Celebrating Tradition & Forging Change:

An Evolving Plan for William & Mary
<table>
<thead>
<tr>
<th>Measures+</th>
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<tr>
<td>1</td>
<td>Undergraduate acceptance rate&lt;sup&gt;a&lt;/sup&gt;</td>
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<td>2</td>
<td>Middle 50% SAT scores&lt;sup&gt;b1&lt;/sup&gt;</td>
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<td>3</td>
<td>Undergraduate graduation rates&lt;sup&gt;a&lt;/sup&gt;</td>
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<td>4</td>
<td>Undergraduate class size &lt;20&lt;sup&gt;b&lt;/sup&gt;</td>
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<td>5</td>
<td>US News &amp; World Report: Nat’l universities&lt;sup&gt;b&lt;/sup&gt;</td>
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<td>US News &amp; World Report: Public universities&lt;sup&gt;b&lt;/sup&gt;</td>
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<td>7</td>
<td>Student : faculty ratio&lt;sup&gt;b&lt;/sup&gt;</td>
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<tr>
<td>8</td>
<td>Undergraduate degrees awarded&lt;sup&gt;a&lt;/sup&gt;</td>
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<td>9</td>
<td>Graduate/professional degrees awarded&lt;sup&gt;d&lt;/sup&gt;</td>
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<td>10</td>
<td>Average Ph.D. stipends</td>
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<tr>
<td>11</td>
<td>Total sponsored program expenditures (millions)&lt;sup&gt;a&lt;/sup&gt;</td>
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<tr>
<td>12</td>
<td>Undergraduates who are members of race/ethnic minority groups&lt;sup&gt;a&lt;/sup&gt;</td>
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<tr>
<td>13</td>
<td>Undergraduates with demonstrated financial need&lt;sup&gt;c2&lt;/sup&gt;</td>
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<td>Average per-borrower cumulative undergraduate debt&lt;sup&gt;c3&lt;/sup&gt;</td>
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<tr>
<td>15</td>
<td>Alumni giving participation rate: undergraduates with degrees&lt;sup&gt;d&lt;/sup&gt;</td>
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<tr>
<td>16</td>
<td>US News &amp; World Report: Financial resources rank&lt;sup&gt;b&lt;/sup&gt;</td>
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<tr>
<td>17</td>
<td>Core Expenditures per FTE Student&lt;sup&gt;a&lt;/sup&gt;</td>
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<tr>
<td>18</td>
<td>Academic Facilities Condition (Ratio of Deficiencies to Replacement Value)&lt;sup&gt;e5&lt;/sup&gt;</td>
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<tr>
<td>19</td>
<td>Debt Service as Percent of Operating Expense&lt;sup&gt;l&lt;/sup&gt;</td>
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<tr>
<td>20</td>
<td>Operating Expenses Provided by the State&lt;sup&gt;a&lt;/sup&gt;</td>
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<tr>
<td>21</td>
<td>Total Value of Private Gifts (in millions)&lt;sup&gt;d6&lt;/sup&gt;</td>
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<tr>
<td>22</td>
<td>Total of all endowments (in millions)&lt;sup&gt;g&lt;/sup&gt;</td>
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</tbody>
</table>

**Dashboard – Update**

- Working on measures of average Ph.D. stipends.
- **Added**: Preliminary measure of total expenditures per FTE student
  - Academic facilities condition
  - Debt Service Ratio

