

CELEBRATING TRADITION & FORGING CHANGE:

AN EVOLVING PLAN FOR WILLIAM & MARY

December 2010

Our Vision

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.

WILLIAM & MARY

A LIBERAL ARTS UNIVERSITY OF
COMPELLING ACADEMIC DISTINCTION

Status of Implementation Steps

Year Initiated	Underway	Deferred/ Not Yet Started	Completed or Continuing Practice	Total Planned
2009-2010	28	9	68	105
2010-2011	44	19	15	78
2011-2012				Planning Underway

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.
2010-2011	Launch Undergraduate Curriculum Review
2011-2012	Complete Curriculum Review

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. Review communications impact on under-represented audiences.
2011-2012	Begin implementation of steps from best practices review.

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. New Coronation Day event to link admitted students with alumni chapters. 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. 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 productivity 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. Implement new business model. Strategic investment in development operations. Continue review/implementation of productivity opportunities.

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

Year	Major Steps
2009-2010	IT Upgrades. Sustainability Initiatives – fellow; “do one thing” campaign; eco-village proposal. School of Business opens.
2010-2011	School of Education opens. Career Center opens. Expand Recycling. Investment fund for efficiency initiatives. Complete risk management policies and begin assessments.
2011-2012	Complete custodial operations study and develop plan. Complete 10 department/school/office risk assessments. Initiate design of ISC3.

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 new Creative Services Unit. 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 recommendations from visual identity project.

Business Productivity 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 brainstorming with unit teams.
January	Unit teams develop projects. Coordinating team records gains over last two years and identifies university-wide opportunities. Align with risk management planning.
February	Units draft plans.
March	Plans reviewed by Provost, President.
April	Plans discussed with BOV.

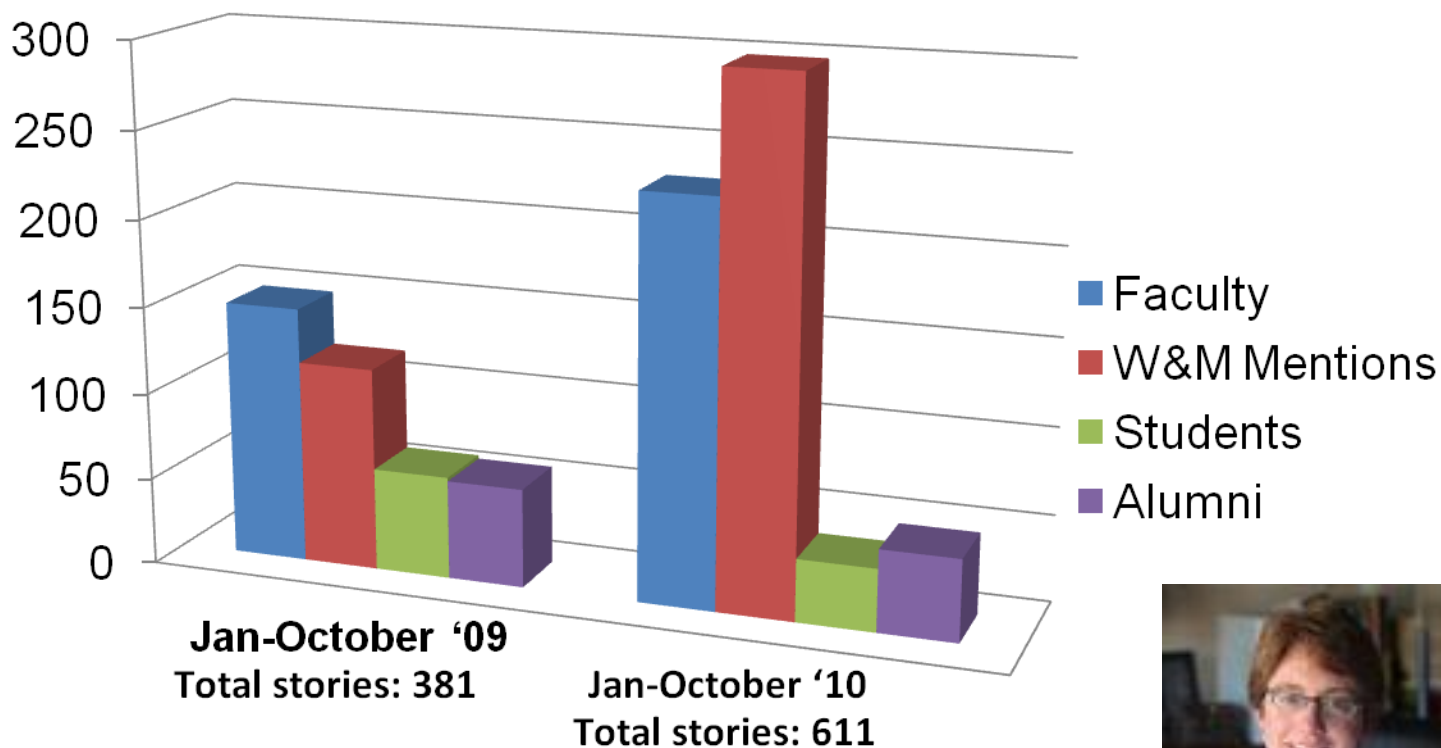
Top Level Dashboard (Five Years) – December 2010

