

STRATEGIC PLAN FOR ARTS & SCIENCES AT THE COLLEGE OF WILLIAM AND MARY

The Faculty of Arts and Sciences commits itself to establishing the College as the premier liberal arts university in the nation. We will offer the best possible liberal arts education to undergraduates, with an integrated curriculum across a broad range of disciplines, involving rigorous discussion, writing, and investigation. At the same time, believing that everything we teach was once someone's research, we as a faculty will uphold the discovery of new knowledge, the development of new interpretations, and creativity in the arts as one of our primary tasks. We will carry out this mission through faculty members' own research activity, through involving undergraduates in research and scholarship in both their courses and independent, mentored projects, and through a select group of graduate programs in which we help train the next generation of scientists and scholars. As the intersection of traditional disciplines is increasingly the most exciting place for discovery and learning, we will strive to make the range of multi-disciplinary and interdisciplinary research and teaching one of the hallmarks of William and Mary. Because our students face a world which is increasingly globalized, we will educate them to be citizens of the world and train them in every discipline with the global community as their frame of reference for intellectual excellence and cultural awareness.

Believing that true education can flourish only when all groups are welcomed and engaged in the free exchange of ideas, we will work to make the College an inclusive community for students, staff, and faculty of all backgrounds. We will work to promote this in the classroom, in our hiring practices, and in all of our work with students and the wider community.

Through an active commitment to international study and research, to service learning with groups outside the College, and to vigorous research, scholarly, and creative projects, we will make the College as engaged a community as possible for both undergraduate and graduate students.

In order to make our mission of education and discovery successful, we will use our financial resources efficiently and seek to increase them through external research funding, private fundraising, and appropriate entrepreneurial partnerships.

Working with partners in the College, we will plan for the best possible and most environmentally sustainable infrastructure for learning and research. We will ensure that scientists, social scientists, humanists, and artists have the buildings and equipment they need to be successful in their teaching, research, and creative work.

We will advocate strongly for the importance of both liberal arts education and our research and scholarly mission within and beyond the College, through our own media and through collaborative efforts with other units on campus.

Initiatives to Meet Grand Challenges

Grand Challenge(s) addressed: **One: Establish William & Mary's preeminence as a liberal arts university.**

Strategic goal: **Provide the best possible undergraduate and graduate programs for the 21st century.**

Collaborators: **Development office, professional schools, Vice Provost for Research, Reves Center for International Studies**

Objective 1: **Strengthen the infrastructure required for a nationally distinguished undergraduate liberal arts program.**

Objective 2: **Ensure the infrastructure required for success in graduate studies and research.**

Objective 3: **Make the range and vigor of multi-disciplinary and interdisciplinary studies one of the distinguishing strengths of the College.**

Objective 4: **Create an on-going initiative to make William and Mary one of the premier undergraduate colleges for teaching and research in international studies.**

Objective 5: **Identify new scientific initiatives to support research and teaching in an area or areas such as mathematical biology, materials design, atomic/molecular/optical/and condensed matter physics, or integrative biology.**

Objective 6: **Strengthen graduate programs and consider new tracks, expansion, or collaborations.**

Grand Challenge(s) addressed: **Two: Build and support a diverse William and Mary Community.**

Strategic Goal: **Increase the attractiveness of William and Mary to under-represented groups and prepare current Arts & Sciences students in underrepresented groups to enter graduate school.**

Collaborators: **Office of Multicultural Affairs; Development office; Reves Center.**

Objective 1: **Develop summer pre-collegiate programs for high school students from underrepresented groups.**

Objective 2: **Create initiatives linking W&M centers and programs in areas such as Africana studies, international studies, Latino studies, and women's studies with other institutions to make W&M more attractive to underrepresented groups.**

Objective 3: **Establish funding for graduate student recruitment and fellowships for underrepresented groups.**

Objective 4: **Create a Dean's Scholars Program to mentor William and Mary undergraduate students from underrepresented groups for graduate study.**

STRATEGIC GOAL FOR ADDRESSING GRAND CHALLENGES: 2010-2015

Grand Challenge(s) addressed: **Three: Create a more engaging educational environment.**