**Many missing measures**
- Faculty Quality
- Student Research and Scholarship
## Measures+

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<tbody>
<tr>
<td>1 Undergraduate acceptance rate(a)</td>
<td>35%</td>
<td>31%</td>
<td>32%</td>
<td>34%</td>
<td>34%</td>
<td>M(b)</td>
<td>37%</td>
<td>14%</td>
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<tr>
<td>2 Middle 50% SAT scores(e1)</td>
<td>1250-1440</td>
<td>1260-1440</td>
<td>1240-1440</td>
<td>1250-1450</td>
<td>1250-1440</td>
<td>M</td>
<td>1220-1440</td>
<td>1320-1540</td>
</tr>
<tr>
<td>3 Undergraduate graduation rates(a)</td>
<td>91%</td>
<td>91%</td>
<td>91%</td>
<td>91%</td>
<td>Avail. 2010</td>
<td>M</td>
<td>93% (2007-08)</td>
<td>94% (2007-08)</td>
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<tr>
<td>4 Undergraduate class size &lt;20(b)</td>
<td>47%</td>
<td>47%</td>
<td>47%</td>
<td>49%</td>
<td>45%</td>
<td>M</td>
<td>50%</td>
<td>71%</td>
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<tr>
<td>5 US News &amp; World Report: Nat’l universities(b)</td>
<td>31</td>
<td>31</td>
<td>33</td>
<td>32</td>
<td>33</td>
<td>M</td>
<td>24 (tie)</td>
<td>16</td>
</tr>
<tr>
<td>6 US News &amp; World Report: Public universities(b)</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>M</td>
<td>2 (tie)</td>
<td>Not applicable</td>
</tr>
<tr>
<td>7 Student : faculty ratio(b)</td>
<td>11:1</td>
<td>11:1</td>
<td>11:1</td>
<td>11:1</td>
<td>11:1</td>
<td>M</td>
<td>15:1</td>
<td>8:1</td>
</tr>
<tr>
<td>8 Undergraduate degrees awarded(a)</td>
<td>1,472</td>
<td>1,384</td>
<td>1,376</td>
<td>1,454</td>
<td>1,461</td>
<td>M</td>
<td>3526 (2007-08)</td>
<td>1542 (2007-08)</td>
</tr>
<tr>
<td>9 Graduate/professional degrees awarded(a)</td>
<td>695</td>
<td>711</td>
<td>728</td>
<td>722</td>
<td>800</td>
<td>M</td>
<td>2813 (2007-08)</td>
<td>623 (2007-08)</td>
</tr>
<tr>
<td>10 Average Ph.D. stipends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Total sponsored program expenditures (millions)(a)</td>
<td>$48</td>
<td>$49</td>
<td>$50</td>
<td>$50</td>
<td>Avail. 2010</td>
<td>$60 by 2014</td>
<td>$311 (2006-07)</td>
<td>$101 (2006-07)</td>
</tr>
<tr>
<td>12 Undergraduates who are members of race/ethnic minority groups(a)</td>
<td>17%</td>
<td>18%</td>
<td>20%</td>
<td>20%</td>
<td>22%</td>
<td>M</td>
<td>24%</td>
<td>31%</td>
</tr>
<tr>
<td>13 Undergraduates with demonstrated financial need(c2)</td>
<td>28%</td>
<td>27%</td>
<td>27%</td>
<td>28%</td>
<td>29%</td>
<td>M</td>
<td>28%</td>
<td>44%</td>
</tr>
<tr>
<td>14 Average per-borrower cumulative undergraduate debt(c3)</td>
<td></td>
<td></td>
<td></td>
<td>$15,602</td>
<td>$16,765</td>
<td></td>
<td>$19,016</td>
<td>$19,390</td>
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<tr>
<td>15 Alumni giving participation rate: undergraduates with degrees(d)</td>
<td>29%</td>
<td>26%</td>
<td>24%</td>
<td>22%</td>
<td>22%</td>
<td>30% by 2014</td>
<td>23% (2007-08)</td>
<td>38% (2007-08)</td>
</tr>
<tr>
<td>16 US News &amp; World Report: Financial resources rank(b)</td>
<td>115</td>
<td>111</td>
<td>106</td>
<td>111</td>
<td>88</td>
<td></td>
<td>64</td>
<td>26</td>
</tr>
<tr>
<td>18 Academic Facilities Condition (Ratio of Deficiencies to Replacement Value)(e5)</td>
<td>11.3%</td>
<td>14.6%</td>
<td>13.6%</td>
<td>12.4%</td>
<td>11.0%</td>
<td>&lt;10%</td>
<td>10.1%</td>
<td></td>
</tr>
<tr>
<td>19 Debt Service as Percent of Operating Expense(d)</td>
<td>3.6%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>4.6%</td>
<td>5.0%</td>
<td>&lt;7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 Operating Expenses Provided by the State(a)</td>
<td>20%</td>
<td>21%</td>
<td>23%</td>
<td>18%</td>
<td>Avail. 2010 Est.: 13.7%</td>
<td></td>
<td>8% (2007-08)</td>
<td>Not applicable</td>
</tr>
<tr>
<td>21 Total Value of Private Gifts (in millions)(e6)</td>
<td>$49</td>
<td>$49</td>
<td>$49</td>
<td>$35</td>
<td>$51</td>
<td></td>
<td>$275 (2007-08)</td>
<td>$178 (2007-08)</td>
</tr>
<tr>
<td>22 Total of all endowments (in millions)(g)</td>
<td>$438</td>
<td>$492</td>
<td>$586</td>
<td>$580</td>
<td>$495</td>
<td></td>
<td>$4,573</td>
<td>$2,778</td>
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</tbody>
</table>
Six Challenge Subcommittees Working on April 2010 Framework Revisions

1. Be a leader among liberal arts universities.
2. Build and support a more fully diverse W&M community.
3. Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M.
4. Implement a new financial model that can fund our aspirations.
5. Provide the administrative resources and infrastructure required for a university in the 21st Century.
6. Explain and promote W&M through a more effective communications structure and strategy.

