funding for library materials, technology, operation and maintenance of new facilities, and utilities as well as compliance, Title IX, ADA and security.