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. 1/2011	Avail. 1/2012	<\$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. 2/2011	<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) – December 2010

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%
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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. 1/2011	Avail. 1/2012	<\$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
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National Media Coverage



Suzanne Seurattan
Director, News Marketing

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.

Economic Development

- Support faculty research, contracts with industry, grants related to economic development
- Promote initiatives that contribute to regional and state economic development.
- Communicate W&M economic impact and participate in regional and state planning efforts.



Leonard Sledge

Director, Economic
Development

Joined W&M 2007

Prior: VCCS, Intel



Bill Bean

Director, Technology
and Business Center
(Grant Funded)

Joined W&M 2003

Prior: Marconi,
Schlumberger



Vicki Clarke

Office Manager
(Partially Grant Funded)

Joined W&M 2003

Prior: Business Dept Chair,
Arlington High School, Texas

Economic Development

- In FY2010, **85** William & Mary faculty, researchers, staff, and students were involved in economic development related projects (number does not include students working on projects in Petersburg). This is a **29% increase** since FY2009.
- The Office has served as a catalyst for the following grants (FY2009 to Present):
 - **Chesapeake Algae Project (ChAP)** – conversion of wild aquatic algae to biofuel; reduces oxygen deprived Chesapeake Bay dead zones – \$3,000,000 from Statoil Hydro and \$500,000 from U.S. Department of Energy (also large government relations role).
 - **Workforce Innovation in Regional Economic Development (WIRED)** –grow Virginia port-related logistics industry – \$329,000 from the U.S. Department of Labor.
 - **Green Jobs Labor Market Study** – assess the “Green Jobs” labor market in Virginia, Maryland, and Washington, D.C – \$259,000 from U.S. Department of Labor stimulus funds.
 - **James City County Business and Technology Incubator** – In February 2010, the Technology and Business Center was awarded a \$70,000, 14-month management contract. Four companies added including Phenom (W&M faculty member and grad students) – reduce the operating temperature of fuel cells (convert chemical energy to electricity).

Economic Development

- **VIMS-Industry Partnership** – initiates collaborative projects. Roughly 70 business, faculty and government participants attended at least one of the quarterly meetings in 2009-2010.
- **Hampton Roads Sensors Cluster** – Bill Bean coordinates regional efforts to link business to university and federal lab research through the Hampton Roads Research Partnership.
- **Petersburg, Virginia** – In FY2010, 99 students participated in the Phoenix Project's Social Innovation Program, Habitat for Humanity house builds, open forum discussions, and other service projects.
- **Portsmouth, Virginia** – Leonard Sledge facilitates annual Maritime Summits with representatives from industry, the military, higher education, and government.
- **Historic Triangle Collaborative Economic Diversification Task Force** – completed in 2009-2010: Jim Golden chaired. Strategies to strengthen and diversify the regional economy.
- **Business Transformation Education Series** – Mason School of Business faculty – funding from the local Chamber and Tourism Alliance: 90 business people have participated since 2008.

