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
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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