

CELEBRATING TRADITION & FORGING CHANGE:

AN EVOLVING PLAN FOR WILLIAM & MARY

February 2011

Our Evolving Plan

- We know where we want to go. We like who we are, and we know how to get even better.
- We have a clear idea of our unique strengths. We want to preserve and build on them.
- We will need to implement a new financial model in order to sustain and improve our high levels of academic distinction.
- Over the last two years we have focused the strategic planning process on things we can do within existing resources.
- To go further, we will need additional resources, and we will need your help to implement our plans.

Our Vision in the centerpiece of our strategic plans.

William & Mary will continue to be one of the world's great liberal arts universities.

Already a university of compelling academic distinction, the College will expand its interdisciplinary study, global relevance, and faculty-student research, as well as its lifelong ties with alumni.

Our students come wanting to change the world and will leave with the tools to do it.



Our Overarching Grand Challenge

- Change lives for the better by being a university of **compelling academic distinction, one of the world's great liberal arts universities.**
- Combine the best elements of a liberal arts college and a research university with select graduate and professional programs.
- W&M's success in blending those two aspects is our great competitive advantage. To an extraordinary degree we effectively integrate teaching and scholarship and provide powerful faculty-student interaction. That is our great competitive advantage.
- Our special strength is **engaged learning.**

Engaged learning is our special strength.

- Intense learning experiences at William & Mary **engage students in competing ideas through inquiry, research, experimentation and application.**
- Engaged learning requires students to challenge and debate ideas, take seriously views different than their own, and explore boundaries.
- Engaged learning occurs in many forms from intimate freshmen seminars to participation in faculty-led programs, or service trips abroad, work in professors' labs or research programs, co-authoring papers with faculty mentors, and independent research projects.
- **These opportunities are not extras at William & Mary. They define education here.**

Our Major Immediate Challenge: Implement a New Financial Model

- As a “one of a kind” public ivy, William & Mary no longer has the financial resources to maintain our current excellence, much less move in the directions charted by our strategic plan.
- **This century will belong to the schools that either already have or can build sustainable financial foundations. We need to build ours.**
- Over the last generation, taxpayer support for William & Mary has declined from 43% of our operating budget to 14% this fiscal year and less than 12% next fiscal year.
- This trend is not likely to reverse, given the enormous demands on state revenue going forward and Virginia’s practice of low taxation.

Four Pillars of the New Financial Model

We intend to build a financial foundation resting on four pillars:

- (1) A residuum of **taxpayer support**, especially for capital projects;
- (2) Growing streams of **earned income** (tuition and fees, research grants and contracts, and entrepreneurial leveraging of our strengths to generate new sources of revenue);
- (3) Greatly enhanced **philanthropy** (annual giving, endowment, funds for bricks and mortar); and
- (4) Internal **innovation** and even greater efficiency.

These four pillars are interdependent. If we fail to build any one of them, the capacity of the other three pillars to support the foundation will be severely impaired.

Other Critical Challenges

The planning process targets four other critical challenges in support of advancing as a leader among liberal arts universities.

- Build and support a more fully diverse W&M community.
- Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M.
- Provide the administrative resources and infrastructure required for a university in the 21st Century.
- Explain and promote W&M through a more effective communications structure and strategy.

Our Process

- Our strategic planning framework includes goals and implementation steps for addressing each challenge.
- We review and update the framework annually.
- The Planning and Steering Committee (PSC) coordinates that process and makes recommendations to the President.
- The PSC has subcommittees responsible for tracking progress and making proposals in the six challenge areas.
- The subcommittees have broad representation from major constituencies including BOV members, W&M Foundation Trustees, Alumni Association representatives, faculty, staff and students.

Status of Implementation Steps

Implementation includes assignment of responsibility for each goal and implementation step, and periodic reports to track progress.

Year Initiated	Underway	Not Started or Deferred	Completed or Continuing Practice	Total Planned
2009-2010	22	9	74	105
2010-2011	42	15	21	78

Tracking Progress

- In addition to tracking implementation steps, there is a **top-level dashboard** to track progress on seventeen university-level performance measures.
- The dashboard measures are tied to the six challenge areas.
- The dashboard provides data for each measure over the last five years, and shows comparisons to UVA and Brown when comparable data are available.
- In 2010-2011 we began work on **challenge-level dashboards** to track progress at that level.

Our Evolving Plan

- 2008-2009 – Launched a new strategic planning process. Agreed on our vision. Identified challenges/opportunities.
- 2009-2010 – Implemented initial steps in each challenge area. Emphasized the liberal arts conversation, communication and lifelong connections.
- 2010-2011 – Emphasized planning for the undergraduate curriculum review, linking strategic planning and budgeting, progress on the new financial model and business innovation.
- 2011-2012 – Undergraduate curriculum review, faculty and student outreach to alumni, design student residence on campus, visual identity, continue implementation of the new financial model – strategic investment in development, business innovation.

Fulfilling the Strategic Plan

- Excellence requires resources.
- Uniqueness of a Liberal Arts University – Engaged Learning.
- Funding Priorities:
 - Supporting the best students
 - “Need-based,” “merit,” and “athletic”
 - Strengthening the Core
 - Faculty: recruitment, retention, research support
 - Educating in the 21st Century
 - International, Interdisciplinary, Interpersonal
- We need your help.