Strategic goal: **Create an enriched educational campus for students and bring students, alumni, staff and faculty together.**

Collaborators: **Community partners, alumni, Alumni Association.**

Objective 1: **Use community resources to enrich students' education.**

Objective 2: **Maintain student/faculty ratio and promote undergraduate learning experiences through co-curricular activities and joint research projects**

Objective 3: **Explore promotion of faculty and staff interaction through such venues as common rooms in all Arts & Sciences buildings.**

Objective 4: Use arts programming and activity in the arts to enrich campus life and bring together students, staff, faculty, and off-campus community.

Objective 5: Organize alumni tour programs using College faculty and staff as community building and development tools.

Objective 6: Review appropriate level of student extra-curricular activity.

Objective 7: Integrate transfer students into campus community.

Grand Challenge(s) addressed: Four: Develop a business plan which maximizes our resources and ensures transparency.

Strategic goal: Use financial resources and investments in A&S to support the College's financial stability.

Collaborators: Vice Provost for Research, Development office.

Objective 1: Promote an aggressive Arts & Sciences development strategy.

Objective 2: Promote research which will create new investments in the College.

Objective 3: Coordinate Arts & Sciences budget presentations to FUPC, Faculty Assembly, & Provost.

Objective 4: Create a more transparent budget for Arts & Sciences in collaboration with FAC and DAC.

Objective 5: Develop a revenue-generating program of summer school and non-traditional educational opportunities

Grand Challenge(s) addressed: Five: Provide adequate human and physical resources to sustain a 21st century university.

Strategic goal: Ensure that Arts & Sciences has the best possible physical and human capital resources to support excellence in education and scholarship.

Collaborators: Offices of Finance, Administration, Development.

Objective 1: Create an Arts & Sciences building plan which includes sustainability as a major goal of facilities planning and use.

Objective 2: Carry out a fundraising campaign for Arts & Sciences priorities.

Objective 3: Promote fundraising through affinity groups among Arts & Sciences alumni—musical ensembles, debate, Model UN, Monroe Scholars, Honors Program, research groups, and departmental and program majors clubs.

Objective 4: Foster the best use of human resources in managing finances within Arts & Sciences

Grand Challenge(s) addressed: Six: Articulate William and Mary's identity, mission, and goals as a liberal arts university to internal and external audiences.

Strategic goal: Ensure that Arts & Sciences communicates its excellence in both teaching and research to other campus bodies and to applicants, parents, students, alumni, and potential donors.

Collaborators: University Relations, Development, Alumni Association, Reves Center.

Objective 1: Create a communications council for Arts & Sciences to liaison with other campus constituencies.

Objective 2: Develop a consistent message for Arts & Sciences that William and Mary is both a teaching and a research institution.

Objective 3: Organize network of communications liaisons across A&S departments and programs.

INITIATIVES TO MEET STRATEGIC GOALS THROUGH SPECIFIC OBJECTIVES

STRATEGIC GOAL FOR ADDRESSING GRAND CHALLENGES: 2010-2015

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Strategic goal: **Provide the best possible undergraduate and graduate programs for the 21st century.**

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Objective 1: **Strengthen the infrastructure required for a nationally distinguished undergraduate liberal arts program.**

Objective 2: **Ensure the infrastructure required for success in graduate studies and research.**

Objective 3: **Make the range and vigor of multi-disciplinary and interdisciplinary studies one of the distinguishing strengths of the College.**

Objective 4: **Create an on-going initiative to make William and Mary one of the premier undergraduate colleges for teaching and research in international studies.**

Objective 5: **Identify new scientific initiatives to support research and teaching in an area or areas such as mathematical biology, materials design, atomic/molecular/optical/and condensed matter physics, or integrative biology.**

Objective 6: **Strengthen graduate programs and consider new tracks, expansion, or collaborations.**

Have you submitted a Planning and Budget Request (PBR) that addresses this goal? No Yes Unit does not submit PBRs

- Does this goal/objective align with current "unit objectives"? No Yes : describe/specify

