



WILLIAM & MARY

CHARTERED 1693

# PRESIDENTIAL LEADERSHIP PROFILE





# THE OPPORTUNITY

William & Mary is one of the most historic and most outstanding universities in the nation with an unparalleled commitment to both teaching and research. Founded in 1693 in Virginia's colonial capital, Williamsburg, the institution has evolved along with the nation it serves and is now one of the top public liberal arts-based research universities in the United States.

To ensure the continuation and acceleration of its upward trajectory, William & Mary seeks an outstanding leader to serve as its 28th president, effective July 1, 2018.

William & Mary's new president will chart a dynamic future for this venerable institution. With strong demand for enrollment driven by a faculty committed to providing a rich, multi-dimensional undergraduate student experience, highly regarded graduate and professional programs and a high reputation for the quality of its scholarly research, the university provides an enviable platform from which to build. When combined with a solid financial position and an ongoing comprehensive campaign approaching its aggressive \$1 billion goal, William & Mary presents its new leader with an exciting opportunity to look forward from the outset, planning and executing a course that will earn the institution greater recognition, an even more solid financial footing and further advancement of a community dedicated to excellence both within and beyond the classroom.

To be successful in the position, William & Mary's new president will be a transformational leader with unimpeachable integrity and superb judgment who possesses, along with excellent fundraising skills, a strategic mind and a deep, abiding commitment to student learning and scholarly discovery.

The president will be an outstanding communicator with a passion for advocacy on behalf of higher education, the liberal arts and the university. The ideal candidate will possess an earned terminal degree and a record of teaching and research commensurate with an appointment as a professor with tenure. The successful candidate will also have strong organizational leadership skills and experience or have demonstrated successful leadership experience outside the academy accompanied by substantial involvement in higher education (e.g., as a trustee, faculty member, administrator, adjunct professor, active volunteer, etc.).

Above all, the president must be attuned to the pressing issues of the day as they impact the university and community constituents. The president will embody a commitment to diversity and inclusion and will have a demonstrated track record of creating and nurturing diverse, welcoming communities and teams. The William & Mary campus community will be best served by a leader who wholeheartedly cares about each of its members and who seeks, values and respects the viewpoints of its students, administrators, staff, faculty, alumni and friends.

William & Mary has played a seminal role in American higher education. Its next president will play a pivotal role in the university's long and storied history, ensuring its future as one of the pre-eminent higher education institutions in the world.

Recruitment will continue until the position is filled. Information about how to nominate someone or how to apply for this opportunity may be found near the end of this document in the section entitled "Procedure for Candidacy."







# WHY WILLIAM & MARY?

William & Mary, with its main campus in Williamsburg, Virginia, is the quintessential “Public Ivy,” offering a world-class education at significant value. Based on its smaller size, commitment to undergraduate teaching and combination of contemporary excellence and historic pre-eminence, William & Mary embodies what it means to be a “Public Ivy” in its acclaimed undergraduate program and renowned graduate programs in arts and sciences, business, education, law and marine science.

Having a William & Mary education meant something 300 years ago, and it means something today. William & Mary’s students are not only some of the smartest in the world, but are also passionate about serving others. And they are able to balance that passion for service with having fun. William & Mary professors are teachers, scholars and research mentors, the cornerstone of a thriving intellectual community that produces experienced, engaged, successful graduates.

## AT A GLANCE

- ▷ Enrolls 8,617 students, including 6,276 undergraduates, almost all full-time
- ▷ Has an undergraduate student body of roughly 65 percent in-state students
- ▷ Offers more than 60 majors and dozens of minors
- ▷ Includes graduate programs and schools in arts and sciences, business, education and law as well as W&M’s graduate school of marine science, the Virginia Institute of Marine Science
- ▷ Has a \$440 million budget in 2018
- ▷ Has admitted students from all 50 states, Washington, D.C., and 52 foreign countries
- ▷ Thirty-four percent are students of color
- ▷ Seventy-five percent of undergraduates live on campus
- ▷ Mascot is the Griffin



### TRIBE PRIDE

U.S. News & World Report [ranks](#) William & Mary among the top five public universities in the country for undergraduate teaching. W&M is ranked 6th among public universities and 32nd overall.



### TRIBE PRIDE

W&M boasts the second-highest four-year graduation rate of any public university in the United States.



## WILLIAM & MARY: IT'S ALL IN THE AMPERSAND

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William & Mary's secret is in the "and." It's a leading liberal arts college known for a "high-touch" undergraduate experience — and a research university providing those undergraduates with research opportunities students don't get at other schools. William & Mary is public — and has the stellar reputation of a private Ivy League school. It's rooted in Virginia's and the nation's history — and is respected across the globe.



### RESEARCH

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William & Mary is classified as a "higher research activity" university, illustrating that a leading undergraduate teaching institution and a serious research university can be mutually inclusive.