Meanwhile work continues on implementation steps for FY10. 102 Total -- 17 completed, 76 underway, 9 not yet started. 33 continue into FY11.
Continue development of Swem Library as a central hub for collaborative activities by moving the Center for Geospatial Analysis into Swem Library. (McCarthy) Stu Hamilton – Director.

Associate Professor Sal Saporito, Sociology. NSF $1 million grant to record school district boundaries in GIS format. Interdisciplinary center, student research, grants.
Develop a web-accessible digital campus map including all American Disability Act (ADA) access points. (Martin, Golden)
http://www.wm.edu/as/cga/campusmap/index.php
THE IT DEPARTMENT HAS BEEN UPDATING THE CAMPUS MAP ON THE SCHOOL WEBSITE.

WITH POPUP WINDOWS, 3D MODELING AND VIDEO SAMPLES, WE'VE GREATLY IMPROVED INTERACTIVITY.

IN ADDITION, USERS CAN CREATE CUSTOMIZED AVATARS AND EARN POINTS BY EXECUTING ALIEN DROIDS.

ARE YOU SURE ALL THESE FEATURES ACTUALLY ENHANCE USABILITY?

SO FAR, FEEDBACK’S BEEN NOTHING BUT POSITIVE.

HAVE YOU FIGURED OUT WHERE YOUR DORM IS YET?

NO---BUT THIS IS THE COOLEST MAP I’VE EVER PLAYED!
Expand information on the W&M website, including greater use of video, to describe more effectively the current diversity of the W&M community. (Golden, Glover)

www.wm.edu/about/diversity

www.wm.edu/news/features/diversity/index.php

-- 20 videos about diversity and internationalization
Coronation Day

Design "W&M for a Lifetime" campaign including activities that engage students, faculty, staff, alumni and the Williamsburg community.

Coronation Day

The coronation of William and Mary -- April 11, 1689. A convenient historical excuse to celebrate, and it comes at the perfect time to influence admitted students. It falls on a Sunday this year.

Timeline already in progress:

• Late September: Message from Alumni Association to chapter leadership encouraging them to plan an event on April 11.
• October 15: Deadline for alumni chapters to commit. (Update: We have more than 10 chapters committed to hosting an event.)
• April 3: Two days after admitted students get the good news from Admission, e-invitations will be sent from the Alumni Association to those students living in an area where such an event will occur.
• April 11 (Sunday): First annual Coronation Day. Society events.
• April 12 (Monday) – Students and alumni raise the green and gold. Facebook event page and other ways for alumni to share pictures of how they celebrated Coronation Day.
CELEBRATE CORONATION DAY: SUNDAY APRIL 11, 2010
Wear your W&M gear on Monday, April 12, 2010
Continue sustainability fellowships to support sustainability programs. (Committee on Sustainability)
Implement the Eco-Ambassador Program to connect staff and students to identify opportunities and spread best practices. (COS)

“Do one thing” (DOT) campaign. Our DOT campaign was developed by the Mason School and the Saatchi & Saatchi advertising firm last fall and enlisted over 1000 participants in a month. Now William & Mary’s Committee on Sustainability is working to expand DOT across the campus.

January -- Dining Services launched its program to compost much of the food waste from the dining facilities on campus. The move is expected to cut waste from dining services by approximately one third. Sustainability Fellows and interns worked on this.
Subcommittees meeting now – preparing draft implementation steps for FY11 and adjustments to the framework for FY12-15.

Major Themes Emerging from Discussion:

Curriculum Review – Building on Liberal Arts University White Paper

Students Come Wanting to Change the World Theme – Leadership

More Strategic -- Sharper Focus on Fewer Implementation Steps

Measures at the Challenge Level
Communication Review Actions

- Communication Organization
- Core Messages
- Strategic Planning Communications
- Lifelong Experience
- President’s Annual Plan
- University Annual Plan
- University Relations
- Creative Services
- Coordination between University Development and the W&M Alumni Association
- Internal Communication - Reinforcing the Campus Community
Communication Coordination

President

President’s Communication Group
Reveley, Halleran, Fox, Ambler, Cottrell, Golden, Pieri, Granger, Connolly, Evans, Franklin, Whitson

Communication Working Group
Golden, Broaddus, Connolly, Evans, Franklin, Gillman, Stevens, Whitson

Campus-Wide Communication Council
Connolly, Franklin (co-chairs)
Senior communication staff chosen by leadership from each of the major campus organizations
There is only one William & Mary, Yours

W&M is a Public Ivy, one of the world’s great liberal arts universities – integrating the intimacy of the liberal arts college with the reach of a research university – the best of both worlds – a great blend of teaching and research.

W&M is a lifelong experience – those linked to W&M are stewards of a great inheritance. Those connected to the university become members of a family, a tribe.