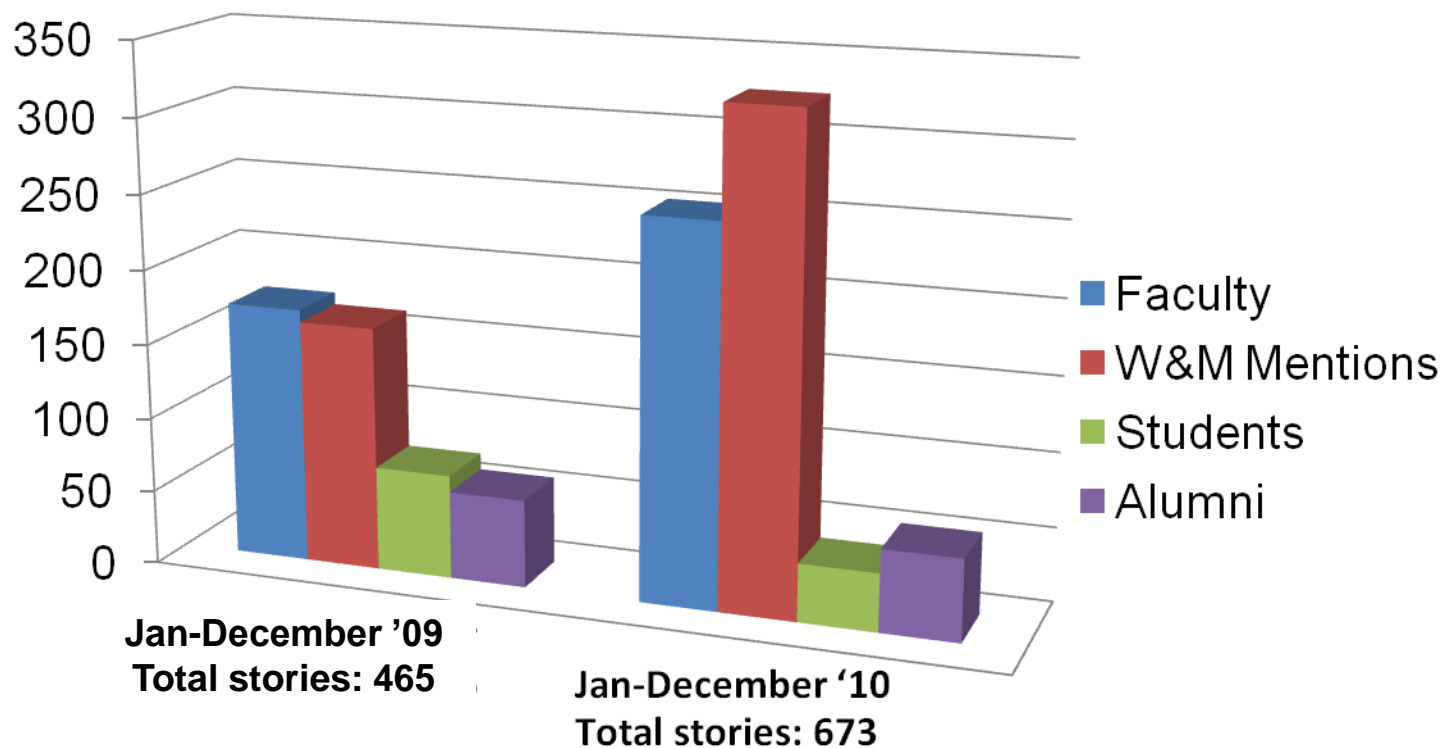
Communications Overview

- Comprehensive review and reorganization 2009-2010
- Stay on core messages
- National media coverage
- Celebrate faculty
- Creative services – design once, use everywhere – social media
- Simple, yet elegant

Core Messages

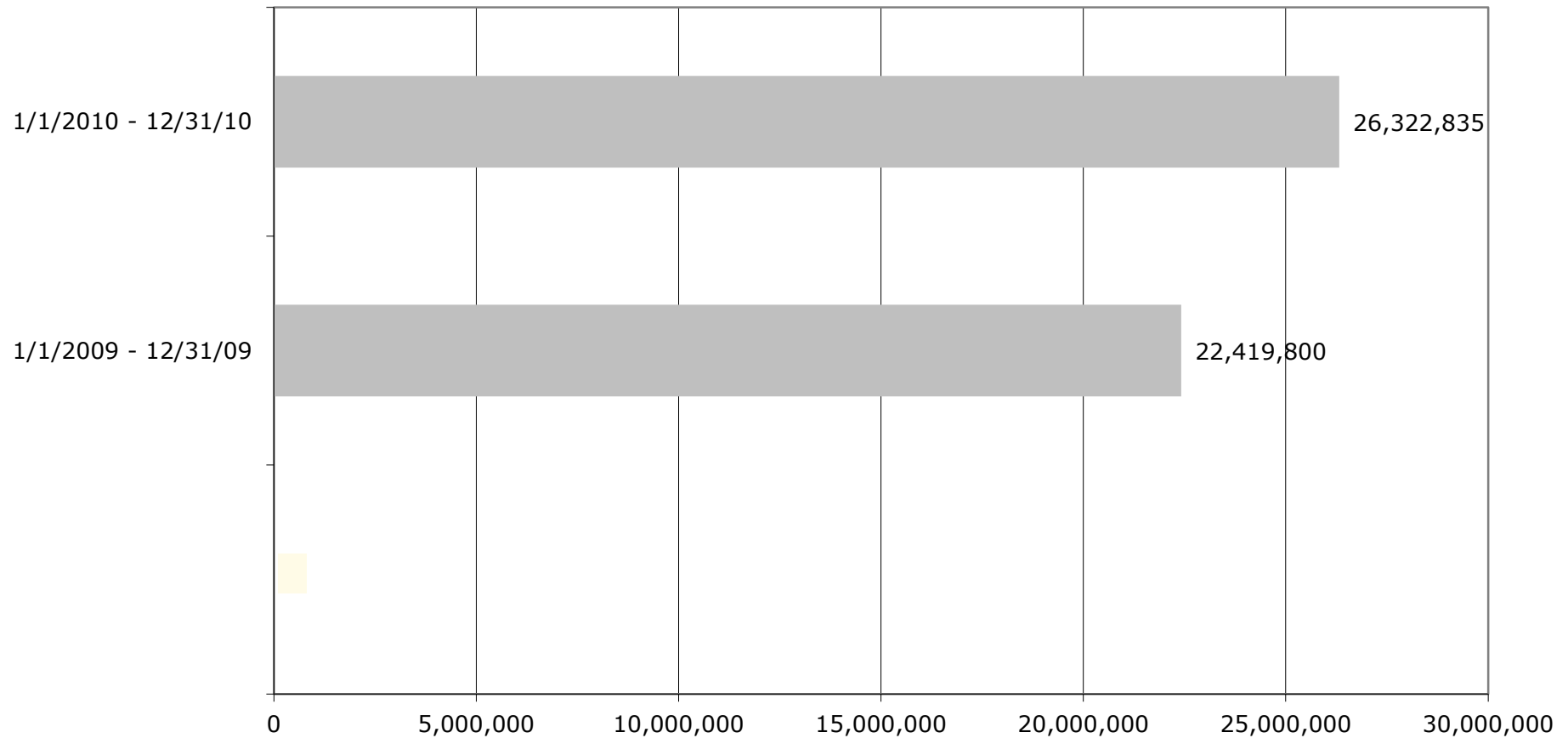
- Only one W&M — William & Mary is unique among the nation's institutions of higher education.
- W&M is one of the world's great liberal arts universities, a public ivy.
- W&M is a lifelong experience – those linked to W&M are stewards of a great inheritance.
- W&M is an engaged community making a difference for the better.
- Together we are building a sustainable financial future.