If yes: → is the unit objective identified in a unit Profile of Institutional Effectiveness (PIE)? No Yes Unit does not have a PIE

		Plan/actions needed for achieving objective	New resources needed to specific action					
Fiscal Year (2010-2015)	#	Describe specific actions designed to meet objective. Include actions that will require new resources and those that will not require additional resources.	New positions		Continuing costs Added to base budget	One-time costs Not added to base budget		Space needs Include any new space needs or capital outlay projects
			Full-/part-time, hourly/salaried	Base salary				
	1	Strengthen the infrastructure required for a nationally distinguished undergraduate liberal arts program.						
2010-2011		Reaffirm the current size of the undergraduate student body as a necessary component of preserving a low student-faculty ratios and student-faculty collaborations that characterize a nationally distinguished liberal arts program. Review undergraduate curriculum in light of course vs. SCH system, promotion of faculty-					Faculty and staff time. Faculty and staff time	

		student research, and appropriateness of current GER's, interdisciplinary studies, and majors.							
2011-2012		Hire new faculty in units where they are strategically needed to strengthen student/faculty ratios and to invest in curricular structures that foster close student-faculty collaborations. Invest in undergraduate research as a signature initiative in our liberal arts program.	3 F-T	\$65K	\$195K \$200k				
2012-2013		Identify and add faculty positions to support undergraduate initiatives. Review curricular changes	2 F-T	\$65K	\$130K		Faculty time		
2013-2014		Identify and add faculty positions to support undergraduate initiatives. Invest in undergraduate research as a signature initiative in our liberal arts program.	2 F-T	\$65K	\$130K \$200k				
2014-2015		Identify and add faculty positions to support undergraduate initiatives.	2 F-T	\$65K	\$130K				
	2	Ensure the infrastructure required for success in graduate studies and research.							
2010-2011		Increase graduate stipends in existing programs to raise to level of peers as quickly as possible Create Start-up fund and include cost of adjuncts to cover junior leaves Fund SSRL from E&G and release IDC to create a Research Development Fund for new faculty research Health insurance benefits for current A&S graduate students Evaluate A&S faculty and student needs for			\$500k \$200k \$250k \$100k		Faculty time		

		library and online academic resources and advocate for increased resources for library and online resources for A&S faculty and students Evaluate A&S faculty and graduate student representation throughout A&S governance structure.					Faculty time		
2011-2012		Raise graduate stipends for existing programs Expand Start-up fund Fund SSRL from E&G and release IDC to create a Research Development Fund for new faculty research Health insurance benefits for current A&S graduate students			\$500k \$200k \$250k \$100k				
2012-2013		Raise graduate stipends for existing programs Expand Start-up fund Fund SSRL from E&G and release IDC Health insurance benefits for current A&S graduate students			\$500k \$200k \$250k \$100k				
2013-2014		Raise graduate stipends for existing programs Expand Start-up fund Fund SSRL from E&G and release IDC Health insurance benefits for current A&S graduate students			\$500k \$200k \$250k \$100k				
	3	Make the range and vigor of multi-disciplinary and interdisciplinary studies one of the distinguishing strengths of the College							
2011-2012		Review faculty evaluation systems for merit and promotion to remove barriers to and encourage multi-disciplinary, interdisciplinary and international activity Create fund for multi-disciplinary and interdisciplinary initiatives and linkages among A&S departments & programs, and professional schools			\$200k		Faculty Time		

		Add staff positions to support multi-disciplinary & interdisciplinary initiatives. M&O and admin stipends to promote multi-disciplinary and interdisciplinary programs.	2 staff positions	\$30k	\$60k \$50k				Four offices for interdisciplinary studies.
	4	Create an on-going initiative to make William and Mary one of the premier undergraduate colleges for teaching and research in international studies.							
2010-2011		Carry out review of international aspects of curriculum and research including possible addition of Hindi/Urdu as language with South Asian studies Create international research and travel fund Create fund for co-curricular and curricular development in international studies, including activity in the arts Add faculty line in MLL (Arabic, Chinese, or Japanese)	1 F-T	\$60k	\$60k \$300k \$100K		Faculty time.		
2011-2012		Explore creation of "Global Village" combining student residence, international programs, and co-curricular and curricular initiatives Add faculty line in MLL (Arabic, Chinese, or Japanese) & in International Relations or Global Studies	2 F-T	\$60k	\$120k		Faculty time.		
2012-2013		Add faculty line in MLL (Arabic, Chinese, or Japanese)	1 F-T	\$60k	\$60k				
2013-2014		Add faculty line in International Relations or Global Studies	1 F-T	\$65K	\$65k				
	5	Identify new scientific initiatives to support research and teaching in an area or areas							

