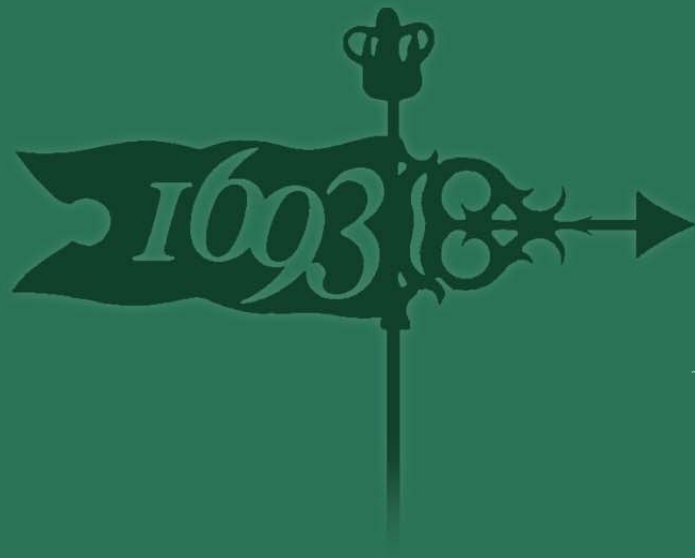


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# Strategic Initiatives and New Ventures

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February 2013



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# Strategic Planning Review

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## Five-Year Review

### Summer

- Strategic scan
- Review of past four years
- Discussion of potential strategic initiatives

### Fall

- Refinement of proposed strategic initiatives
- Comments from various constituencies
- Discussion with BOV in November

### Winter

- Draft of proposed strategic initiatives to President
- **Discussion with BOV in February**

### Spring

- Plan for FY 2014-2019 to BOV



# W&M Strategic Framework



Vision



Strategic Focus



1. Leading Liberal Arts University

2. Welcoming

3. Connected  
for a Lifetime

5. Staffed/  
Equipped

6. In Touch



4. New Financial Foundation



## Some Major Achievements

1. Liberal arts university review; Undergraduate curriculum review launched; Marine science minor; Cross-disciplinary STEM center for K-12 teachers; Joint degree program with St. Andrews; Confucius Institute
2. Chief Diversity Officer; Diversity communications; Lemon Project
3. Lifelong Connections VP-level group; Re-designed Welcome Week, Convocation and Charter Day; Cohen Career Center; Homecoming back to campus; Fraternity residences with 180 beds; Tribe Square; Eco-Village plan
4. Connected strategy and budget; 6-year plan in response to TJ21 legislation; Strategic investments in development -- Increased gift levels, Refined messages, Activated volunteer network; Launched innovation and efficiency projects; Creative Adaptation Fund; Reallocation of school E&G budgets.
5. Renovated Small Hall; Began work on Tucker; University HR system; Business practice software; Modern network infrastructure; Recycling; Eco-Ambassadors; Sustainability Fellowships; Risk management
6. President's Communication Group coordinating structure; New Creative Services organization; Message map; Annual web-based President's Reports; Mascot search; National coverage of faculty achievements; ACD



## Continuing Strategic Priorities

- A sustainable financial model that can support W&M's high aspirations
- Competitive faculty and staff salaries to attract and retain great people that are the heart of the university
- Expanded financial aid to attract the most exceptional graduate and undergraduate students
- Support for exceptional research
- A campus that welcomes all and celebrates diversity
- Coordination across all areas to build lifelong connections to W&M
- Continuous improvements in information technology infrastructure
- Provision of sufficient training and resources to staff
- Systematic work to reduce the maintenance backlog and bring all facilities up to 21<sup>st</sup>-century standards
- Persistent focus on key university messages and coordination of communications





## Strategic Planning Review

- Maintain focus on unmet strategic priorities continuing from the first five years and reflected in the 6-year plan
- Continue strong links between planning priorities and budgeting decisions.
- Increase emphasis on aspirations beyond resource needs
- Adjust the process to emphasize a few truly strategic things that could have a substantial impact over the next five years
- Build on the language in the vision about breaking boundaries as an organizing principle to identify major new initiatives
- Keep the process inclusive, but also recognize the need to make the process as efficient as possible
- Recognize the organizational changes that have been made over the past five years that allow implementation of many initiatives to shift from the strategic to operational levels



## Vision/ Strategic Focus

### 1. Leading Liberal Arts University

We are Breaking Boundaries  
across the whole range of  
student-faculty-staff interactions,  
with innovative teaching  
approaches, learning in applied  
settings, and even stronger  
interdisciplinary and global  
perspectives and connections.