National Media Coverage

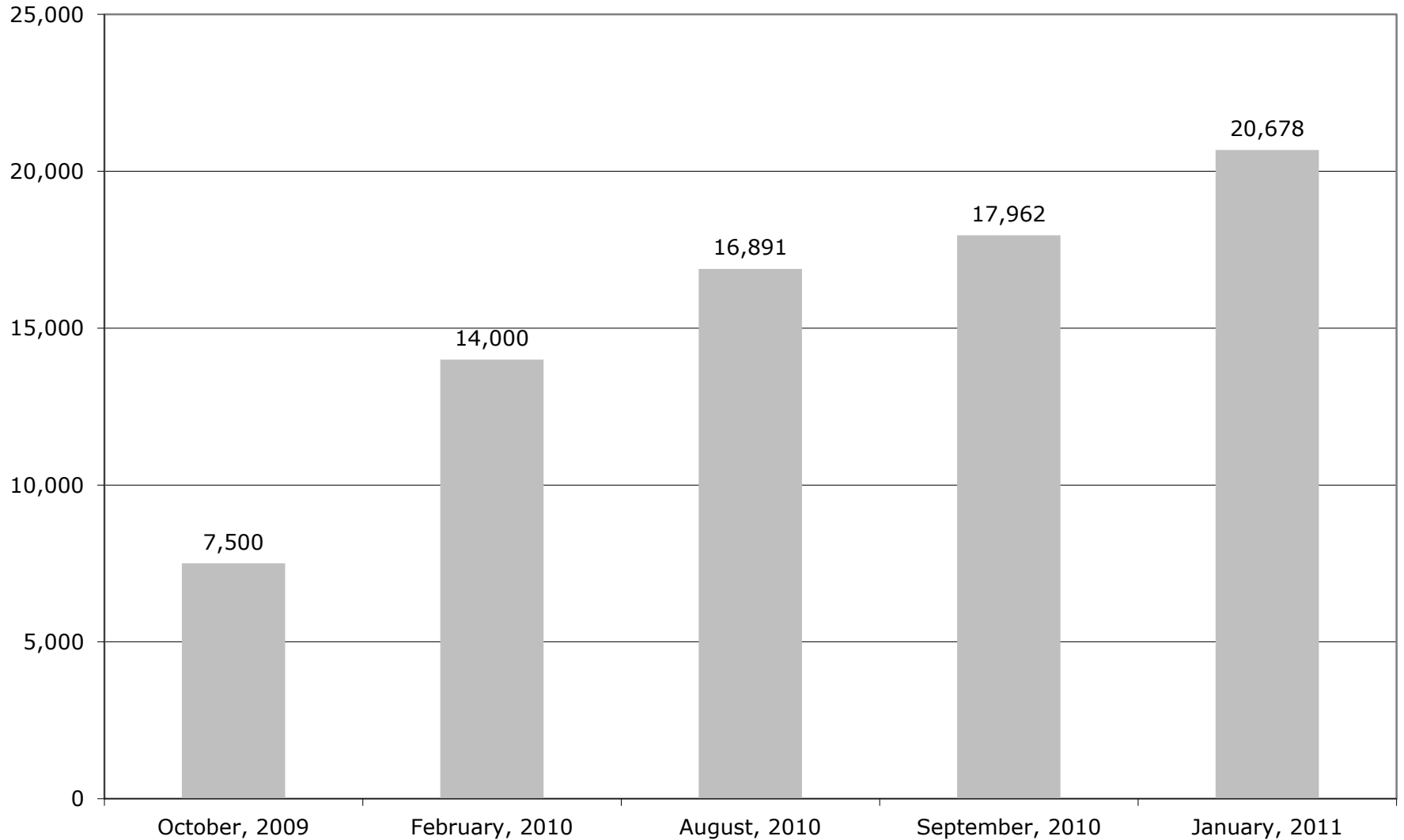


National Media: print and online editions of newspapers that primarily fall in Editor & Publishers "Top 50 Newspapers" according to circulations and have a national readership or are the major daily newspaper for a geographic region. Also includes broadcast, wire, print and online coverage by national television networks and national news; and feature magazines as well as selected, major, International media outlets.

