



WILLIAM & MARY

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# VISION 2026

Framework for Planning In, Fall 2021

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## Strategic Planning Priorities, 2019-2021

- Advance W&M's distinctive excellence, raising our national and global profile
- Create long-term financial sustainability and an operational model that matches the high caliber of W&M academics
- Sustain positive gains from our effective pandemic response, propelling W&M forward

To achieve the aims above, from 2021-2026, William & Mary will pursue the following high-level goals, objectives and actions.

Schools and units will plan into this framework — as they set unit-level direction and initiatives and seek resources for the coming five years.







**Goal 1: Expand W&M's Reach**

## Goal 1. Expand W&M's Reach

William & Mary aims to address global challenges, forge dynamic partnerships to fuel positive change and model democratic ideals to extend its influence in the world.

### 1. a Advance research and scholarship of consequence

- Foster partnerships that drive entrepreneurial approaches to local, national and global challenges
- Strengthen W&M's research ecosystem to spark new discovery
- Encourage impactful research and scholarship in every discipline to enhance W&M's prominence

### 1. b Forge global connections

- Charge the entire W&M community with elevating the university's global name recognition
- Enhance opportunities to serve the global community
- Mobilize W&M's worldwide network of elite university partnerships and broaden learning experiences for current and prospective students

### 1. c Elevate civic engagement and service for the 21st century

- Double down on W&M's abiding commitment to evidence-based argument and discovery as a public good
- Rekindle and model civil discourse, convening disparate views to advance democratic values
- Promote community-engaged teaching, research and learning





## Goal 2: Educate for Impact

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William & Mary will reimagine the liberal arts and professional education in the 21st century to ensure the lifelong success of our graduates.

### 2. a Spur innovation via new programs and integrated disciplines

- Expand and adapt academic programs to reflect the impact of technology in every field — to better prepare our students for a changing society
- Pursue a more dynamic and influential presence in engineering, computational and information sciences
- Accelerate curricular innovations that combine hands-on and classroom experiences

### 2. b Expand access to a W&M education

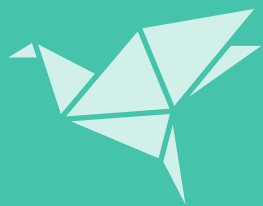
- Increase scholarship support for undergraduate students to promote affordability
- Enable new points of entry to a W&M education to achieve “smart growth” for all cohorts
- Grow new online, continuing and executive education programs to reach professional and lifelong learners

### 2. c Create meaningful pathways for career success

- Provide a funded internship or other applied learning experience for every student
- Expand career pathway initiatives, engaging alumni at all career stages
- Offer credentialing programs for high-demand fields







**Goal 3: Evolve to Excel**

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William & Mary will embrace change to achieve our full potential in environmental and financial sustainability, in diversity, equity and inclusion, and in operational excellence.

### 3. a Lead the nation in creating more equitable learning environments and workplaces

- Cultivate a culture of accountability for inclusive learning and work that aligns with W&M's mission, vision and values
- Increase the diversity of W&M's student body, faculty and staff to deepen our skills and talents
- Support the health and well-being of our campus community, and promote professional growth for staff and faculty
- Distinguish W&M Athletics in ways that are equitable, more financially sustainable and in which the Tribe can excel

### 3. b Champion sustainability to address society's most pressing environmental challenges and improve the well-being of all

- Expand partnerships and initiatives to promote resilience in the commonwealth and world
- Achieve carbon neutrality by 2030
- Activate the Climate Action Roadmap and Campus Master Plan to achieve W&M's sustainability goals

### 3. c Optimize places, workflows and systems for operational excellence

- Modernize our campus — dining, dorms, classrooms and other learning spaces — so that students, faculty and staff thrive
- Attract and retain outstanding employees and students to further our mission
- Create a financial model that ensures an exceptional W&M experience