		such as mathematical biology, materials design, atomic/molecular/optical/and condensed matter physics, or integrative biology.							
2010-2011		Carry out study of emerging areas and current strengths in scientific teaching and research.					Faculty time.		
2010-2011		Add new faculty and staff positions to promote teaching and research in new area or areas. Research and startup support	3 F-T 1 staff	\$80k \$50k	\$240k \$50k		\$300k		
	6	Strengthen graduate programs and consider new tracks, expansion, or collaborations							
2010-2011		Consider new tracks in Applied Science or other programs combining Biology, Chemistry, or Mathematical Biology with additional graduate stipend funding.			\$100k		Faculty time.		
2011-2012					\$100k				
2012-2013					\$100k				

Grand Challenge(s) addressed: **Two: Build and support a diverse William and Mary Community.**

Strategic Goal: **Increase the attractiveness of William and Mary to under-represented groups and prepare current Arts & Sciences students in underrepresented groups to enter graduate school.**

Collaborators: **Office of Multicultural Affairs; Development office; Reves Center.**

Objective 1: **Develop summer pre-collegiate programs for high school students from underrepresented groups.**

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Objective 3: **Establish funding for graduate student recruitment and fellowships for underrepresented groups.**

Objective 4: **Create a Dean's Scholars Program to mentor William and Mary undergraduate students from underrepresented groups for graduate study.**

- Have you submitted a Planning and Budget Request (PBR) that addresses this goal? No Yes Unit does not submit PBRs
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			Full-/part-time, hourly/salaried	Base salary	Added to base budget		Not added to base budget		
	1	Develop summer pre-collegiate programs for high school students from underrepresented groups. .							
2010-2011		Develop summer pre-collegiate programs for high school students from underrepresented groups. .			\$200k for stipends, programming, Instructors				
	2	Create initiatives linking W&M centers and programs in areas such as Africana studies, international studies, Latino studies, and women’s studies with other institutions to make W&M more attractive to underrepresented groups.							
2010-2011		Create initiatives linking W&M centers and programs in areas such as Africana studies, international studies, Latino studies, and women’s studies with other institutions to make W&M more attractive to underrepresented groups.			\$100k				
	3	Establish funding for graduate student recruitment and fellowships for underrepresented groups.							
2010-2011		Use additional funds to supplement graduate stipends for members of under represented groups.			\$100k				
	4	Create a Dean’s Scholars Program to mentor undergraduate students from							

	underrepresented groups for graduate study.							
	Create a .50 staff position to support mentors and programming; provide stipends to students. Stipends and program	.50 staff	\$30k	\$30k \$20k				

STRATEGIC GOAL FOR ADDRESSING GRAND CHALLENGES: 2010-2015

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Collaborators: Community partners, alumni, Alumni Association.

Objective1: Use community resources to enrich students' education.

Objective 2: Maintain student/faculty ratio and promote undergraduate learning experiences through co-curricular activities and joint research projects

Objective 3: Explore promotion of faculty and staff interaction through such venues as common rooms in all Arts & Sciences buildings.

Objective 4: Use arts programming and activity in the arts to enrich campus life and bring together students, staff, faculty, and off-campus community.

Objective 5: Organize alumni tour programs using College faculty and staff as community building and development tools.

Objective 6: Review appropriate level of student extra-curricular activity.

Objective 7: Integrate transfer students into campus community.

