

**THE COLLEGE OF WILLIAM AND MARY**  
**Dean of the Faculty of Arts and Sciences**

Memorandum

TO:            Professor Archibald            Dean Gross            Professor Sanderson  
                 Professor Cate-Arries<sup>i</sup>            Professor Lutzer            Ms. Sarah Schwartz  
                 Professor Dessler<sup>ii</sup>            Professor T. Meyer  
                 Dean Fowler<sup>iii</sup>            Professor L. Meyers  
                 Ms. Kelly Gray            Professor Oakley

FROM:        P. Geoffrey Feiss, Dean

DATE:        February 25, 1999

SUBJECT:    Committee to Update the Strategic Plan (CUSP)

First, I thank each of you for agreeing to serve on this important committee. My secretary, Ms. Trish Bass (12165, [pabass@wm.edu](mailto:pabass@wm.edu)) is working to set future meeting times. With as diverse a group of busy people as we have on the committee, it may well be necessary to meet at some relatively unconventional times. I hope you will bear with us to make our meetings as few and fruitful as possible. If you have not already been in touch with Ms. Bass with your schedule, please do so at once.

The first meeting of CUSP is scheduled for **8:00 AM, March 4, 1999 in James Blair 142**. Please make every effort to attend.

This memo provides some background. I describe the committee's origins. I give you my current thoughts on how the committee might conduct its work. Finally, I attach a number of documents that you should find useful.

**BACKGROUND:**

In 1994, the College produced, after much work, *Into the Fourth Century: a Plan for the Future of the College of William and Mary* (hereafter we will call this the "Strategic Plan"). A copy is attached. Roughly coincident with the preparation of the Strategic Plan and strongly informed by it, the College also prepared a document entitled *Principles in Partnership*, that is often referred to as the "Restructuring Plan." The Restructuring Plan, unlike the Strategic Plan, was prepared in response to a state-mandated process. Annual updates have been prepared and forwarded to SCHEV.

Thus, in a sense, we had two parallel planning processes: one internally driven, the Strategic Plan, and one externally driven, the Restructuring Plan. The relationships

between these two are often not obvious, but one thing is essential: they could be neither contradictory nor operate wholly independently of one another.

The importance of this history is that we now, once again, have two, parallel planning update processes underway. The first has been the subject of meetings since late in the fall; the second is the responsibility of this committee. How these two came to be and how they relate to one another is outlined below:

1. As an initial step in the Commonwealth's development of the 2000-2002 operating and capital budgets, the College, along with all state agencies, was asked to develop a strategic plan for the two biennia, 2000-2004. This plan (for convenience, I will call this the 2000-2004 Plan) must be approved by the Board of Visitors and completed by April 1999. In response to this, a committee consisting of the Provost, Vice-Presidents, Associate Provosts, Deans, four faculty, and one student has met for several months to prepare a draft that will go to a special March meeting of the Board of Visitors. This committee has revisited the 1994 Mission Statement of the College and the Planning Principles. The committee has been revising the 1994 plans in such a way as to meet the mandated format and expectations of the Budget Office but not to overstep boundaries or engage in discussion of issues that rightly belong in the purview of the deans and their faculties. A draft of the 2000-2004 Plan should be available by the end of spring break.
2. Last summer, President Sullivan proposed that each academic unit revisit the 1994 Strategic Plan to determine what goals had been achieved, what goals might no longer be applicable, and what new goals we might wish to set for ourselves. The emphasis of his remarks was on updating the Strategic Plan, not planning anew. This is to be a bottom-up review of the 1994 Plan by the various stakeholders. The Faculty Affairs Committee of Arts and Sciences decided in January that this committee would conduct the review.

### **MISSION OF CUSP:**

CUSP will, on behalf of the faculty of Arts and Sciences, review the 1994 Strategic Plan and update relevant portions of that plan. These are, specifically, Section II: The Academic Program (p. 7-17, exclusive of paragraph E. The Libraries) and Section III.A: The Campus Community/The Faculty (p. 18-19).

CUSP will meet as often as required and may form such subcommittees as it wishes to complete this task by the end of the Spring semester. I will report, on behalf of CUSP, to the April and May Faculty of Arts and Science meetings on our progress and activities. The Dean will distribute the resulting Strategic Plan Update to the Faculty and will present it to higher administration at the appropriate time. CUSP will cease to exist once the planning update has been completed.

## **CHARGE TO CUSP:**

CUPS will proceed by addressing a number of issues as outlined below. How many meetings each of these activities will take is unclear. I ask that for the **first meeting** you be prepared to discuss: 1) this charge and 2) the Vision described in #1 below. At that meeting, I will also introduce my thinking on items #2 and #3 and give assignments for the break.