Recent construction has added more than 230,000 square feet to W&M's science facilities. Its research culture places an emphasis on quality, selectivity and innovation, while its size fosters collaboration and efficiency. William & Mary attracts the type of student who's itching to explore a topic beyond the textbook. W&M graduate and undergraduate students alike are ready — from day one — to work closely with experienced faculty on research projects of real consequence.



**W&M boasts the second-highest percentage among national public universities for undergraduate alumni who go on to earn Ph.D.s.**



### PUBLIC IN WORD AND DEED

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At William & Mary, teaching, research and public service are all integral parts of the mission, 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 introduces 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. Institutionally, W&M has made a strong commitment to its diverse community, following recommendations from recent task forces tackling issues surrounding [race and race relations](#), [sexual assault and violence](#) and [mental health](#).



## **GLOBAL FROM THE GET-GO**

Established by royal British charter in the new American colonies, William & Mary has been global from its founding. Now, it offers one of the few international joint degrees, in collaboration with the University of St Andrews in Scotland, combining the breadth of W&M's liberal arts tradition with the depth of study for which St Andrews is famous. The ability to think outside one's culture is also codified in William & Mary's new undergraduate curriculum, which requires all students to reach beyond their cultural comfort zones. The more than 1,000 international students and scholars from nearly 70 countries who came to William & Mary in 2016, for example, infused the campus with their global perspectives.



**W&M is one of the top two public universities in the U.S. in percentage of undergraduates studying abroad and is a 2016 recipient of the Senator Paul Simon Award for Comprehensive Internationalization. More than half of W&M undergraduates study abroad or undertake international research.**



## **LEADING THE LIBERAL ARTS**

William & Mary is known for its rigorous liberal arts curriculum and dedicated, engaged professors. In 2015, the university launched [a new undergraduate general education curriculum](#) (the COLL curriculum), designed to both liberate and broaden the mind, producing graduates with vision and perspective as well as specific practical skills and knowledge. William & Mary's excellence in science and computational fields is fully grounded in the liberal arts, developing majors who understand how science and mathematics are integrated with the social sciences and humanities, producing students who can apply highly technical training with creativity and conscience. Curricular innovation is driven by W&M's faculty-led Center for the Liberal Arts, which inspires creativity throughout the undergraduate curriculum. The new curriculum, extending across all four years, emphasizes effective communication, critical thinking, interdisciplinary connections, a contextual understanding of the disciplines, cross-cultural knowledge and original research.



**W&M's student-faculty ratio of 12:1 is the lowest of any top-ranked public university.**



## ALMA MATER OF THE NATION

William & Mary is deeply rooted in America's history. The second-oldest university in the nation, it was established by royal charter in London, on Feb. 8, 1693, by King William III and Queen Mary II.

Thomas Jefferson did his undergraduate work at William & Mary and later studied law with George Wythe in Williamsburg. Later he was instrumental in establishing the nation's first law school at William & Mary, recruiting his old friend and mentor, Wythe, to lead it. George Washington received his surveyor's license from W&M. Two other U.S. presidents are also alumni — James Monroe and John Tyler — as is John Marshall, the seminal Chief Justice of the U.S. Supreme Court.

Sixteen members of the Continental Congress attended William & Mary, plus four signatories of the Declaration of Independence. The university has truly earned its nickname, "the Alma Mater of the Nation."

Its study of early-American history is still acclaimed, but William & Mary doesn't live in the past. Today, the university leads the world of higher education with an innovative finance model, a forward-looking undergraduate curriculum, flourishing graduate and professional programs, significant capital investment in both the sciences and the arts and a \$1 billion fundraising campaign. Today, it's a "leading research university driven by the beating heart of the liberal arts."



## SNAPSHOT

- W&M received 14,915 freshman applications this year, a 3.7 percent increase over the previous year, including a record number of in-state applications.
- Ninety-two percent of the admitted students are in the top 10 percent of their high school classes, and the median SAT score for the group is 1420.
- The 1,200-acre main campus includes The Martha Wren Briggs Amphitheatre, Lake Matoaka and College Woods.
- The Sir Christopher Wren Building, built between 1695 and 1700, is the oldest university building in the country still in use. The Historic Campus is restored to its 18th-century appearance.
- Every two years, W&M's Muscarelle Museum of Art hosts a major exhibition featuring the world's pre-eminent artists, including Michelangelo, Leonardo da Vinci and Sandro Botticelli.
- Highland, the historic home of alumnus James Monroe, the fifth president of the United States, is part of William & Mary. The site is open to the public, even as archaeological discoveries continue.
- W&M's Washington Center offers academic, internship, research, community engagement and networking opportunities in the heart of the nation's capital.