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			<i>Full-/part-time, hourly/salaried</i>	<i>Base salary</i>				
	1	Use community resources to enrich students' education.						
2010-2011		Carry out merger of Sharpe Program & OSVS, expand Sharpe courses to upper division, recruit community partners for A&S.	1 F-T staff	\$50	\$50K			

2011-2012		Continue recruit community partners for A&S courses.	1 F-T staff	\$50	\$50				
	2	Maintain student/faculty ratio and promote undergraduate learning experiences through co-curricular activities and joint research projects.							
2010-2011		Promote co-curricular activities in civic engagement and the arts to promote learning and community building. Create undergraduate, graduate student, staff, and faculty teams for research by undergraduate students.							
	3	Use arts programming and activity in the arts to enrich campus life and bring together students, staff, faculty, and off-campus community.							
2010-2011		Use arts programming and activity in the arts to enrich campus life and bring together students, staff, faculty, and off-campus community.							
	4	Explore promotion of faculty and staff interaction through venues in Arts & Sciences buildings							
2010-2011		Create a task force of faculty & Staff to explore the best means to promote community on campus.					Faculty time.		Designate common rooms in all Arts & Sciences buildings for faculty-staff.
2011-2012		Implement recommendations of task force on promoting community on campus.							
	5	Organize alumni tour programs using College faculty and staff as community building and development tools.							
2010-2011		Organize alumni tour programs using College faculty and staff as community building and development tools.							
	6	Review appropriate level of student extra-							

		curricular activity.							
2010-2011		Review appropriate level of student extra-curricular activity in cooperation with Student Affairs.						Faculty and staff time.	
	7	Integrate transfer students into campus community							
2010-2011		Work to provide transfer students with full access to campus housing.						TBD	
2010-2011		Re-create University Seminars to integrate community college transfers into William and Mary.				\$140k			

STRATEGIC GOAL FOR ADDRESSING GRAND CHALLENGES: 2010-2015

Grand Challenge(s) addressed: **Four: Develop a business plan which maximizes our resources and ensures transparency.**

Strategic goal: **Use financial resources and investments in A&S to support the College's financial stability.**

Collaborators: **Vice Provost for Research, Development office.**

Objective 1: **Promote an aggressive Arts & Sciences development strategy.**

Objective 2: **Promote research which will create new investments in the College.**

Objective 3: **Coordinate Arts & Sciences budget presentations to FUPC, Faculty Assembly, & Provost.**

Objective 4: **Create a more transparent budget for Arts & Sciences in collaboration with FAC and DAC.**

Objective 5: **Develop a revenue-generating program of summer school and non-traditional educational opportunities.**

- *Have you submitted a Planning and Budget Request (PBR) that addresses this goal?* No Yes Unit does not submit PBRs
- *Does this goal/objective align with current "unit objectives"?* No Yes : describe/specify

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	1	Promote an aggressive Arts & Sciences development strategy.							
2010-2011		Create a development plan to add new positions in A&S Development, create an on-going structure to assist departmental and	1 F-T Dev. staff	\$60k	1 F-T Dev. staff	\$60k			

		program fund-raising.							
	2	Promote research which will create new investments in the College.							
2010-2011		Create targeted graduate stipend funding for research areas with external-funding potential				\$100k			
	3	Coordinate Arts & Sciences budget presentations to FUPC, Faculty Assembly, & Provost.							
2010-2011		Create regular meetings of FAC, DAC, A&S members of FUPC and Faculty Assembly to coordinate budget presentations.							
	4	Create a more transparent budget for Arts & Sciences in collaboration with FAC & DAC.							
2010-2011		Create an on-going budget process within Arts & Sciences to review and recommend annual budgets and budget requests.							
	5	Develop a revenue-generating program of summer school and non-traditional educational opportunities, including foreign language and arts programs							
2010-2011		Develop a revenue-generating program of summer school and non-traditional educational opportunities					\$50k as seed money		

STRATEGIC GOAL FOR ADDRESSING GRAND CHALLENGES: 2010-2015

Grand Challenge(s) addressed: Five: Provide adequate human and physical resources to sustain a 21st century university.

Strategic goal: Ensure that Arts & Sciences has the best possible physical and human capital resources to support excellence in education and scholarship.