Government Relations



Fran Bradford
Assoc VP, Govt Relations



Mike Connolly
Director, Federal Govt Relations

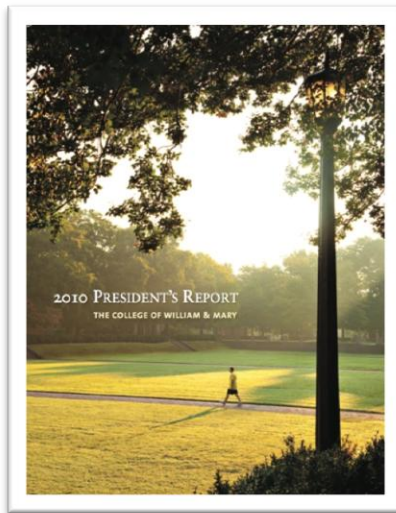
- Looking more purposefully north to the imperial city.
- Increased emphasis on federal funding opportunities as part of the Strategic Plan: challenge 4, new financial model, and challenge 1 research.
- Shifted Mike Connolly to Director of Federal Government Relations.
- New campus-wide process to identify federal-funding opportunities and priorities. Completed early.
- “Kitchen cabinet” of College friends and supporters (including BOV members – Jeff Trammell and Laura Flippin).

Government Relations

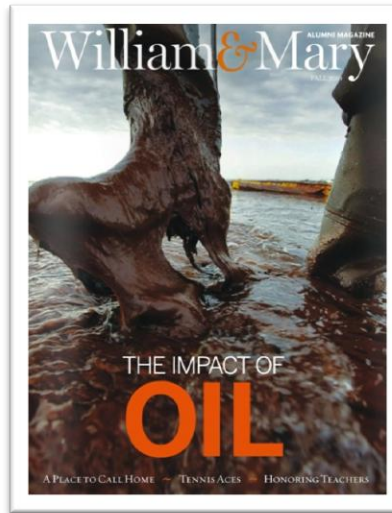
Potential projects to be shared with the executive and legislative branch:

- Law School -- Veterans Benefits Clinic, recently renamed for Louis B. Puller; also the Center for Legal and Court Technology.
- School of Education -- STEM partnership with the U.S. Navy to encourage more middle school students to become interested in Science and Math.
- Arts and Sciences -- AidData project provides information about the disbursement and use of development aid worldwide.
- VIMS -- key research and projects including the use of “wild” algae for environmental remediation and the creation of biofuels, leading to more “green” jobs.

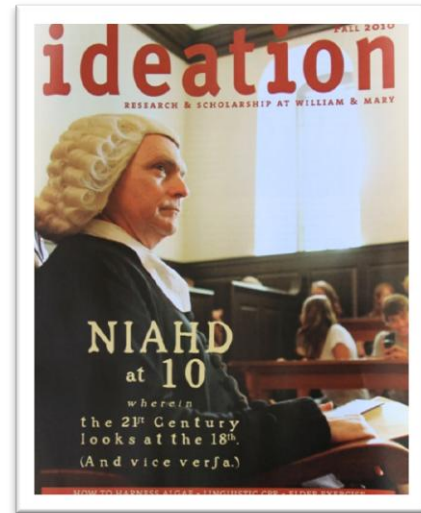
Campus Communications



President's Report



Alumni Magazine



Ideation – On Line



Admission Video



Holiday Greeting



CELEBRATING TRADITION & FORGING CHANGE:

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Richmond Road Student Residence and Retail