## UNIVERSITY NAMED "COLLEGE"

William & Mary unequivocally became a university in 1779 with reforms, led by then-governor and member of the Board of Visitors Thomas Jefferson, that created W&M's Law School. Though it retains the traditional "College" in name, in fact the university offers 14 degrees in more than 40 undergraduate programs and more than 30 graduate and professional degree programs. In addition to [Arts & Sciences](#), W&M includes:

- ▶ [Raymond A. Mason School of Business](#)
- ▶ [William & Mary School of Education](#)
- ▶ [William & Mary Law School](#)
- ▶ [Virginia Institute of Marine Science](#)



## TRIBE PRIDE

W&M is the only Virginia institution featured as a "College That Creates Futures" by *Princeton Review*.



## TRIBE PRIDE

[William & Mary's Libraries](#) are counted among the top in the country by *Princeton Review*.







# OPPORTUNITIES & EXPECTATIONS FOR LEADERSHIP

Among the many duties of the president, the following are of special importance. They are listed here in no particular order.

## **GALVANIZE THE INSTITUTION AROUND A VISION FOR ITS FUTURE**

William & Mary has a long and enviable history. One of the nation's first two higher education institutions, the university and its reputation are built on a deep foundation that parallels that of the nation. At the same time, the William & Mary of today faces the same disruptive market dynamics and pressures faced by every institution, and its leadership is thus challenged to address those dynamics on behalf of an institution that is bound to — and to a certain extent bound by — its history and traditions.

William & Mary's new president will have the opportunity to lead a conversation about the university's future. While the president must inform this conversation with a strong understanding of the current challenges facing the university, the opportunities deriving therefrom and a personal vision for the future of the university and of higher education in general, the community must be brought substantively into the conversation. The president, therefore, will both play a personal role in the articulation of a vision for the university and will catalyze an inclusive, participatory process that results in the broadest possible embrace of that vision.

## **STRENGTHEN THE FINANCIAL MODEL**

Among the challenges facing William & Mary, perhaps the most complex is its revenue model. Like most of public higher education in America, the university has in recent years experienced significant reductions in its allocation of state support, which has challenged the university to reduce costs. William & Mary has met that challenge admirably, removing \$8 million from its operating budget over the past several years; the university's [FY18 budget](#) totals approximately \$440 million. Facing uncertainties involving state funding, W&M has looked at additional revenue options. Its tuition income is limited by market and legislative pressures (about which more below), and thus the university must look to alternative sources of revenue to continue to build on its current excellence.

This effort is already well underway. Its most visible manifestation at present is the university's comprehensive campaign, *For the Bold*, which has met with unprecedented success, and the university's new president will be challenged to play an active, productive role in its completion.

(As of June 30, 2017, the campaign had raised \$712 million toward its \$1 billion goal; the effort is planned to conclude in 2020.) Moreover, this current effort is but the latest and most ambitious manifestation of a long-term effort to engage William & Mary alumni, parents and friends in support of the institution. The new president will play a critical role in envisioning and executing a transition to a post-campaign environment and planning the next comprehensive effort. Fundraising is but one aspect of what will likely be a multilateral approach to revenue generation. Additional sources of revenue must be identified and optimized, perhaps including new academic programs, sponsorship opportunities, commercialization of intellectual property or co-programming with peer institutions, for example. In addressing any such opportunities, the university's mission and values must remain sacrosanct, as would be expected.

### **ENSURE AN ENVIRONMENT CHARACTERIZED BY DIVERSITY AND INCLUSION**

William & Mary has worked hard to ensure that its student body reflects the society from which it derives, and it has been successful in recent years at creating a more diverse student body. At the same time, the university's efforts to diversify its faculty have been less successful, and its administrative staff — particularly in physical plant and other trades — is similarly, if conversely, lacking in diversity. Of perhaps greatest concern is that the university's inclusion initiatives have not been as effective as its diversification efforts. More work remains, and the next president will need to make diversity and inclusion priorities for both the campus community as well as in recruitment of students from a wide range of socio-economic backgrounds.

Community is both a hallmark of the William & Mary experience and a significant aspect of the university's brand. It is, therefore, critically important that the university community actively include and respect the diversity of backgrounds, ethnicities, experiences, genders, opinions and socio-economic circumstances into which the university's graduates will enter.

### **ENHANCE THE REPUTATION OF THE UNIVERSITY**

William & Mary's long history, its location in the heart of Colonial America, the role of its alumni in the nation's early formation and its outstanding academic history and current reputation are among its most important assets. At the same time, the university does not benefit from the same level of name recognition or public acclaim as do its Ivy League peers. In international circles, the very description of the institution as a "college" makes William & Mary an outlier as a research institution and thus circumscribes its brand. The university's new president will play a personal role in the expansion of the university's reputation both within and beyond higher education, thus enhancing its attractiveness to potential students, faculty members, staff members and funders.

The university brings many assets to this effort. For example, while the term “college” is these days a bit of a misnomer, it is illustrative of the institution’s commitment to its central purpose — educating undergraduate students. Building on this core mission are the contributions made to higher education and to society in general by the institution’s graduate and professional schools and the outstanding quality of its scholarly research. By delicately balancing the primacy of undergraduate education with a deep and abiding commitment to graduate and professional education and research at the highest level of ambition and attainment, William & Mary is doing what many of its competitors are striving to accomplish. In this, the university provides an enviable model worthy of a much higher level of recognition across the higher education marketplace.