Collaborators: Offices of Finance, Administration, Development.

Objective 1: Create an Arts & Sciences building plan which includes sustainability as a major goal of facilities planning and use.

Objective 2: Carry out a fundraising campaign for Arts & Sciences priorities.

Objective 3: Promote fundraising through affinity groups among Arts & Sciences alumni—musical ensembles, debate, Model UN, Monroe Scholars, Honors Program, research groups, and departmental and program majors clubs.

Objective 4: Foster the best use of human resources in managing finances within Arts & Sciences

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			<i>Full-/part-time, hourly/salaried</i>	<i>Base salary</i>				
	1	Create an Arts & Sciences building plan which includes sustainability as a major goal of facilities planning and use.						
2010-2011		Create an A&S building plan providing for the renovation of Tucker and Tyler Halls, building of ISC III, and a new Arts Complex as sustainable structures. .					Faculty and staff time.	Renovation of Tucker Hall.
2011-2012		Implementation of building and sustainability plan.					TBD	Renovation of Tyler Hall.
2012-2013		Implementation of building and sustainability plan.					TBD	Construction of ISC III begins.
2013-2014		Implementation of building and sustainability plan.					TBD	Construction of Arts Complex begins.
	2	Carry out a fundraising campaign for Arts & Sciences priorities.						
2010-2011		Develop campaign priorities for Arts & Sciences through DC, FAC, faculty committee, and Development Office.					Faculty time.	
2011-2012		Add new position in A&S Development	1 F-T Dev. staff	\$65K	\$65k			
2012-2013		Add new position in A&S Development	1 F-T Dev. staff	\$65K	\$65k			
	3	Promote fundraising through affinity groups among Arts & Sciences alumni—musical ensembles, debate, Model UN, Monroe Scholars, Honors Program.						

2010-2011		Promote fundraising through affinity groups among Arts & Sciences alumni—musical ensembles, debate, Model UN, Monroe Scholars, Honors Program, research groups, and departmental and program majors clubs.					Faculty, staff, and Development staff time.		
2011-2012		Create targeted giving opportunities linking alumni, parents, and other donors to campus activities.					Faculty, staff, and Development staff time		
	4	Foster the best use of human resources in managing finances within Arts & Sciences							
2010-2011		Create on-going training program for budget staff, chairs, and directors on using financial resources.					Staff and faculty time.		

Grand Challenge(s) addressed: **Six: Articulate William and Mary’s identity, mission, and goals to internal and external audiences.**

Strategic goal: **Ensure that A&S communicates its excellence in both teaching and research to other campus bodies and to applicants, parents, students, alumni, and potential donors.**

Collaborators: **University Relations, Development, Alumni Association, Reves Center.**

Objective 1: **Create a communications council for Arts & Sciences to liaison with other campus constituencies and expand Communications in Arts & Sciences.**

Objective 2: **Develop a consistent message for Arts & Sciences that William and Mary is both a teaching and a research institution.**

Objective 3: **Organize network of communications liaisons across A&S departments and programs.**

Objective 4: **Recruit community and alumni partners as ambassadors for Arts & Sciences initiatives.**

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			<i>Full-/part-time, hourly/salaried</i>	<i>Base salary</i>	<i>Added to base budget</i>	<i>Not added to base budget</i>	
	1	Create a communications council for Arts &					

		Sciences to liaison with other campus constituencies and expand Communications staff in Arts & Sciences.						
2010-2011		Create a communications council for Arts & Sciences to liaison with other campus constituencies with additional staff support.	.50 staff liaison	\$35k	\$35K			
	2	Develop a consistent message for Arts & Sciences that William and Mary is both a teaching and a research institution.						
2010-2011		Develop a consistent message for Arts & Sciences that William and Mary is both a teaching and a research institution.						
	3	Organize network of communications liaisons across A&S departments and programs.						
2010-2011		Organize network of communications liaisons across A&S departments and programs.						
	4	Recruit community and alumni partners as ambassadors for Arts & Sciences initiatives						
2010-2011		Recruit community and alumni partners as ambassadors for Arts & Sciences initiatives						