### 4. New Financial Foundation



### 2. Welcoming



### 5. Staffed/ Equipped



### 3. Connected for a Lifetime



### 6. In Touch





## Initiatives

- Provide Exceptional Integration of Learning Through All the Dimensions of Student Experience
- Foster Innovative Teaching Approaches that Use Technology-enhanced Modes as Appropriate
- Promote Learning in Applied Settings
- Encourage Interdisciplinary Connections Across Academic Areas
- Forge Stronger Global Perspectives and Connections
- Continuously renew our faculty by providing competitive salaries to hire and retain world-class scholars and teachers, and funds to support research and professional development



## Proposed major steps for FY14-18

1. Complete the review of the general education requirements in the core undergraduate curriculum, phase in changes and provide funds to support, evaluate, and refine the curricular changes. (Conley)
2. Provide appropriate instructional and research space. Design spaces that support strategic initiatives and facilitate expanded opportunities for collaboration and interdisciplinary work. Spaces anticipated by FY18 include renovation of Tucker Hall by FY13, completion of ISC phase 3 by FY16, renovation of Tyler Hall, and progress toward construction/expansion of arts facilities. (Martin)
3. Significantly expand development of innovative teaching approaches through the Creative Adaptation Fund. Increase from the current \$200,000 up to \$500,000 per year by FY18, if appropriate projects are available. (Halleran)
4. Establish University Professorships by FY18. Select recipients based on internal competition and permit individuals holding those positions to move across schools and departments, as appropriate, to enhance interdisciplinary approaches and connections. (Halleran)



## Proposed major steps for FY14-18

5. Strengthen research and teaching connections between VIMS and main campus. Establish incentives for collaborative course offerings and research efforts, including support for the marine science minor and innovative ventures such as the Coastal Policy Clinic with the School of Law. Expand multidisciplinary externally funded research. (Halleran)
6. Provide appropriate technology infrastructure with sufficient bandwidth to support aggressive expansion in research, eLearning opportunities and support functions. Develop a plan to make appropriate annual progress through FY18. (Carpenter)
7. Increase opportunities for student global experiences providing 60% of W&M undergraduate students a study-abroad experience prior to graduation by FY 2018. (Hanson)
8. Implement a major new venture applying teaching approaches that use technology-enhanced modes, including continuing education opportunities in business, education and law, by FY14. (Roche)



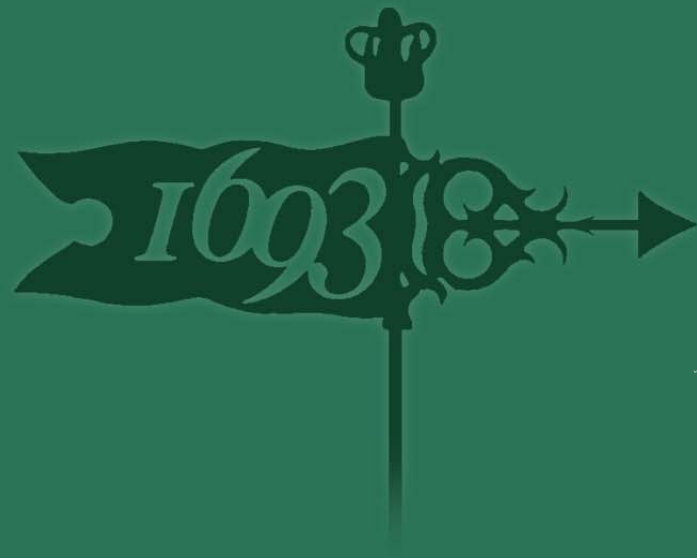
## Proposed major steps for FY14-18

9. Expand programs through the D.C. office, to reach more students by FY18 and take even more advantage of domestic and international policy opportunities, including those in international aid. (Anthony)
10. Implement William & Mary signature experiential leadership development opportunities available to all students by FY18 that build on learning in applied settings, global experiences, athletic, club and service experiences, and career and academic counseling. (Ambler)
11. Begin replacement of the current Campus Center, which is past its useful life, with a re-envisioned building by FY18, if appropriate funding streams can be identified. The new Campus Center will provide space for essential student services and student organization support. It will also house Student Affairs offices. (Martin)
12. Sustain an international student community of no fewer than 600 students each year, with at least 60 countries represented by FY16, and provide expanded support for them. (Hanson)



## Proposed major steps for FY14-18

13. Establish and sustain signature international research partnerships on each continent by FY16. (Hanson, Manos)
14. Together with the Real Estate Foundation, explore options for additional student housing near the campus and by FY18 provide 200+ beds beyond those being added to the inventory through the fraternity housing project. (Jones)
15. Develop policies that recognize the important roles of non-tenure-eligible faculty, and integrate those faculty more fully in the campus community. (Halleran)



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# New Ventures

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## EVMS Overview

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- General Assembly Activities
- W&M Coordinator Appointed