### **BUILD COALITIONS OF SUPPORT**

The import of ongoing, aggressive fundraising for the university is axiomatic. In addition, the president will work across the institution to enfranchise its citizens and to create an environment in which strategic partnerships can thrive. For example, there may well be further potential in the connection between William & Mary and Richard Bland College, a public residential two-year college governed by the same Board of Visitors as the university. Likewise, the corridor between Richmond on the west and the Hampton Roads region to the east is replete with public and private institutions that share interests with the university, in some of which may be found synergies that enhance all parties.

Though only about 11 percent of the university’s operating revenue is provided by the Commonwealth of Virginia, both that financial support and the conditions placed upon it are critical to the university’s fiscal vitality, and the relationship between the university and governmental leadership at the state level will be a central responsibility of the president. The quintessential example of this relationship is the state’s current policy of requiring the university — and its peers at the University of Virginia and Virginia Tech — to enroll a minimum of 65 percent of its undergraduate students from among Virginia residents. With a robust applicant pool from beyond the Commonwealth of Virginia and substantially higher net tuition per each out-of-state student, that mix is critical to the university’s revenue profile. For this and myriad other reasons, the president will build and maintain robust relationships with key actors in Virginia government.





## **QUALITIES & QUALIFICATIONS OF THE IDEAL CANDIDATE**

William & Mary seeks energetic, bold and transformational leadership. Its president will be a leader of people and programs with a deep and abiding commitment to student learning and to scholarly research and discovery. Demonstrating a broad understanding of higher education and the market forces it faces at present, the president will exhibit a vision for the future of the sector in general and for the university in particular. The ideal candidate will possess an earned terminal degree, a record of teaching and research commensurate with an appointment as a professor with tenure, strong organizational leadership skills and experience, or have demonstrated successful leadership experience outside the academy accompanied by substantive involvement in higher education (e.g., as a trustee, faculty member, administrator, adjunct professor, active volunteer, etc.).

Whatever the professional background, the president will demonstrate an outstanding track record as a leader and manager of one or more institutions at a similar or greater level of complexity.

Given the university's singular mix of programs and the excellence of those programs, its president must possess a strong entrepreneurial aptitude and wide-ranging understanding of and interest in the intellectual business of the institution. To this end, the president will be a champion for undergraduate education who is willing and compellingly able to advocate for the liberal arts as the foundation of the educational experience. At the same time, William & Mary is a research institution, and thus its president must also demonstrate a profound understanding of graduate and professional education and of scholarly research.

With more than 8,000 students, the university benefits from a more modest size than most of its scholarly peers, and that intimacy is and can increasingly be leveraged to create interdisciplinary opportunities for student learning and scholarly discovery; the president will possess both the experience and the intellectual agility necessary to optimize these advantages. Candidates with knowledge of and experience with emerging pedagogies are particularly desirable.

The size of the university also allows for — indeed, calls for — a president who wishes to be a regular presence among the faculty, students and staff. People at William & Mary are accustomed to leadership that is present for and involved in campus activities, and thus this presidency is ideal for leaders who wish to maintain a robust campus presence in addition to the various external responsibilities of the position. Above all, the president must be attuned to the pressing issues of the day as they impact the university and its community constituents. Foremost among these at present — and particularly in light of William & Mary’s long history — are the related issues of diversity, inclusivity and civility.

The president will embody a commitment to diversity and inclusion and will have a demonstrated track record of creating and nurturing diverse, welcoming communities and teams. The William & Mary campus community will be best served by a leader who wholeheartedly cares about each of its members and who seeks, values and respects the viewpoints of its students, administrators, staff, faculty, alumni and friends.

The president of William & Mary must be a superior communicator and builder of lasting, sincere relationships. The president must be an enthusiastic and effective advocate for the university, whether to prospective students and their parents, to potential contributors to the institution or to the state legislators and federal officials who provide it with various forms of support. It is critical in particular that the president be an active listener with a track record of seeking and considering counsel in decision-making. The president will be an effective speaker in groups large and small and will relate well to a wide diversity of people both internal and external to the university.



Above all, William & Mary's president must be a leader, one who is adept at managing complex organizations. The president must embrace the public nature of the university while at the same time recognizing that it is competing with (especially private) peer institutions with substantially greater levels of resources. This will require considerable financial acumen, political savvy, a highly-tuned sense of risk and potential reward, and the courage of one's convictions. As might be expected, the ability and enthusiasm to raise private funds is required, with a track record for having done so in a comparable setting being highly preferred. The president will possess the central attributes of great leaders, including but not limited to considerable emotional maturity, unimpeachable integrity, intelligence, exceptional judgment, creativity, diplomacy, the ability to inspire and a sense of humor.