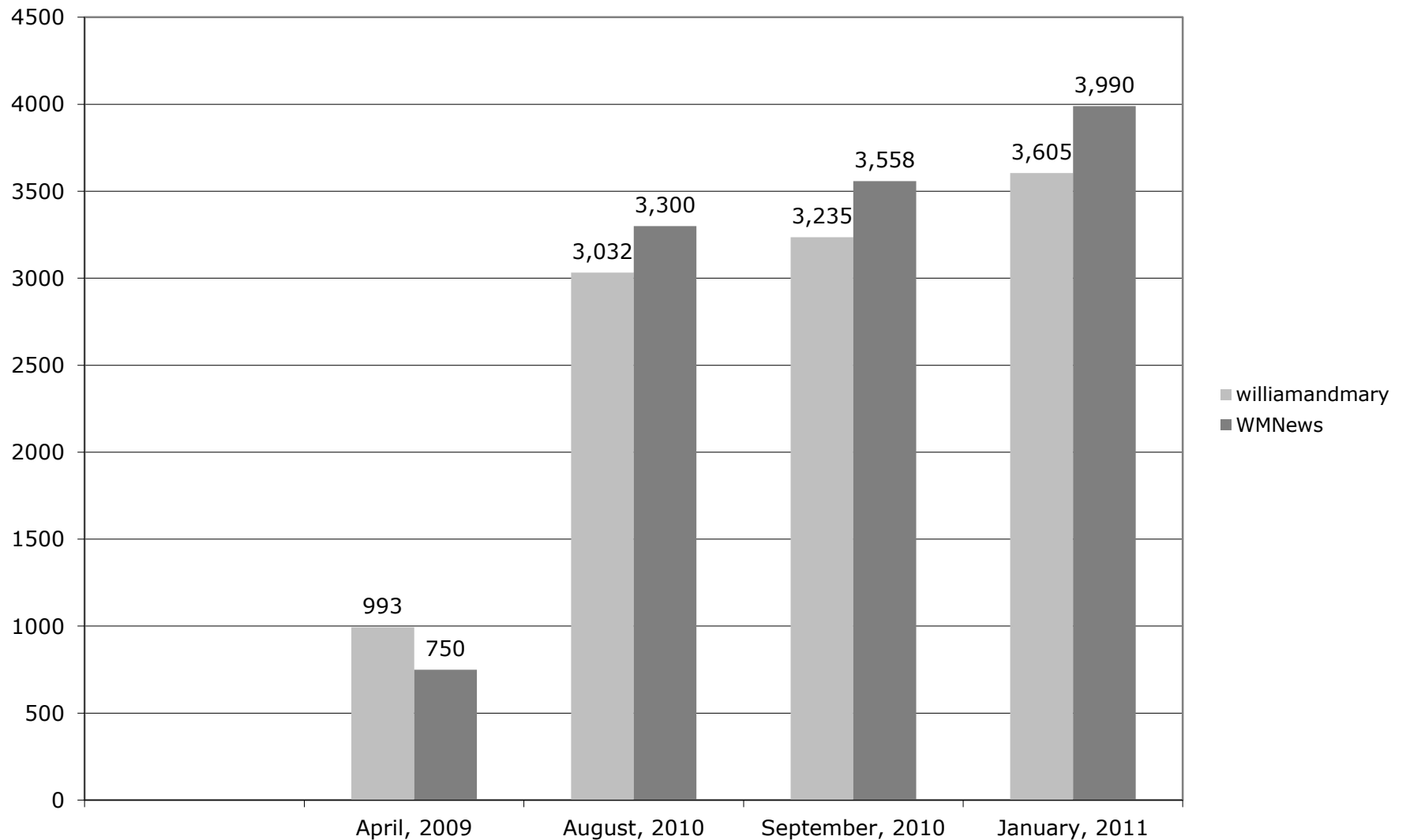
www.wm.edu (total hits comparing 2010 and 2009)