## Blended MBA Program



## Briefing for William & Mary Board of Visitors



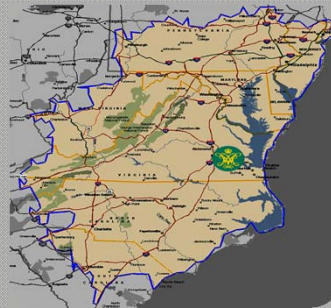
## Features



Market realities,  
competition



New revenue  
model



Expand  
geographic  
market



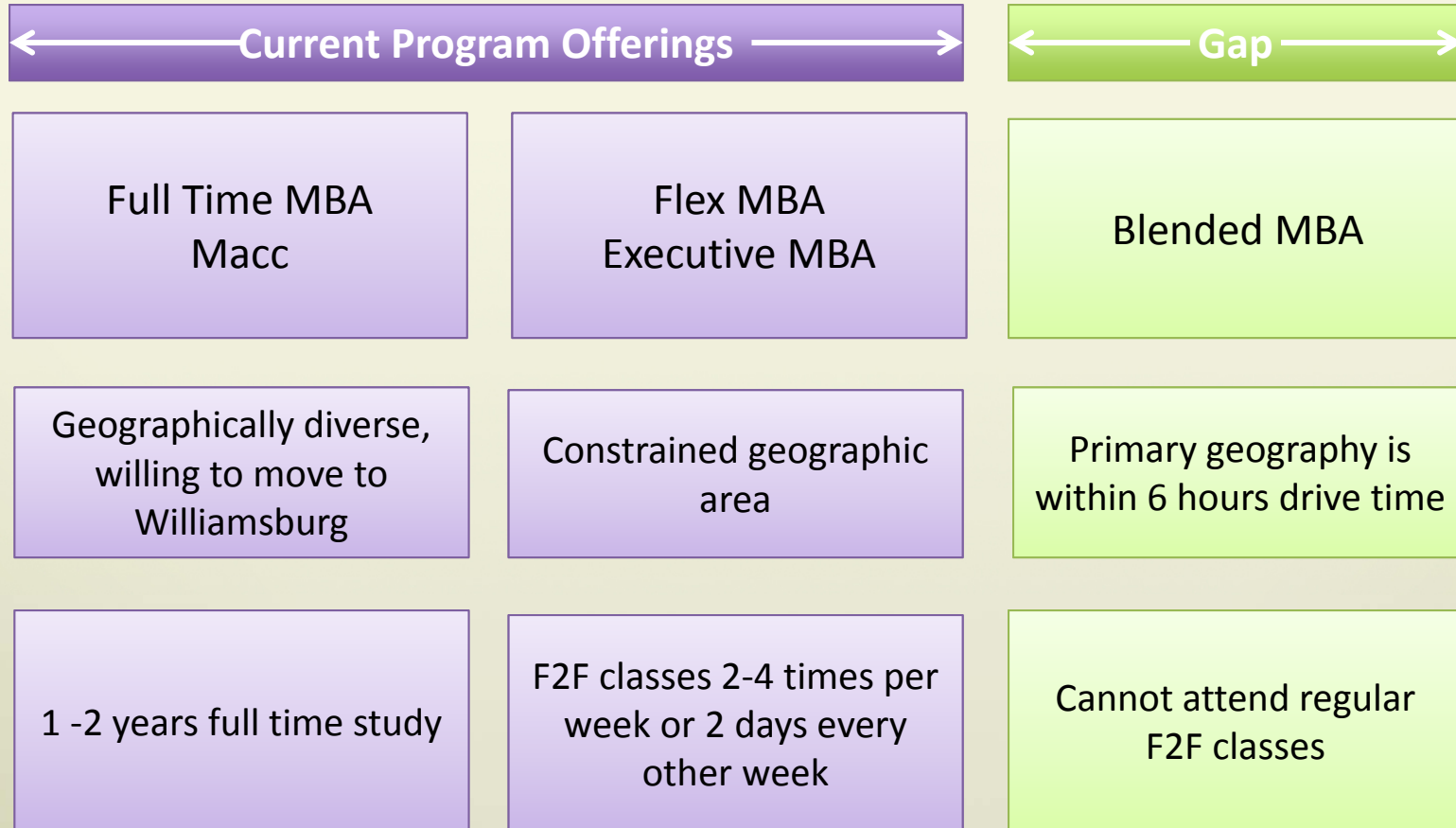
Foundation  
for expanded  
Mason  
offerings