# INSIDE WILLIAM & MARY

## VISION

William & Mary redefines the academic community. Building on more than 300 years of innovation and excellence, it breaks the boundaries between research and teaching, student and teacher, living and learning. People come to William & Mary wanting to change the world — and together they do.

## STRATEGIC FOCUS

Across the university's undergraduate, professional and graduate schools, students develop the critical thinking and understanding of diverse perspectives essential to excelling in the 21st century. William & Mary boldly innovates in interdisciplinary study, internationalization and faculty-student inquiry. It sustains and expands academic distinction through exceptional stewardship of its resources, building even stronger lifetime connections with alumni and finding new ways to provide the financial resources necessary to reach its aspirations.



## TRIBE PRIDE

William & Mary is the only public university with overall ratings of 90 or higher for both Quality of Life and Academics according to the *Princeton Review*. In its recent College Guide, W&M made a number of the *Princeton Review*'s Top 20 lists, including ranking third overall for schools with the most interaction between people of different races and classes.

**WILLIAM & MARY: ALWAYS BOLD, ALWAYS INNOVATING**

It's an exciting time to be W&M.

The university has been many things over the course of its 324-year history, but never has William & Mary been as vibrant, innovative and engaged as it is today.

Its students shine brighter than ever. They arrive in Williamsburg with impressive qualifications, but even more impressive ambitions. They're ready to be challenged inside the classroom and out. They see William & Mary's historic dedication to community service and sustainability and can't wait to put their considerable talents to work on tough, real-world problems.

**RESEARCH THAT MAKES AN IMPACT**

In an intellectual environment as fertile as William & Mary, a good research idea can come from anywhere: professor, graduate student, undergraduate or member of the community. The result is an intellectual partnership in which each member of the team brings something important to the table, whether it's the youthful idealism of the undergraduate or the sharp, analytical eye of the professor.

Let's take a look at some of the incredible student-faculty collaborations:

A group of undergraduate chemists are helping scientists figure out how to make bricks on Mars.

William & Mary sends a team of undergraduates to compete in each year's iGEM Jamboree — the "World Cup of Science." In 2015, W&M won the grand prize, beating out teams from around the world.

William & Mary's peculiar (in a good way) research culture makes room for undergraduates to become co-authors on papers in peer-reviewed journals ...

... and, it's becoming more and more common for a student to be lead author on these papers. Yes, it looks pretty good on a grad school application.

External funding and faculty-student research also power the work of many on- and off-campus research centers and professional collaborations. Here are a few, and what they do.

- AidData tracks \$40 trillion in international development funding, influencing global policy decisions. In 2012, it was the recipient of a \$25 million award from USAID's Higher Education Solutions Network.
- Alan B. Miller Entrepreneurship Center at the School of Business educates, inspires and supports the mindset and skills of entrepreneurs through its "learn, engage, build" framework.
- Applied Research Center is the flagship research facility for industrial, William & Mary and Jefferson Lab researchers collaborating in the development of new technologies. The Thomas Jefferson National Accelerator Facility conducts basic research on the atom's nucleus using the lab's particle accelerator.
- Center for Archaeological Research provides consulting and research services and applied educational opportunities.
- Initiative for Coastal Climate Change Research at W&M's Virginia Institute of Marine Science conducts scientific research in the world's coastal zones, where half of humanity lives and where climate-change impacts are expected to be felt most acutely.
- Institute of Bill of Rights Law contributes to the ongoing national dialogue about issues relating to the U.S. Constitution and the Bill of Rights.
- Institute for the Theory & Practice of International Relations is an incubator for interdisciplinary, internationally focused research contributing to global debate, policy and practice.
- New Horizons Family Counseling Center, based in the School of Education, offers free family counseling to roughly 300 local families annually, providing valuable student training under the supervision of licensed faculty.
- Omohundro Institute of Early American History & Culture is known worldwide for its excellence in the study of early America.
- Puller Veterans Benefits Clinic is recognized as a national model for providing free legal representation to injured veterans seeking disability benefits.
- Reves Center for International Studies supports and promotes the internationalization of learning, teaching, research and community involvement at William & Mary.



### TRIBE PRIDE

The Omohundro Institute is the primary U.S. partner for the Georgian Papers Programme, which is digitizing the royal papers of King George III and other royals from Windsor's iconic Round Tower.



### TRIBE PRIDE

William & Mary's graduate program in U.S. colonial history is ranked third by *U.S. News & World Report*.

## WORLD-CLASS FACULTY

William & Mary faculty members are recognized for excellence in teaching and providing unique opportunities to their students, undergraduate and graduate. True scholar-mentors, they undertake cutting-edge research, advancing their fields, while offering students the chance to experience the wonder of conducting meaningful and original research of their own. William & Mary consistently ranks among the nation's best universities in *U.S. News & World Report's* annual ranking of undergraduate teaching. This blend of teaching and research is a key ingredient in the university's special sauce.