City Council Approved – April 8, 2010

Break Ground – Summer 2010

Open – August 2011

11,800 Retail Gross SF; 36,750 Total Gross SF

14 Student Apartments; 56 Students

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

- **Begin a review of the undergraduate curriculum (Halleran, Deans, Appropriate Faculty Committees)***
- Carry out a review of the merit and promotion systems and related incentives. (Halleran, Appropriate Faculty Committees)*
- Ensure faculty and staff compensation is competitive. (Halleran, Jones)*
- Create a fund to provide competitive startup packages in all disciplines. (Halleran, Jones)*
- Ensure graduate and professional stipends are competitive with peer programs. (Halleran, Jones)*
- Increase library support based on needs assessment. (McCarthy, Halleran)*
- Increase support and provide incentives for innovative and collaborative teaching and research. (Halleran, Deans)*

*** Continues into FY12-15**

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

- **Begin a formal review, internally and externally, of best practices that provide synergy for broad based university-wide diversity initiatives.* (Glover)**
- Support the Lemon Project Committee in its efforts to carry out the research project aimed at understanding the history of African-Americans at the College and in the greater Williamsburg community. (Halleran, Glover)
- Review the information on the W&M Website to assess the messaging of diversity at W&M. (Golden, Glover)
- Encourage opportunities for faculty development projects that enhance diversity in the curriculum, including assisting faculty with practices that best promote the exploration of diverse experiences. (Halleran, Deans, Appropriate Faculty Committees)
- Encourage a review of the undergraduate curricula in A&S, Business and Education with a focus on the strength of diverse curricular offerings and ways of teaching. (Halleran, Deans, Appropriate Faculty Committees)

*** Continues into FY12-15**

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

- **Continue to implement "W&M for a Lifetime" campaign; leverage the opening of the Cohen Career Center. (Coordinating Group)**
- **Collaborate with the Real Estate Foundation to open Triangle apartments on Richmond Road. (Ambler, Buchanan)**
- **Continue developing plans to design and construct housing (200-250 bed spaces) on campus that will enhance the residential experience of students in the Greek-letter community. (Ambler, Martin, Jones)**
- Articulate the elements of our collective identity that can be used to strengthen the William & Mary Community. (Reveley, Halleran, Cottrell, Faculty Assembly)
- Propose, support and implement innovative strategies for expanded student leadership development. (Ambler)

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

- **Increase alumni giving participation rates and overall annual and endowment giving by 1) strategic investment in fund raising and development opportunities, and 2) continued restructuring of development operations consistent with performance metrics and fundraising goals. In concert with the Board of Visitors and the Foundation Board, settle on the nature and timing of our next fund-raising campaign. (Pieri)**
- **Complete evaluation of market-based tuition options. Continue the planning, communications and politics essential to build a new, sustainable financial foundation for William & Mary. Develop implementation schedule in cooperation with the College's Board of Visitors. (Reveley, Halleran, Jones)**
- **Develop an effective process to pursue increased productivity in all parts of the university. (Reveley)**
- Complete the on-going study of faculty compensation competitiveness, establish appropriate targets, and make substantial progress toward these targets by 2015.
- Implement the compensation elements of the University HR system, periodically update market information, and make substantial progress toward these targets by 2015.

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

- **Establish a competitive investment fund for resources that leverage efficiencies. (Jones, Martin)**
- Develop and issue request for information (RFI) for new private branch exchange (PBX) and voice mail systems. (Carpenter)
- Develop a 10 year phased implementation plan to fund the baseline maintenance budget of 2.5% of current present value (CPV) of facilities and utility infrastructure. (Martin, Jones)
- Complete risk management assessment policies and procedures and begin assessments. (Martin)
- Develop carbon-footprint reduction plan for 2011-2030. (Martin)