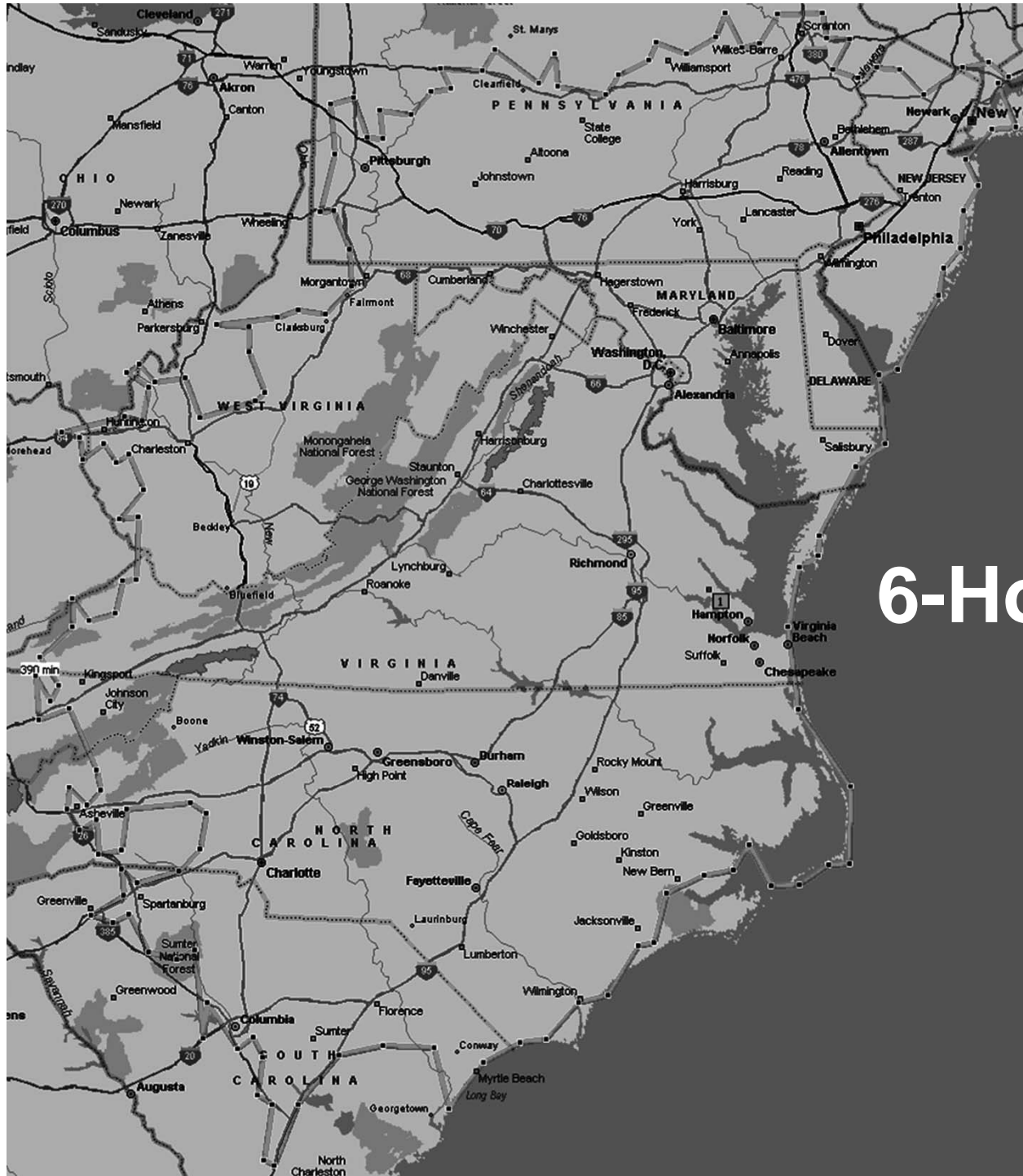


High quality



## Diversify offerings and cohorts



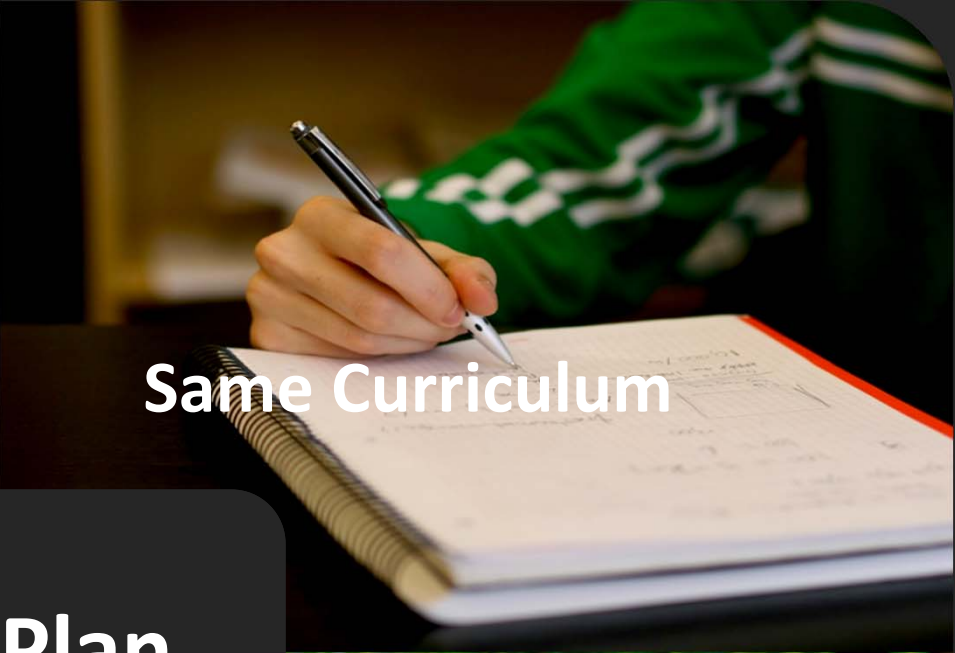


6-Hour Drive Time





Same Faculty



Same Curriculum