All told, the university is home to 866 instructional faculty members, 79 percent of whom are full-time. More than half — 60 percent — have tenure or are on a tenure track. William & Mary also welcomes more than 40 international faculty members.

## BUILDING BOOM

William & Mary's campus has transformed in the last decade. New facilities include the School of Education, the Business School and three phases of the Integrated Science Center. Far more has been renovated. Thanks to a robust William & Mary Real Estate Foundation, housing and dining have expanded with the purchase of two adjacent hotels and construction of a mixed-use development abutting campus.

The university is renewing focus on the arts in two major projects. The Arts Quarter consists of a new music building, and renovations and expansions to its mainstage theatre and visual arts building. The new Martha Wren Briggs Center for the Visual Arts will also expand the Muscarelle Museum of Art.

A number of other projects are in planning or are underway, including the McLeod Tyler Wellness Center, the fourth phase of the Integrated Science Center, Alumni House expansion and renovation and dormitory renovations. At VIMS, new facilities include the Consolidated Scientific Research Facility and an oyster hatchery.



## TRIBE PRIDE

William & Mary professors have been awarded more Outstanding Faculty Awards than any other university in the Commonwealth. The award is the highest honor bestowed on faculty in Virginia.



## TRIBE PRIDE

All told, in the past decade more than 1.5 million square feet – over 40 percent of campus – have been built or renovated on the main campus and at VIMS.

## **ATHLETICS: TRIBE EXCELLENCE ON AND OFF THE FIELD**

William & Mary has a powerful tradition of athletic success and of doing varsity athletics right. Its athletes thrive on their teams and in their classrooms and labs, adhering to standards of excellence evident across the entire campus.

Tribe Athletics strives to provide a championship experience for every athlete and fan. The university's 23 varsity sports have won 133 Colonial Athletic Association championships, far and away the most in league history. In addition, W&M students have won 74 CAA scholar-athlete awards since its inception, and the overall award eight times. W&M has been a member of the NCAA since 1936 and has appeared in national tournaments or bowl games 256 times.

The Tribe's athletic accomplishments do not come at the expense of its student-athletes' academic responsibilities. Student-athletes posted a cumulative GPA of 3.22 last year, with all of its programs posting team average GPAs of 3.0 or better. The Tribe ranks third nationally among public universities in terms of academic progress rates, trailing only Minnesota and Michigan.



### **TRIBE PRIDE**

William & Mary's scholarship athletes have the highest graduation rate of any public university in the country, and the university has held that rank for more than a decade.



### **TRIBE PRIDE**

More than 82 percent of W&M students take part in the campus recreation program, including 45 club sport teams, more than 500 intramural teams and over 50 wellness and fitness classes per week.

## **DIVERSITY: WELCOMING ALL MEMBERS TO WILLIAM & MARY**

Diversity and inclusion are core values at William & Mary, a welcoming community that celebrates diversity in all of its forms and shares the democratic ideal of human equality. William & Mary is committed to creating a diverse and inclusive community of faculty, staff and students. Academic excellence is central to its mission, and William & Mary values promoting inclusivity in education, research, outreach and service. W&M fosters a work environment that promotes the dignity of and respect for every member of its community.

Students enjoy a multicultural educational experience that stretches them beyond their comfort zones. They engage in research both inside and outside the classroom that introduces them to new experiences, stimulates creative and original ideas, enriches critical thinking and gives their work a broader reach. William & Mary students become insightful and effective citizens of the world.



### TRIBE PRIDE

William & Mary recently dedicated \$1 million to increase the diversity of its faculty.



### TRIBE PRIDE

In 2017, William & Mary commemorates the 50th anniversary of the first African-American residential students. In 2018, it commemorates 100 years of co-education.

### W&M'S PROMISE TO THE COMMONWEALTH

In 2013, William & Mary adopted an innovative financial model, the W&M Promise, which enhanced its quality of education while improving predictability and affordability for in-state students. Key to the Promise was a guarantee for in-state students freezing tuition across all four years of their undergraduate experience. Once in-state tuition is set for an incoming class, the number remains stable over the next four years. William & Mary is the only public university in the Commonwealth providing that tuition stability. Where in-state students returning to other public universities in Virginia in 2016 faced an average increase of 4.7 percent, at William & Mary that increase was zero.

Since the William & Mary Promise was adopted, the average net price for Virginia families making less than \$75,000 has dropped by more than 20 percent, and today the university offers them the lowest net price of any public Virginia university. In fact, it offers in-state students one of the lowest net price averages of any public university in the country.



### TRIBE PRIDE

Less than 1 percent of W&M student borrowers default on their student loans, the lowest rate among public universities in the country.



### TRIBE PRIDE

William & Mary is the only public university in Virginia to have replaced all loans with grants for in-state students with need whose families earn \$40,000 or less annually.