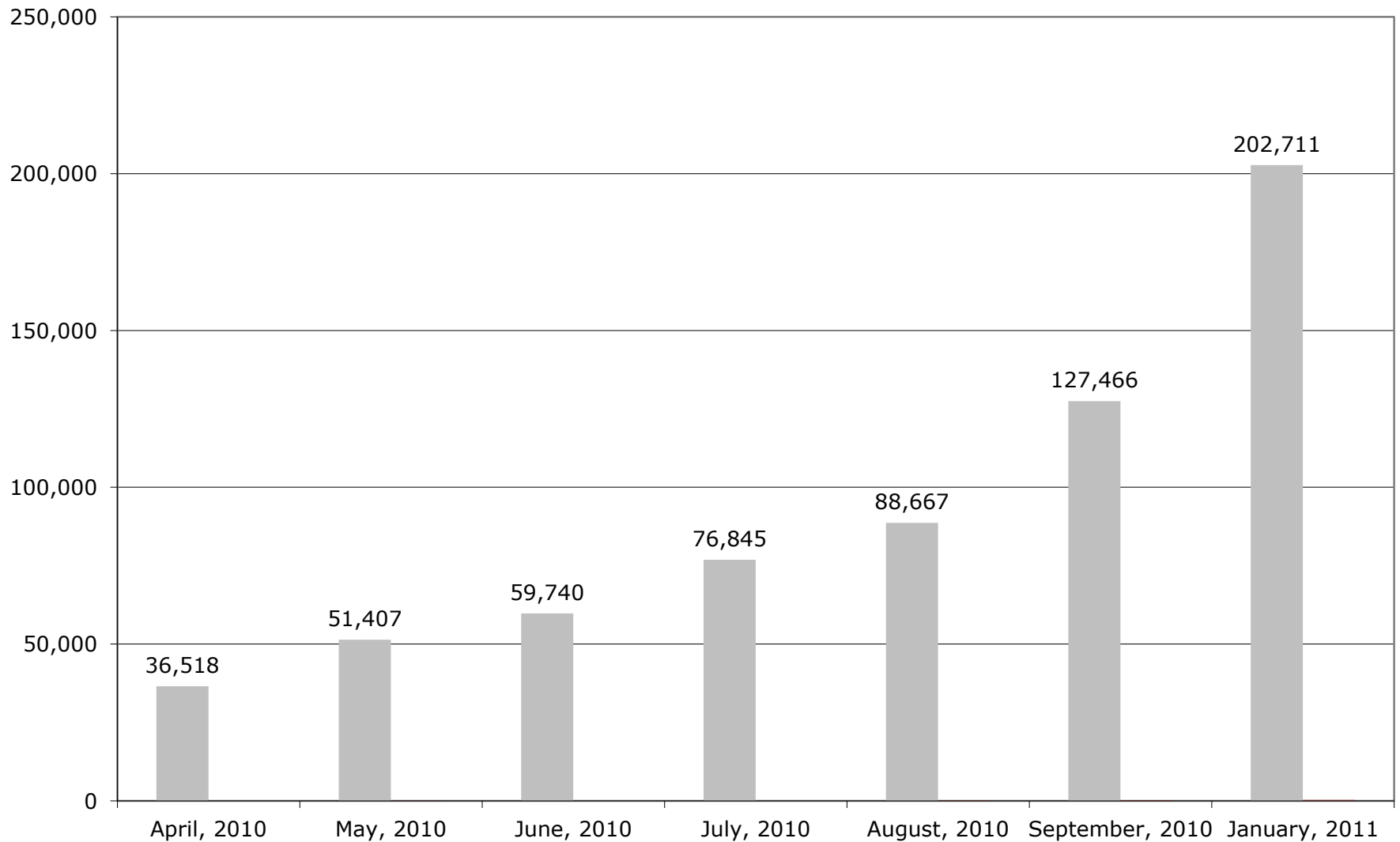
Number of W&M Facebook Fans



Number of Twitter Followers (@WM News and @williamandmary)



YouTube (total views of videos on W&M channel)

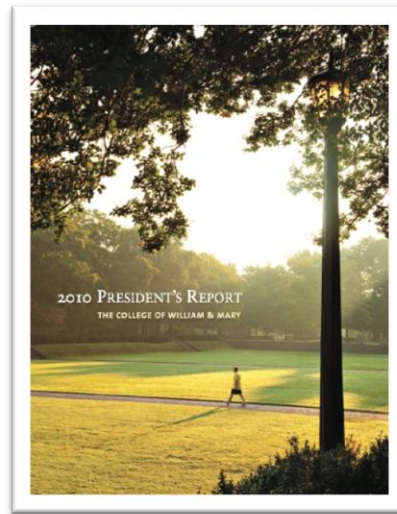
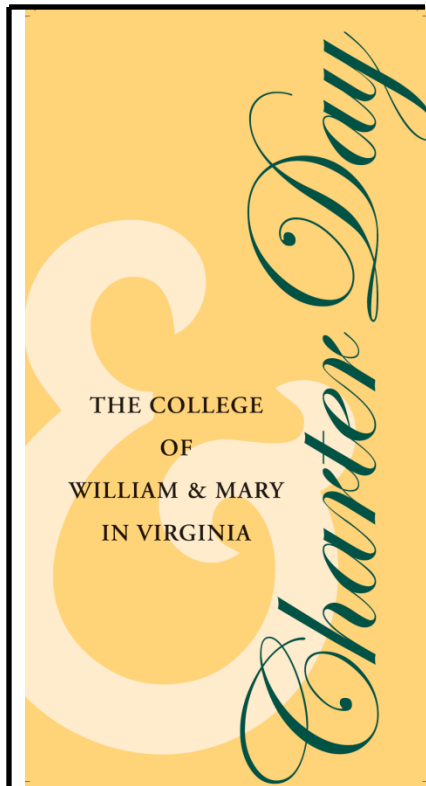


W&M on Flickr (image hosting website)

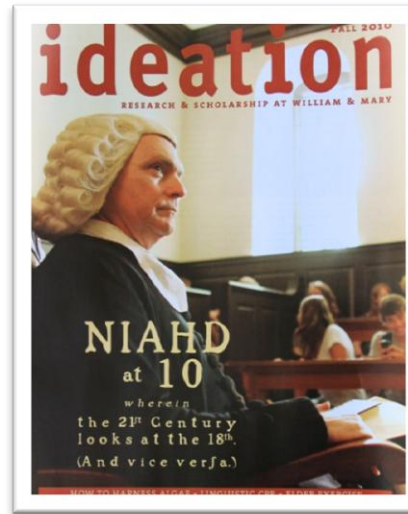
- Jan 2009 - Jan 2011:
443,507 views
of 1,059 photos
- Still most popular :
“There’ s nothing like
Old Campus in the fall.”
(2,601 views)



Campus Communications



President's Report



Ideation – On Line



Admission Video



Holiday Greeting



Rankings, Rankings, Rankings

- **75th** in the world. *Times Higher Education* (Sep '10)
- **31st** among national universities (up 2); **6th** best public university; **5th** best university in strong commitment to teaching; 30th university ranked by high school guidance counselors. *U.S. News & World Report* (Aug '10)
- **4th best value among public universities.** *Kiplinger's* (Jan '11)
- **2nd** best state-supported school. *Forbes* (Aug '10)
- **12th** happiest students; **8th** in professors get high marks; **8th** best college library. Green rating "grade" rose from 90 to 93. *Princeton Review* (Aug 10)
- **1st** school for service; **10th** overall. *Washington Monthly* (Aug 10)
- **9th** most service-minded school; **21st** most desirable suburban school; **21st** best school for future power brokers. *Newsweek* and the *Kaplan College Guide* (Sep '10)
- **1st** among U.S. public universities offering doctoral degrees in percentage of undergraduates who participate in study abroad. *Institute of International Education* (Fall '09)

Government Relations

Overview of the 2011 General Assembly Session

- Budget
- Legislation
- Key Dates



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Six Challenges Summarized

The strategic planning process is organized around the six challenges or opportunities judged to be most important for the next five years.

1. Be a leader among **liberal arts universities**.
2. Build and support a **more fully diverse W&M community**.
3. Develop an ever more engaging campus experience that inspires a **lifelong commitment** to W&M.
4. Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs.
5. Provide the **administrative resources and infrastructure** required for a university in the 21st Century.
6. Explain and promote W&M through a more effective **communications structure and strategy**.