**Our Plan**



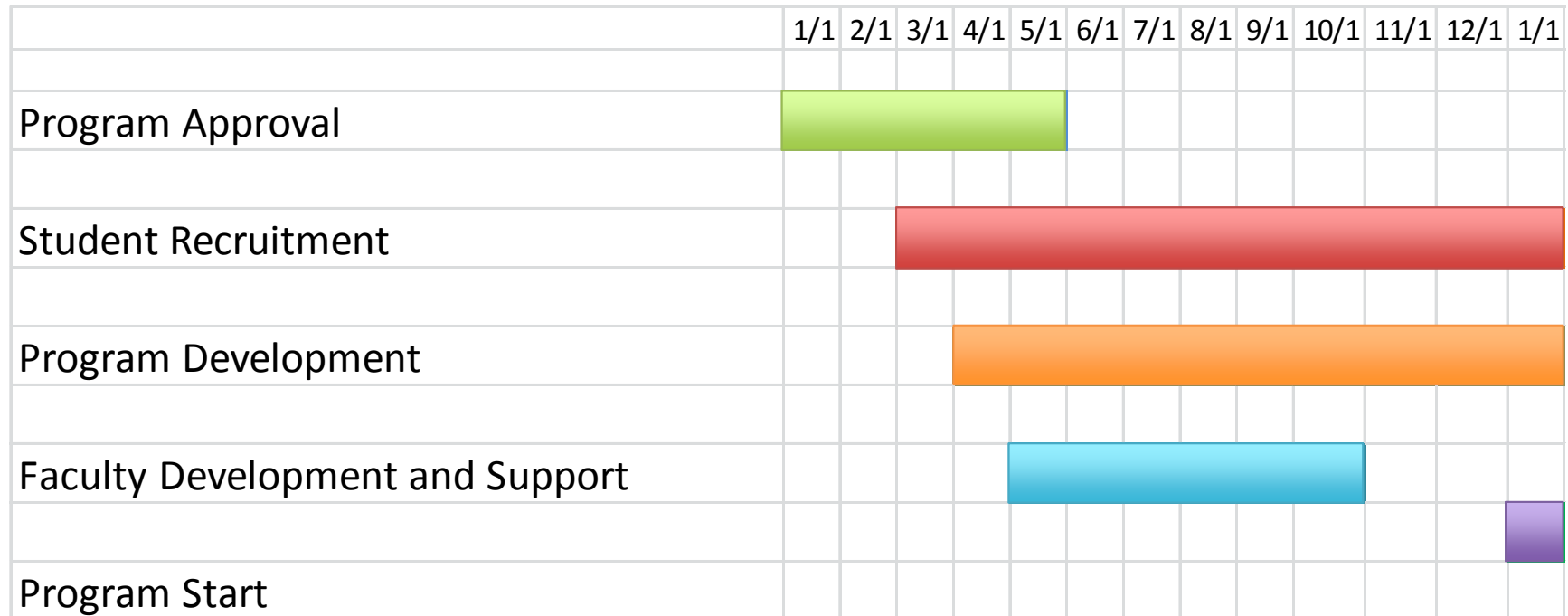
Same Student Quality



Face-to-Face (F2F) and  
eLearning Delivery



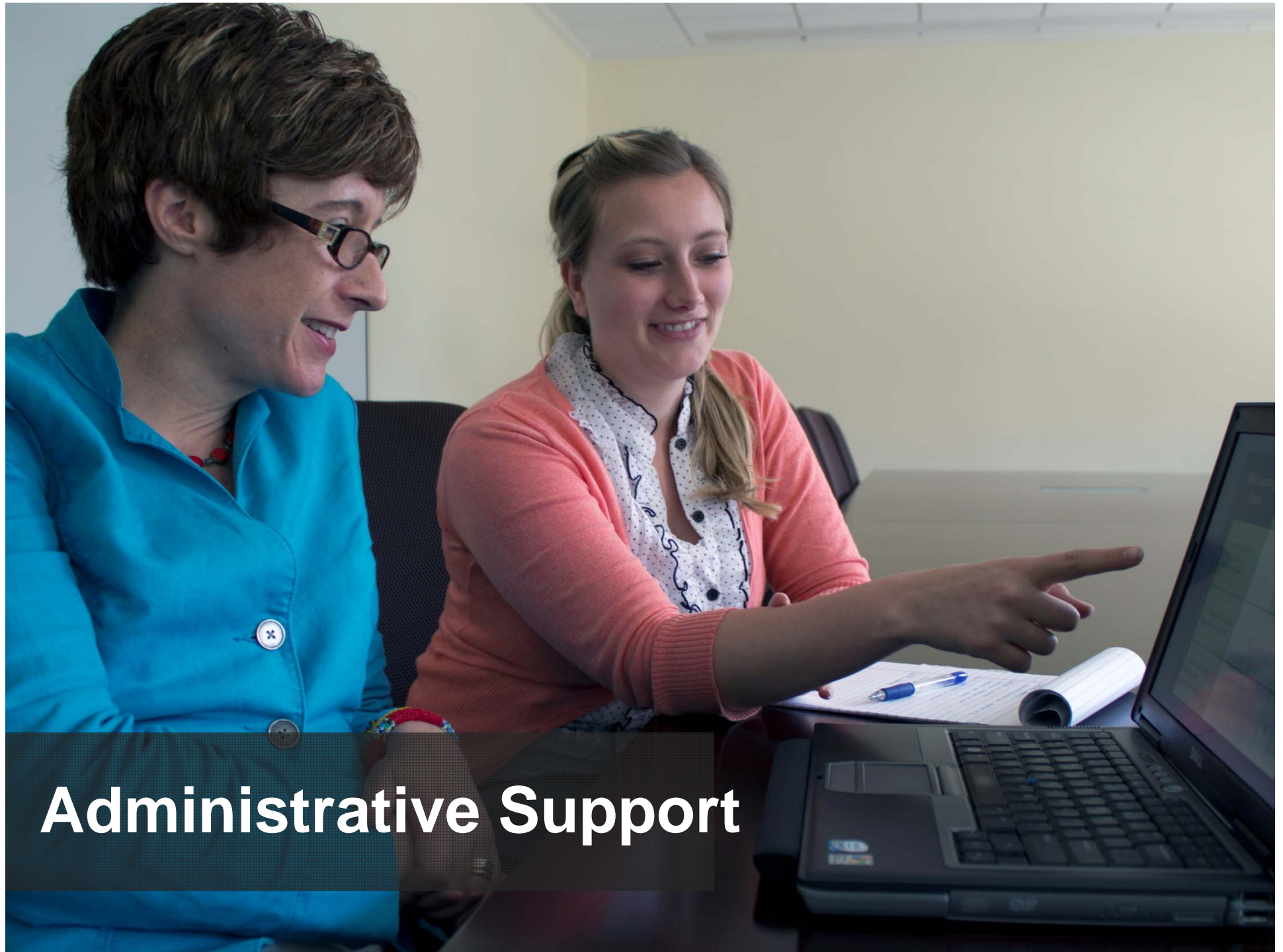
# Blended MBA Implementation Schedule (Draft)