### BRINGING HOME THE GREEN & GOLD

As a public university, William & Mary is proud to be an important partner in the economic success of Virginia. W&M knows its students and faculty don't work and learn in a bubble. Their intellectual, professional and social lives are enriched by meaningful interaction with the greater Williamsburg community and the wider Hampton Roads and Richmond regions.

When William & Mary succeeds, so does Virginia. The university is well positioned between two metropolitan regions that are growing toward each other. This gives William & Mary, and its president, a unique opportunity for regional leadership from the center of an emerging “mega-region,” and the ability to use that experience to prepare students to succeed in this new economy.



### TRIBE PRIDE

W&M contributes over 7,000 jobs and \$500 million to Virginia annually in direct economic impact in payroll, construction and student and visitor spending, to name a few areas.



### TRIBE PRIDE

The Alan B. Miller Entrepreneurship Center provides the leadership, vision and hands-on experience needed to support students and other business visionaries pursuing entrepreneurial careers.

### AN ACTIVE COMMUNITY

With more than 450 campus clubs and organizations to choose from, staying active and engaged at William & Mary isn't an afterthought; it's a way of life. It's also a reflection of the broad diversity of thought, experience and background of W&M students and an opportunity to explore leadership and community engagement in a supportive environment. There are more than 200 special interest clubs at William & Mary, inspired by political engagement, religious faith, ethnic and cultural pride, environmental protection and endless geekery, from quiz bowl to ping pong to heavy metal to nationally recognized a cappella groups.



### TRIBE PRIDE

William & Mary is known as the “Birthplace of the American College Fraternity.” In 1776 five students founded Phi Beta Kappa, the first society to have a Greek letter name. W&M’s fraternities and sororities remain committed to the same principles and values, such as scholarship, service, leadership and brotherhood or sisterhood. More than a third of undergraduates are members of a fraternity or sorority.

### STRATEGIC PLANNING

William & Mary’s strategic management process produces an annually updated five-year strategic plan and annual budget that reflects strategic priorities. A planning steering committee, co-chaired by the provost and the vice president for strategic initiatives & public affairs and including faculty, staff, administration, student and alumni representatives, guides the planning process, tracks progress, participates in budget discussions, recommends annual updates and tracks implementation. Each summer William & Mary updates a six-year financial plan based on strategic priorities that is submitted for review in Virginia’s capital city of Richmond.





# GOVERNANCE

The [Board of Visitors](#) is the governing body of William & Mary and the president of the university reports directly to the Board. The governor of Virginia appoints individuals to serve four-year terms in the service of the university.

The 17 members of the Board of Visitors, led by the Rector, meet in Williamsburg several times each year to comprehensively discuss matters of long-term strategy, planning and budget for William & Mary. The Board regularly engages the campus community through its 10 committees, and the alumni community through participation at annual and special events. Faculty, students and staff all have representatives to the Board.

William & Mary's chancellor is the ceremonial head of the university and is elected by the Board of Visitors. The post is currently held by former U.S. Secretary of Defense Robert M. Gates '65, L.H.D. '98.

Prior chancellors have included Margaret Thatcher and Sandra Day O'Connor.

## CURRENT BOARD MEMBERS

Todd A. Stottlemyer '85, Rector  
H. Thomas Watkins III '74, Vice Rector  
Sue H. Gerdelman '76, Secretary  
Mirza Baig  
Warren W. Buck III M.S. '70, Ph.D. '76, D.Sc. '13  
S. Douglas Bunch '02, J.D. '06  
Thomas R. Frantz '70, J.D. '73, M.L.T. '81  
James A. Hixon J.D. '79, M.L.T. '80  
Barbara L. Johnson J.D. '84  
Anne Leigh Kerr '91, J.D. '98  
John E. Littel  
Christopher M. Little  
William H. Payne II '01  
Lisa E. Roday  
J.E. Lincoln Saunders '06  
Karen Kennedy Schultz '75  
Brian P. Woolfolk J.D. '96





# *WILLIAM & MARY, THE COLONIAL CAPITAL AND THE COMMONWEALTH*

William & Mary sits in the heart of the City of Williamsburg, which was founded just six years after the university received its royal charter in 1693. The two share more than three centuries of history and continue to enjoy a close relationship today, with a permeable line between town and gown. Faculty, staff and students may be found throughout the city and neighboring areas, working on projects ranging from research to community service. Likewise, Williamsburg citizens are often on campus to take advantage of all that the university has to offer, from performances and special exhibits to lectures and sporting events.

Along with being associated as the hometown of William & Mary, Williamsburg today is known throughout the world for the preservation and interpretation of America's colonial history, work led by the Colonial Williamsburg Foundation. The city also makes up part of America's "Historic Triangle" along with nearby Jamestown, where in 1607 the country's first permanent

English settlement was established, and Yorktown, where the last major battle of the Revolutionary War took place. Thousands of tourists from around the globe flock to Williamsburg each year to experience the area's attractions, including living history museums, outlet stores, Busch Gardens and Water Country. Growing food, microbrewery and art scenes broaden Williamsburg's visitor appeal.