W&M is an engaged community making a difference for the better – our students come wanting to change the world and leave with the tools to do it. We prepare students to make a difference, to be leaders, to have an impact regardless of their field.

Together we are building a sustainable financial future. We are developing a new financial model to match our aspirations.
Faculty and Staff Experts Available to the Press

**African Diaspora** | Age and Social Inequality | Art | Biology | Biomechanics | Business | Culture | Diversity and Multicultural Affairs | Economic Development | Economics | Education | Entrepreneurship | Exercise | Film | Foreign Policy | Gender | Healthcare | History | Human | Immigration | International Relations | International Security | Labor | Language | Latino/a Studies | Law | Literature | Marine Science | Military Science | Mental Health/Learning | Mental Impressions | Politics | Presidents | Psychology | Religion | Service Learning | Strategic Planning | Theater | Volunteering | WWI

**African Diaspora**

Michael B. Biscoe

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Director, Institute for Historical Biology

african diaspora

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**Age and Social Inequality**

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Age and Social Inequality

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**Art**

William Barnes

Professor of Art & Art History

Art, painting

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757.221.2538

Brian Kreydetus

Associate Professor of Art & Art History

Art, painting, drawing and printmaking

bksrey@wm.edu

757.221.2538
LINDA MALONE
The Washington Post
“W&M students aiding Gitmo cases”

WILL HAUSMAN
The Wall Street Journal
“Adjusted for inflation, Dow’s gains are puny”

GEORGE GRAYSON
Los Angeles Times
“Mexico’s Calderon presents political reform proposal”

JEREMY STODDARD
The Washington Post
School cancels Taliban debate

LAWRENCE WILKERSON
Telegraph.co.uk
“Picking a fight with Condoleezza Rice”

“Pressure on Blair as he makes final stand on Iraq”
…an engine of creativity where talented people use multiple forms of communication to tell the William & Mary story
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>December 18</td>
<td>Governor Kaine announced proposed changes to the 2008-10 budget and offered his 2010-12 biennial budget</td>
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<td>January 13</td>
<td>The 2010 General Assembly session began</td>
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<td>January 16</td>
<td>Governor McDonnell inaugurated</td>
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<td>January 21</td>
<td>House rejects Governor Kaine’s proposals to address the budget shortfall, increasing the projected budget gap</td>
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<td>January 26</td>
<td>The W&amp;M Legislative Breakfast – Road to Richmond</td>
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<td>February 21</td>
<td>Scheduled announcement of House and Senate budgets</td>
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<tr>
<td>March 13</td>
<td>General Assembly Session Scheduled to End</td>
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Federal Funding Timeline

**Funded in Last Cycle:** Algae ($500K), TRAWL Survey, VIMS ($300K)

**Timeline for this Cycle:**

Determine federal funding priorities on W&M campus and VIMS for the upcoming fiscal year (December)

Compile a “federal book” of projects and support materials (January)

Engage W&M friends and alumni in DC to support Congressional requests – distribute “federal book” (Early February)

Submit W&M funding requests to appropriate Members (By mid-February)

Make visits to DC (monthly or as needed)
Federal Funding Initiatives

**Primary Objectives for this Cycle:**

CHAP Algae Project – VIMS and W&M Research Institute

Veterans’ Benefit Clinic – School of Law

**Other Proposed Projects:**

Center for Energy and Environment

Marine Energy Research Evaluation Center

Center for Advanced Oceanographic Modeling and Analysis

Lake Matoaka Dam Spillway

Esfuerzo Project–Dam in Dominican Republic with Algae Scrubber – clean water, flood control, sustainable crop, biofuel

Others may be added
Celebrating Tradition & Forging Change:

An Evolving Plan for William & Mary
William & Mary will continue to be one of the world's great liberal arts universities. Already a university of compelling academic distinction, the College will expand its interdisciplinary study, global relevance, and faculty-student research, as well as its lifelong ties with alumni. Our students come wanting to change the world and will leave with the tools to do it.
## Selected Strategic Planning Steps 2009-2010

<table>
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<tr>
<th>Date</th>
<th>Action</th>
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<tr>
<td><strong>April 2009</strong></td>
<td>BOV approved planning framework</td>
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</table>
| **September 2009** | Progress report to BOV  
Steps and metrics for FY10  
Evolving framework for FY11-14  
Draft dashboard |
| **Fall 2009** | Reviewing implementation steps with constituencies -- e.g., Faculty Assembly, Alumni Board, W&M Foundation Board  
Initiated FY10 implementation step tracking  
VPs, deans, selected directors – add FY11-15 ideas |
| **February 2010** | BOV discusses implementation update and emerging issues |
| **March 2010** | PSC recommends FY11 steps and FY12-15 framework  
President reviews and recommends to BOV |
| **April 2010** | BOV discusses FY10 implementation; reviews FY11 steps and FY12-15 framework |