

The Planning Context for A&S 1999

CUSP believes that there are a set of basic principles that we can use to guide our update of the 1994 Strategic Plan (this is consistent with the practice of 1994 which defined a set of overarching planning principles, see *Into the Fourth Century: a Plan for the Future of the College of William and Mary*, p. 4). We restrict ourselves to those matters that lie within the purview of A&S Faculty. This is not to imply a lack of interest or attention to concerns outside direct faculty responsibility or decision-making authority that have profound impact on what we do (e.g., student aid policies and resources, Commonwealth funding priorities with respect to higher education, athletic funding levels and mechanisms).

For clarity, we present the principles in the context of:

1. What we do well and wish to preserve
2. What we must do better and need to fix
3. Opportunities that we should seize

Preserve:

- Quality of faculty and students
- Size and residential character
- Commitment to public service
- Liberal arts and sciences tradition including our strong commitment to quality general education and emphasis on undergraduate involvement in scholarship and research
- Strong graduate and professional programs
- Emphasis on excellence in teaching and research
- Selected interdisciplinary programs
- Collegiality and sense of community
- Faculty governance tradition

Fix:

- Declining support for faculty research, scholarship, and development
- Insufficient support for graduate programs
- Faculty/staff workloads and inadequate technical and administrative support
- Inadequate or inappropriate classrooms, laboratories, and studios and aging academic infrastructure
- Lack of reciprocity between programs and departments
- Reliance on adjunct and fixed-term faculty
- Declining interest in advising, service, and governance among younger faculty

Opportunities:

- Up-coming fund-raising initiative
- Various community initiatives including Williamsburg Crossroads, Jamestown Quadricentennial, community-based educational initiatives, and engagement with the growing retirement community.
- William and Mary leadership in liberal arts education nationally
- Development of 5- and 6-year professional degree programs
- Increased interest in international education, environmental studies, and international educational consortia
- Continued opportunities to replace retiring faculty with high quality junior and mid-rank faculty and increasing numbers of dual career couples
- Appropriate technology-mediated instructional initiatives
- Teaching and research across disciplines and enhancement of selected interdisciplinary initiatives
- Summer programs and summer school