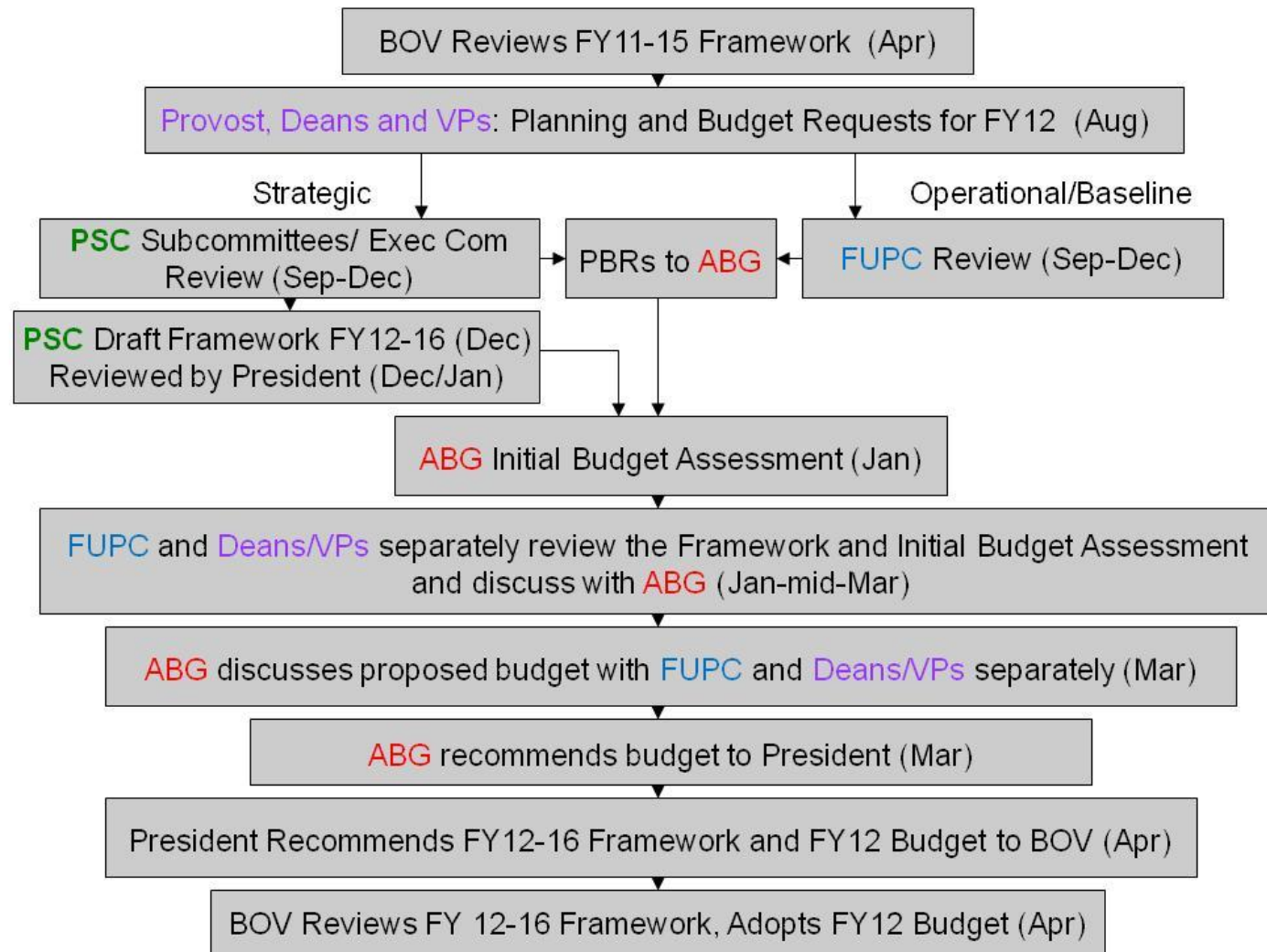
Challenge 6: Explain and promote W&M through a more effective **communications structure and strategy**.

- **Increase coverage of research, scholarship and creative activities in targeted media. (Golden)**
- Complete an inventory of iconic images, logos and other marketing and visual representations of W&M and identify issues to be resolved. (Golden)
- Work with units as requested to create/update marketing plans and promotional materials. (Creative Services)
- Using the structure developed in FY10, complete annual President's communication plan and the W&M communication plan by August 2010. (Golden)
- Implement recommendations from the internal communications review group as appropriate. (Golden)

Rankings, Rankings, Rankings

- 75th in the world. *Times Higher Education* (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)
- 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)
- 46th overall ranking (up 2); 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)

W&M Planning and Budgeting Process 2010-2011



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