Let's  
Get  
Started



**What do we need?**



**Administrative Support**

A close-up photograph of a person's hand holding a silver pen, writing in a spiral-bound notebook. The notebook is open to a page with faint, handwritten notes and a small diagram. The person is wearing a green long-sleeved shirt with white stripes on the sleeves. The background is blurred, showing a wooden chair and a dark surface.

# Course Development



# Marketing & Admissions







# Faculty Development

# Software



**Adobe**

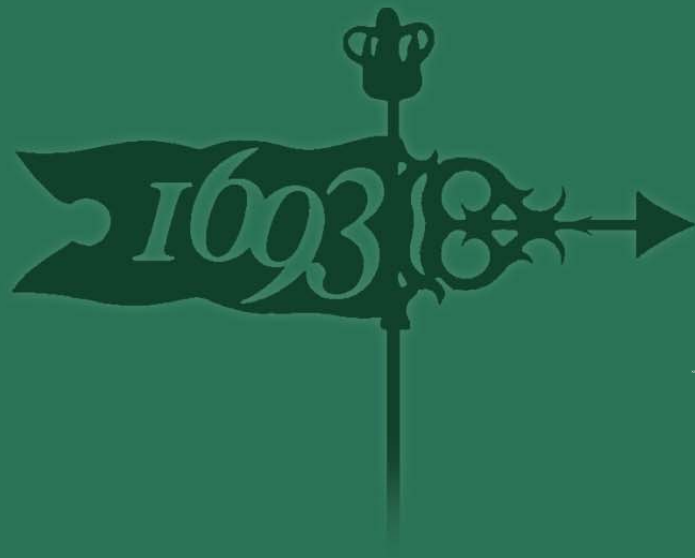






# Technology for Course Development





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# Government Affairs

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# Overview of the 2013 General Assembly Session

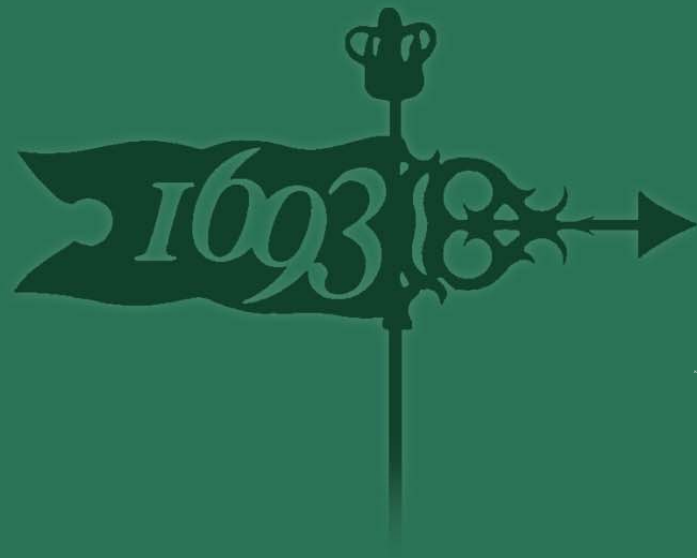
- **Session Background**
- **William & Mary Priorities**
  - Budget
  - Capital
- **Legislation**
  - Higher Education
  - Other



- **Key Dates:**

Feb 7 (Thu) –	Floor voted on own budget
Feb 8 (Fri) –	Last day to confirm Governor's appointments
Feb 13 (Wed) –	Each house rejects other budget (Conferees named)
Feb 19 (Tues) –	1 <sup>st</sup> Budget Conference report
Feb 23 (Sat) –	Final vote on budget / Session ends (scheduled)
Mar 24 (Sun) –	Approximate date for Governor's budget amendments
Apr 3 (Wed) –	Reconvened "Veto" Session





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## Additional Material

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## Vision

### William & Mary: The Liberal Arts University

William & Mary redefines the academic community: building on more than 300 years of innovation and excellence, we break the boundaries between research and teaching, student and teacher, living and learning. People come to William & Mary wanting to change the world – and together we do.



## Strategic Focus

Across the university's undergraduate, professional and graduate schools, students will develop the critical thinking and understanding of diverse perspectives essential to excel in the 21st century. William & Mary will boldly innovate in interdisciplinary study, internationalization, and faculty-student inquiry. We will sustain and expand academic distinction through exceptional stewardship of our resources, building even stronger lifetime connections with our students and alumni, and finding new ways to provide the financial resources to meet our aspirations.