Our Progress and Evolving Plans at the Challenge Level

- The following slides highlight key steps that have been taken in each challenge area over the past two years and highlights from the evolving plan for 2011-2012.
- The asterisks indicate steps for 2011-2012 that will require additional funds.

Challenge 1: Be a leader among **liberal arts universities**

Year	Major Steps
2009-2010	Leading Liberal Arts University – Conversation. White Paper to Guide Curriculum Review. STEM initiative. Launched marine science minor. Center for geospatial analysis moved to SWEM. Launch Law Curriculum Review.
2010-2011	Launch Undergraduate Curriculum Review. Complete Law Curriculum Review.
2011-2012	Complete Curriculum Review. Provide more robust support for teaching, research, scholarship and creative activities.*****

Challenge 2: Build and support a more fully diverse W&M community

Year	Major Steps
2009-2010	Created position of Assistant to the President for Diversity and Community Initiatives from existing positions. Launched the Lemon Project. Expanded website coverage of diversity.
2010-2011	Chon Glover review of best practices. Several website improvements – One Tribe, many voices; diversity portal; year in review.
2011-2012	Implement steps from the review. Research the appropriateness/practicality of pipeline programs that contribute to diversity. Develop a plan for institutional professional development focused on creating a diverse and inclusive campus community.

Challenge 3: Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M.

Year	Major Steps
2009-2010	VP-level and student coordinating committee. Emphasis on lifelong commitment in key events – Welcome Week, Convocation, Coronation Day. Break ground on Tribe Square.
2010-2011	Leverage Career Center opening. Expand student involvement in Charter Day. Open Tribe Square. Planning for new student residence on campus
2011-2012	Design new student residence on campus. Engage alumni with the Cohen Center. Expand opportunities for faculty and student presentations to alumni chapters. Review orientation programming, particularly in graduate programs, to build lifelong ties. Develop measures and targets for opportunities in varsity sports, club teams, intramurals, and personal fitness at all levels.

Challenge 4: Implement a new financial model that can fund our aspirations.

Year	Major Steps
2009-2010	Greater emphasis on annual giving. Communications groundwork for new model.
2010-2011	Four pillars communication – SCHEV speech, W&M Foundation, Alumni, W&M campus community. Launch campus-wide business innovation initiative. Plan for potential campaign when timing is right. Increase faculty engaged in economic development projects.
2011-2012	Adjust to loss of federal stimulus funds. Continue emphasis on annual giving. Strategic investment in development operations.***** Ensure alignment of fund raising efforts with strategic priorities. Continue review/implementation of innovation opportunities. Seek funding for athletic scholarships so that as tuition rises the College can maintain programs without pressure on other sources.

Challenge 5: Provide the administrative resources and infrastructure required for a university in the 21st Century.

Year	Major Steps
2009-2010	<p>IT Upgrades.</p> <p>Sustainability Initiatives – fellow; “do one thing” campaign; eco-village proposal.</p> <p>School of Business opens.</p>
2010-2011	<p>School of Education opens.</p> <p>Career Center opens.</p> <p>Expand Recycling.</p> <p>Investment fund for efficiency initiatives.</p> <p>Complete risk management policies and begin assessments.</p>
2011-2012	<p>Increase M&O (Operations) funds university-wide.*****</p> <p>Fund high performance computer maintenance.*****</p> <p>Deploy software systems to enhance business practices.*****</p> <p>Complete 10 department/school/office risk assessments.</p> <p>Initiate design of ISC3.</p> <p>Establish facilities condition index for all campus buildings.</p> <p>Increase security presence on campus.*****</p>

Challenge 6: Explain and promote W&M through a more effective **communications structure and strategy**.

Year	Major Steps
2009-2010	Complete Website Rollout. Comprehensive Review of Communications. Merge Publications and IT Web Team into Creative Services. New Mascot.
2010-2011	Launch visual identity project. Expand coverage in targeted national media. Expand faculty experts list for media. Communications training program and liaison system for University Relations with units. Ideation Website.
2011-2012	Begin implementation of visual identity recommendations. Continue expansion of coverage in targeted media. Continue expansion of faculty experts media list. Expand communications training programs.

Business Innovation Initiative

Month	Major Steps
October	President's Memo. Scoping meetings with Deans/VPS.
November	Unit teams established, collect data on efficiency gains over last two years. Coordinating team established, design process, link with risk management process.
December	Coordinating team brainstormed with unit teams.
January	Unit teams develop projects. Coordinating team recorded gains over last two years and identified university-wide opportunities.
February	Units draft plans.
March	Plans reviewed by Provost, President.
April	Plans discussed with BOV.