1. The Vision Thing: To set the stage for this planning activity, it is essential that we share a common vision for the Arts and Sciences at the College. To guide discussion at our first meeting, I share the following statement in hopes that some version of this can provide context for subsequent discussions.

In 2010, the College of William and Mary will be included on any knowledgeable short list of the best undergraduate liberal arts institutions in America. We will successfully compete for and retain the best students and faculty for all programs. Our graduates will be highly sought-after, liberally educated, and satisfied with their educational experiences. Each of our graduate programs will be competitive and nationally recognized.

2. SWOT: In addition to evaluating the existing documents, the committee will attempt a SWOT analysis (Strength, Weakness, Opportunity, Threat) for the next ten years in hopes that this will assist us in clarifying our strategic goals.
3. The 1994 Plan *Redevivus*: Each member should become familiar with the documents attached. The minutes of the 11/18/98, 12/15/98, and 1/5/99 meetings of the Provost's Planning Group (the group responsible for the 2000-2004 Plan) will, I believe, aid in understanding the context in which we will operate. More important, I ask that you review the individual goals in the Sections of the 1994 Strategic Plan cited above. Within the context of the unchanged Mission Statement of the College (Appendix I, p. 32), ask yourself:

Has this goal been met?

If this goal has not been met, is it still relevant?

If this goal has not been met and is still relevant, are the strategies identified still applicable? Are new strategies applicable?

Are there new goals that should be addressed?

We will seek consensus answers to these questions.

4. Graduate Studies: The committee should pay particular attention to the draft white paper prepared by Dean Gross entitled, "Graduate Studies in Arts and Sciences: Beyond Restructuring." This should be considered in the context of Section II.C of the 1994 Plan.

5. Comparison of the A&S Update with the 2000-2004 Plan: Coincident with our review of the 1994 Plan, it will be important to assure ourselves that there are no inconsistencies between our goals and those of the 2000-2004 Plan. [I doubt this will occur given the general language in the 2000-2004 Plan, but we should make this comparison nonetheless.] This will not be easy to do given the March 17 and April transmittal dates for the 2000-2004 Plan to the Board of Visitors and Richmond, respectively.
6. The Intellectual Framework of A&S Initiatives: The day-to-day implementation of strategic plans requires many decisions. It is impossible and likely imprudent in a process such as this one to seek a level of detail whereby every specific initiative is described or foreseen. New resources as well as limitations to those resources are always poorly extrapolated from the present; unforeseen new faculty interests and opportunities require strategic agility and flexibility.

Far more important is creating a context or framework in which future discussions and decisions can be made. CUSP is not charged with responsibility for specific programmatic initiatives. It should identify priorities and create a metric against which initiatives can be measured.

For discussion purposes, I tentatively and with some trepidation identify the following as frameworks for future, strategic decision-making:

- ◆ The philosophy and goals of the 1993 Final Report on the Undergraduate Curriculum will continue to guide A&S curricular decisions
  - ◆ Existing academic disciplines must remain strong and be supported in such a way as to preserve current strengths in general and liberal education, in preprofessional preparation, and in graduate education where relevant
  - ◆ A limited number of recognized, over-arching and interdisciplinary intellectual themes should determine responses to future initiatives. These hallmarks of the William and Mary undergraduate curriculum tentatively (subject to our deliberations) may include:
    - Internationalization of the curriculum
    - Interdisciplinary focus on environmental studies and sustainability
    - Education for a diverse, civil society
    - Emphases on cultural and area studies
    - Service to local, national, and international communities
    - The importance of the arts in the education of the whole person
    - Education of lifelong learners
    - Development of appropriate co-curricular and non-traditional learning options, e.g., service-learning, technologically mediated instruction, internships, and off-campus study
7. Aligning Arts and Sciences Development Priorities with the Updated Strategic Plan: As a final task, CUSP will look at the current A&S development priorities (copy

attached) to assure ourselves that these are aligned with our strategic goals as well as with the institution's.

Attachments:

1. 1994 Strategic Plan
2. Notes of the "2000-2004 planning committee" for 11/28/98, 12/15/98, and 1/5/99
3. Draft Report from Dean Gross entitled "Graduate Studies in Arts and Sciences: Beyond Restructuring"
4. Development Priorities, Dean of A&S -- 1999

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<sup>i</sup> On leave, fall 1999, replaced by Professor John Conley

<sup>ii</sup> *Ex officio* position, Chair of FAC, replaced in Fall 1999 by Professor Will Hausman

<sup>iii</sup> *Ex officio* position, Dean of Undergraduate Studies, replaced in Fall 1999 by Dean Barbara Watkinson