**WILLIAM & MARY TOP LEVEL DASHBOARD**

Measures+	W&M 2008-09	W&M 2009-10	W&M 2010-11	W&M 2011-12	W&M 2012-13	Target	UVA* **	Brown* **
<b>Challenge 1 – Leading Liberal Arts University</b>								
1. Undergraduate acceptance rate <sup>a</sup>	34%	34%	32%	35%	32%	34%	33% (Fall 2011)	9% (Fall 2011)
2. Undergraduate yield rate <sup>a</sup>	35%	34%	35%	33%	33% Prelim.	34%	44% (Fall 2011)	55% (Fall 2011)
3. Undergraduate 25 <sup>th</sup> – 75 <sup>th</sup> percentile SAT score range <sup>b1</sup>	1250-1440	1240-1450	1260-1440	1240-1450	1250-1460 Prelim.	1250-1450	1240-1460 (Fall 2011)	1340-1520 (Fall 2011)
4. Undergraduate graduation rates <sup>a</sup>	91% 2003 cohort	90% 2004 cohort	91% 2005 cohort	Avail. 5/2013 2006 cohort	Avail. 5/2014 2007 cohort	93%	94% 2005 cohort	95% 2005 cohort
5. Student: faculty ratio <sup>b8</sup>	11:1	12:1	12:1	12:1	Avail. 4/2013	<13:1	16:1 (Fall 2011)	9:1 (Fall 2011)
6. Undergraduate small class percentage (2-19 students) <sup>b</sup>	45%	48%	47%	48%	49%	50%	53% (Fall 2011)	70% (Fall 2011)
<b>Challenge 2 – Diversity</b>								
7. Undergraduate students who are members of historically underrepresented groups <sup>a9</sup>	22%	23%	25%	26%	27%		27% (Fall 2011)	33% (Fall 2011)
8. Undergraduate students who are nonresident aliens <sup>a</sup>	2%	2%	3%	3%	4%		6% (Fall 2011)	11% (Fall 2011)
9. Graduate/professional students who are members of historically underrepresented groups <sup>a9</sup>	13%	13%	14%	15%	16%		17% (Fall 2011)	22% (Fall 2011)
10. Graduate students who are nonresident aliens <sup>a</sup>	10%	12%	11%	12%	13%		12% (Fall 2011)	27% (Fall 2011)
11. Average per-borrower cumulative undergraduate debt <sup>c3</sup>	\$18,410 (2009 grads)	\$21,367 (2010 grads)	\$20,835 (2011 grads)	Avail. 2/2013 (2012 grads)	Avail. 2/2014 (2013 grads)	<\$20,000	\$20,951 (2011 grads)	\$22,455 (2011 grads)
<b>Challenge 3 – Lifelong Connection</b>								
12. Alumni giving participation rate: undergraduates with degrees <sup>d</sup>	22.4%	23.4%	23.9%	Avail. 9/2013	Avail. 9/2014	30% by 2014	22% (USNews)	35.3% (FY2011)
<b>Challenge 4 – Business Plan</b>								
13. US News & World Report: Financial resources rank <sup>b</sup>	88	85	97	112	Avail. 9/2013	<70	53 (2011-12)	26 (2011-12)
14. Total sponsored program expenditures (millions) <sup>a</sup>	\$50	\$54	\$57	Avail. 4/2013	Avail. 4/2014	\$60 by 2014	\$354 (2010-11)	\$121 (2010-11)
15. Debt Service as Percent of Operating Expense <sup>f</sup>	4.9%	6.7%	5.9%	6.6%	Avail. 9/2013	<7%	Not available	Not available
16. Annual Total Value of Private Gifts (in millions) <sup>d6</sup>	\$51	\$43	\$41	Avail. 9/2013	Avail. 9/2014	50	\$219 (2010-11)	\$164 (2010-11)
17. Endowment per student <sup>e</sup>	\$65,711	\$71,406	\$81,408	\$82,870	Avail 11/2013		\$195,175 (2010-11)	\$298,425 (2010-11)
<b>Challenge 5 – Administrative Resources and Infrastructure</b>								
18. All E&G Facilities Condition Index <sup>e5</sup>	11.0%	7.6%	7.8%	6.3%	6.9%	<10%	7.5% (2011-12)	Not available
<b>Challenge 6 – Communications</b>								
19. US News & World Report: National Universities <sup>b</sup> (Ranking for year data collected)	33	31 (tie)	33 (tie)	33 (tie)	Avail. 9/2013		24 (tie) (2011-12)	15 (tie) (2011-12)
20. US News & World Report: Public Universities <sup>b</sup> (Ranking for year data collected)	6	6	6	6	Avail. 9/2013		2 (tie) (2011-12)	36 Not applicable

# Top-Level 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

<sup>a</sup> 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)

<sup>b</sup> From US News & World Report: rankings published in September based on data submitted in previous spring. Reported for year data collected.

<sup>c</sup> From Common Data Set (or institutional website, as available)

<sup>d</sup> From Council for Aid to Education/Voluntary Support of Education

<sup>e</sup> Calculated by facilities management for submission to State Council of Higher Education

<sup>f</sup> Internal calculation using data included in the College's annual audited financial statements

<sup>g</sup> From National Association of College and University Business Officers (NACUBO)

<sup>1</sup> Calculated by adding the 25<sup>th</sup> and 75<sup>th</sup> percentiles for Critical Reading and the percentiles for Math.