Top Level Dashboard (Five Years) – February 2011

Measures+	W&M 2006-07	W&M 2007-08	W&M 2008-09	W&M 2009-10	W&M 2010-11	Target	UVA* ** (2009-10)	Brown* ** (2009-10)
Challenge 1 – Leading Liberal Arts University								
1. Undergraduate acceptance rate ^a	32%	34%	34%	34%	32%	34%	32%	11%
2. Undergraduate yield rate ^a	39%	37%	35%	34%	35%	34%	48%	54%
3. Undergraduate Middle 50% SAT score range ^{b1}	1240-1440	1250-1450	1250-1440	1240-1450	1260-1440	1250-1450	1230-1440	1320-1530
4. Undergraduate graduation rates ^a	91%	91%	91%	91%	Avail. 9/2011	93%	93%	95%
5. Student : faculty ratio ^{b8}	11:1	11:1	11:1	12:1	Avail. 2/2011	<13:1	16:1	9:1
6. Undergraduate small class percentage (2-19 students) ^b	47%	49%	45%	48%	Avail.8/2011	50%	52%	70%
Challenge 2 – Diversity								
7. Undergraduates who are members of race/ethnic minority groups ^{a9}	20%	20%	22%	23%	25%		26%	33%
8. Graduate/professional students who are members of race/ethnic minority groups ^{a9}	13%	13%	13%	13%	14%		13%	20%
9. Average per-borrower cumulative undergraduate debt ^{c3}	Not Available	\$15,602	\$16,765	Avail. 2/2011	Avail. 2/2012	<\$20,000	\$19,016 (2008-2009)	\$19,390 (2008-2009)
Challenge 3 – Lifelong Connection								
10. Alumni giving participation rate: undergraduates with degrees ^d	24%	21.9%	22.4%	23.4%	Avail. 7/2011	30% by 2014	23% (USNews)	34.9% (2008-09)
Challenge 4 – Business Plan								
11. US News & World Report: Financial resources rank ^b	106	111	88	85	Avail.8/2011	<70	64	27
12. Total sponsored program expenditures (millions) ^a	\$50	\$50	\$50	\$54	Avail. 1/2012	\$60 by 2014	\$319 (2007-08)	\$104 (2007-08)
13. Debt Service as Percent of Operating Expense ^f	4.4%	4.2%	4.6%	4.1%	Avail. 8/2011	<7%	Not available	Not available
14. Annual Total Value of Private Gifts (in millions) ^{d6}	\$49	\$35	\$51	\$43	Avail. 7/2011	50	\$239 (2008-09)	\$193 (2008-09)
Challenge 5 – Administrative Resources and Infrastructure								
15. Academic Facilities Condition (Ratio of Deficiencies to Replacement Value) ^{e5}	13.6%	12.4%	11.0%	7.6%	Avail. 3/2011	<10%	10.1%	
Challenge 6 -- Communications								
16. US News & World Report: National universities ^b	33	32	33	31 (tie)	Avail. 8/2011		25 (tie)	15 (tie)
17. US News & World Report: Public universities ^b	6	6	6	6	Avail. 8/2011		2 (tie)	Not applicable

Top Level Dashboard (Three Years) – February 2011

Measures+	W&M 2008-09	W&M 2009-10	W&M 2010-11	Target	UVA* ** (2009-10)	Brown* ** (2009-10)
Challenge 1 – Leading Liberal Arts University						
1. Undergraduate acceptance rate ^a	34%	34%	32%	34%	32%	11%
2. Undergraduate yield rate ^a	35%	34%	35%	34%	48%	54%
3. Undergraduate Middle 50% SAT score range ^{b1}	1250-1440	1240-1450	1260-1440	1250-1450	1230-1440	1320-1530
4. Undergraduate graduation rates ^a	91%	91%	Avail. 9/2011	93%	93%	95%
5. Student : faculty ratio ^{b8}	11:1	12:1	Avail. 2/2011	<13:1	16:1	9:1
6. Undergraduate small class percentage (2-19 students) ^b	45%	48%	Avail.8/2011	50%	52%	70%
Challenge 2 – Diversity						
7. Undergraduates who are members of race/ethnic minority groups ^{a9}	22%	23%	25%		26%	33%
8. Graduate/professional students who are members of race/ethnic minority groups ^{a9}	13%	13%	14%		13%	20%
9. Average per-borrower cumulative undergraduate debt ^{c3}	\$16,765	Avail. 2/2011	Avail. 2/2012	<\$20,000	\$19,016 (2008-2009)	\$19,390 (2008-2009)
Challenge 3 – Lifelong Connection						
10. Alumni giving participation rate: undergraduates with degrees ^d	22.4%	23.4%	Avail. 7/2011	30% by 2014	23% (USNews)	34.9% (2008-09)
Challenge 4 – Business Plan						
11. US News & World Report: Financial resources rank ^b	88	85	Avail.8/2011	<70	64	27
12. Total sponsored program expenditures (millions) ^a	\$50	\$54	Avail. 1/2012	\$60 by 2014	\$319 (2007-08)	\$104 (2007-08)
13. Debt Service as Percent of Operating Expense ^f	4.6%	4.1%	Avail. 8/2011	<7%	Not available	Not available
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Challenge 6 -- Communications						
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17. US News & World Report: Public universities ^b	6	6	Avail. 8/2011		2 (tie)	Not applicable

Dashboard Notes

+Preliminary list. A measure of the quality of faculty is under discussion.

*Years vary by data availability as noted in W&M data

**Denotes schools with a medical school and engineering program

^a From Integrated Postsecondary Education Data System of US Dept. of Education Nat'l Center for Education Statistics (data for required reports could vary among schools by one year for some measures)

^b From US News & World Report: rankings published in August based on data submitted in previous spring

^c From Common Data Set

^d From Council for Aid to Education/Voluntary Support of Education

^e Calculated by facilities management for submission to State Council of Higher Education

^f Internal calculation using data included in the College's annual audited financial statements

^g From National Association of College and University Business Officers (NACUBO)

¹ Calculated by adding the 25th and 75th percentiles for Critical Reading and the percentiles for Math.

² Figures are estimates for current year or actual for previous year

³ For undergraduates who earned bachelor's in previous year

⁴ Includes W&M and VIMS operating and non-operating expenditures; excludes independent operations, auxiliary and hospital services expenditures. Examples of operating expenditures include instruction, research, operation/maintenance of plant. FTE count includes both graduate and undergraduate students.

⁵ The Facilities Condition Index (FCI) is a fitness indicator for the College's academic facilities and infrastructure. The FCI is the ratio of known maintenance deficiencies to the current replacement value of academic facilities. Industry standards suggest that an FCI of 5% or less indicates good condition, 5% to 10% fair condition, and above 10% poor condition.