With a population of approximately 14,500, the city is about 9.1 square miles and bordered by James City and York counties. Members of the university community are often engaged in local government. A professor was mayor of the City of Williamsburg until last year, and four alumni of the university (including a member of the Class of 2016) are currently serving on the Williamsburg City Council, with two serving as mayor and vice mayor of the city. Meanwhile, a government professor has served as a James City County supervisor since 1997.





# WILLIAM & MARY: WHERE HIGHER EDUCATION BEGAN IN VIRGINIA

The first institution of higher education established in Virginia, William & Mary is one of 15 four-year, public institutions in the Commonwealth. Two of those universities — Old Dominion and Christopher Newport — began as extensions of William & Mary.

Virginia also has a pair of two-year institutions: Richard Bland College, an affiliate of William & Mary; and the Virginia Community College System, which includes 23 colleges on 40 campuses. In addition, Virginia is home to a number of nonprofit and for-profit private, vocational and other postsecondary institutions.

William & Mary enjoys close relationships with many of the other universities in the Commonwealth and recently joined six other Virginia research institutions in a formal agreement to encourage shared use of scientific instrumentation.

For the past several years, Virginia has ranked in the top 10 of *SmartAsset's* “Best States for Higher Education,” with William & Mary taking the state’s No. 1 spot in 2017. The study compares four-year, public colleges and universities in each state based on factors including undergraduate graduation rates, average net price, 20-year return on investment and student-faculty ratio.

According to this year’s report, Virginia has one of the highest average graduation rates (70 percent) and an average 20-year return on investment for graduates of \$442,660. More than \$8 billion is spent per year on higher education in Virginia, with about \$4.7 billion spent on educational and general programs, \$1.7 billion on auxiliary enterprise, \$1.4 billion on sponsored research and \$387 million on student financial aid. However, state support in Virginia has followed the national trend and the percentage of operating support at public universities continues to decline. For example, in 1980 the state provided more than 40 percent of W&M’s operating funds. Today, that percentage is about 11 percent and continues to decline.

The governor of the Commonwealth appoints all voting members of the public institutions’ 14 Boards of Visitors (including William & Mary’s), the State Board for Community Colleges and 12 of the 13 members of the State Council of Higher Education for Virginia, the state’s coordinating body for higher education. The governor also prepares and submits the biennial budget, which is adopted by the General Assembly and includes appropriations for higher education.





## WILLIAM & MARY ALUMNI: SUPPORTING THE BOLD

As one of the oldest alumni organizations in the country, the [William & Mary Alumni Association](#) has served to strengthen the connections between alumni and the university since 1842.

William & Mary's network of almost 98,000 passionate and committed alumni spread around the country and throughout the world makes meaningful connections every year.

Despite strong downward national trends, William & Mary keeps increasing alumni participation year after year and just set a new university record for alumni giving — 29.9 percent of undergraduate alumni gave back to their alma mater in fiscal year 2017.



### TRIBE PRIDE

William & Mary is the No. 1 nationally ranked public university in the U.S. for undergraduate alumni participation.



### TRIBE PRIDE

Since W&M launched *For the Bold*, it has secured more than \$712 million.

In 2015, William & Mary became the smallest public university to ever launch a \$1 billion campaign, when it unveiled *For the Bold*. That year was also the first time in William & Mary history that income from philanthropy exceeded state funding in its operating budget. *For the Bold* will fund priority areas such as scholarship aid, teaching excellence, collaborative research and other vital programs.

By 2020, William & Mary aims to increase the percentage of undergraduate alumni who give back to W&M to 40 percent, which would place it among the leading universities in the country, public and private.



### TRIBE PRIDE

Fiscal 2017 is the fifth consecutive year William & Mary has raised more than \$100 million.





## PROCEDURE FOR CANDIDACY

Inquiries, nominations and applications are invited. For fullest consideration, applicant materials should be received by November 17, 2017. Candidates should provide a resume or *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in this leadership profile and the names and contact information of five references. Candidate confidentiality will be respected and references will not be contacted without prior knowledge and approval of candidates. Inquiries and application materials should be sent via email to the university's consultants, Dennis M. Barden, Ann A. Yates and Elizabeth K. Bohan of Witt/Kieffer, at [WilliamandMaryPresident@wittkieffer.com](mailto:WilliamandMaryPresident@wittkieffer.com). Questions may also be directed to the consultants through the office of Laurie Adams at 630-575-6152.

*William & Mary values diversity and invites applications from underrepresented groups who will enrich the research, teaching and service missions of the university. W&M is an Equal Opportunity/Affirmative Action employer and encourages applications from women, minorities, protected veterans, and individuals with disabilities.*



WILLIAM & MARY

CHARTERED 1693

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THE ALMA MATER OF THE NATION

[WWW.WM.EDU](http://WWW.WM.EDU)