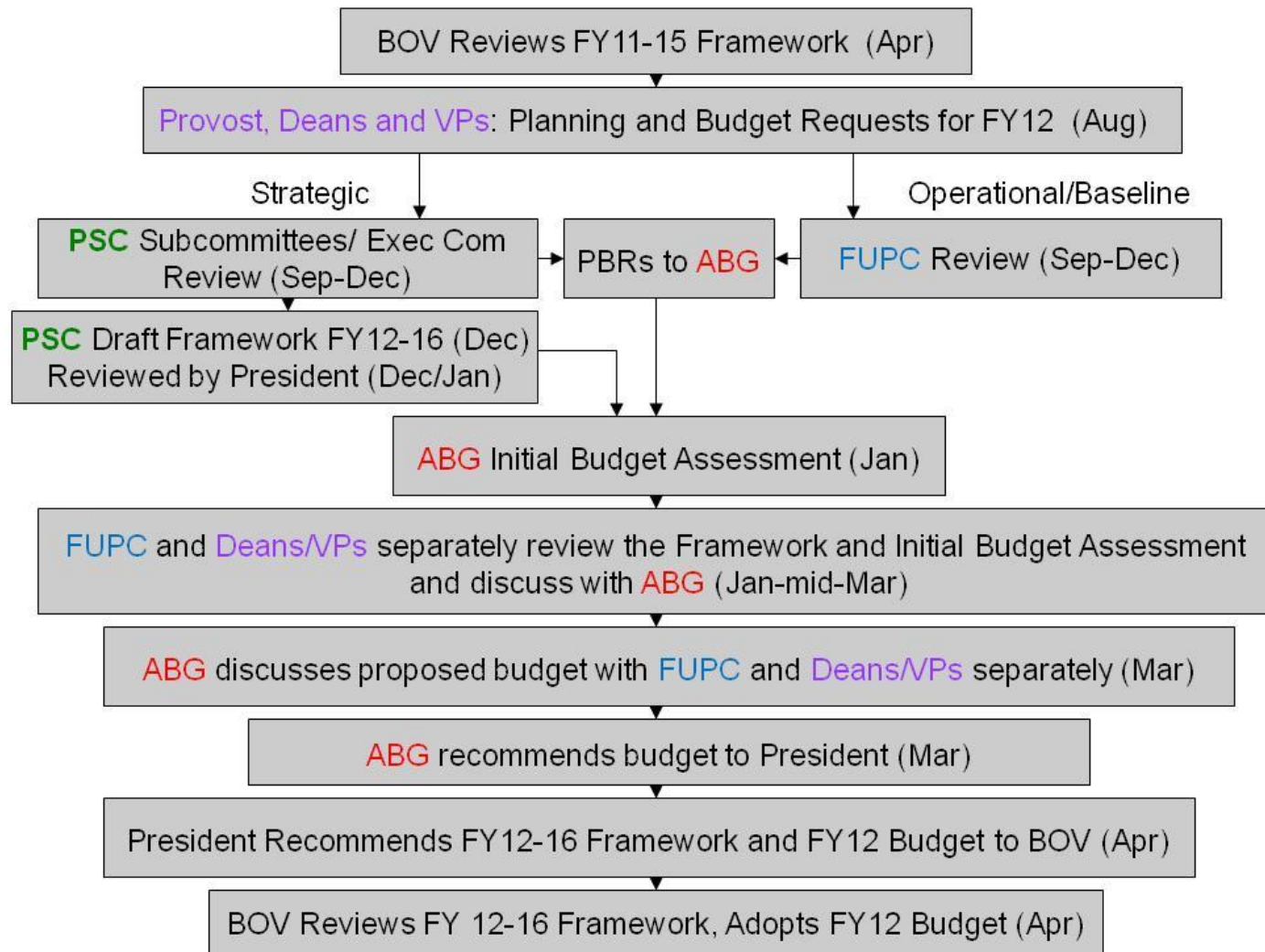
⁶ Annual rate based on Council for Aid to Education/ Voluntary Support of Education. For UVa, 2-year average from US News & World Report is used

⁷ Also includes race reported as unknown and non-resident alien

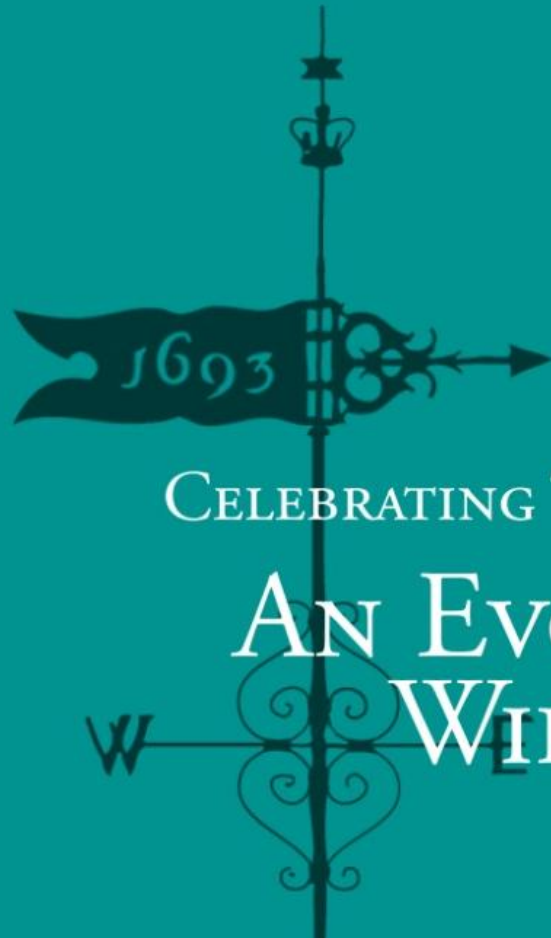
⁸ Does not include faculty or students in stand-alone graduate or professional programs (i.e., Law and, prior to 2010, VIMS)

⁹ Includes American Indian or Alaska Native, Asian/Native Hawaiian/ Other Pacific Islander, Black or African American, Hispanic or Latino, Two or more races. Does not include White, Unknown, Nonresident aliens.

W&M Planning and Budgeting Process 2010-2011



ABG – Administrative Budget Group
FUPC – Faculty University Priorities Committee
PSC -- Planning Steering Committee



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Supplementary Slides