<sup>2</sup> Figures are estimates for current year or actual for previous year

<sup>3</sup> Average cumulative principal borrowed by undergraduate borrowers who started as freshmen at the institution and who had earned bachelor's in year previous to when IPEDS report was submitted

<sup>4</sup> Includes W&M and VIMS operating and non-operating expenditures; excludes independent operations, auxiliary and hospital services expenditures. Operating expenditures include instruction, research, public service, academic support, student services, institutional support, operation/maintenance of plant. FTE count includes both graduate and undergraduate students and is based on Fall Headcount (similar to NACUBO).

<sup>5</sup> The Facilities Condition Index (FCI) is a fitness indicator for the College's 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. "All E&G Facilities" are those facilities supported by general funds allocated by the Commonwealth. These facilities include "major" E&G facilities (classrooms, class lab facilities, Wren Building, Admissions, Blow Memorial Hall, Cohen Career Center) and "minor" E&G facilities (e.g., Jamestown Road Houses, Galt Houses, Quonset Huts, physical plant-related facilities). E&G facilities do not have a revenue generating component and exclude facilities that are self-supporting such as dormitories, athletic facilities, food service facilities.

<sup>6</sup> 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

<sup>7</sup> Also includes race reported as unknown and non-resident alien

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

<sup>9</sup> Underrepresented groups include American Indian or Alaska Native, Asian, Native Hawaiian/ Other Pacific Islander, Black or African American, Hispanic or Latino, Two or more races. Underrepresented groups do not include White, Unknown, Nonresident aliens.



## Macro Productivity Measures

W&M will continue to set the standard as the most efficient of the leading U.S. universities.

- According to *US News and World Report*, W&M is the most efficient of leading national universities – with the largest gap between quality and resources.
- From 2001 to 2012, educational and general spending per student increased by less than 1% per year when adjusted for inflation, an average growth of \$143.
- From 2008 to 2012, W&M reduced recurring baseline expenses by over \$9 million on main campus and over \$6 million at VIMS
- The Chronicle of Higher Education reported that W&M was the 5<sup>th</sup> most efficient university of its 25-member SCHEV peer group in educational spending per completion. On average, the peer universities spent more than **twice** as much per degree (in 2009-10).
- In our 25-school SCHEV peer group, only 3 have fewer executive, administrative and managerial employees per FTE
- We focus resources on the academic program. From 2003 to 2009 instructional spending increased by \$33.5 million, nearly 4.5 times the growth in administrative costs.





## Current Initiatives

- Fall 2011, the Provost directed each dean to reallocate costs or increase net revenues cumulatively by 5% of their school's Education and General (E&G) budget over the next three fiscal years (FY13-15). These reallocation efforts, which will total \$5.8 million/year by the third year,
- November 2011, the Provost announced a Creative Adaptation Fund of \$200,000 for each of the next three years. Seven initial projects are underway.



## Projects

Fall of 2010, developed projects to explore innovation and greater efficiency in all of the university's processes. 65 projects are underway. In FY12 those projects, generated over \$2 million per year.

- Net revenues increases (from new programs including the St. Andrews joint degree program, an armed services MBA, a legal advantage program for entering international students, and expanded pharmacy operations in the medical clinic. (Net increase of \$1.170 M in FY12)
- Cost savings from adjusting teaching loads in the school of business based on research productivity, expanding use of digital formats and reducing paper flows; reducing replacement rates, for example in computer leasing; bringing homecoming events back on campus and streamlining voting; deploying a voice over internet protocol (IP) unified communications system; and cutting operating costs by demolishing old buildings at VIMS. (Net savings of \$989 K in FY12)



## Challenge 1



Vision



### 1. Leading Liberal Arts University

FY13

- Begin implementation of recommendations from undergraduate curriculum review.
- Complete review of faculty merit and reward system.
- Expand summer study and research opportunities.
- Explore Center for Collaborative Teaching and Research.
- Expand and integrate Reves Center programs.
- Fund salaries, graduate stipends, start-up packages.



## Challenges 2, 3, 5, 6

### 2. Welcoming



### 3. Connected for a Lifetime



### 5. Staffed/ Equipped



### 6. In Touch



- Implement diversity action plans submitted by Deans in FY12.
- Actively promote Cohen Center services to alumni.
- Enhance alumni chapter engagement through increased partnership with the development office.
- Measure alumni engagement to enhance cultivation strategies.
- With the Real Estate Foundation, explore options for additional 200+ beds near campus (in addition to the fraternity housing project).
- Continue to deploy software systems to enhance business practices.



## Challenge 4

### 4. New Financial Foundation = Performance + Productivity + Philanthropy + Public Support

- Continue emphasis on annual giving.
- Implement planned strategic investment in development operations.
- Provide a \$200,000 per year Creative Adaptation Fund for three years beginning in FY13.
- Reallocate costs or increase net revenues cumulatively by five percent in each school over the next three years (FY13-15).
- Continue implementation of innovation and greater efficiency projects, add new projects, and report annual results – [www.wm.edu/innovation](http://www.wm.edu/innovation).
- Start implementation of 6-year plan including adjustments for actions taken by the General Assembly and Governor this spring.





## Our Overarching Grand Challenge

The strategic plan identifies one overarching grand challenge for the future of the university. That is to be a **leader among liberal arts universities**. The centerpiece of our strategy is to change lives for the better by being a university of **compelling academic distinction, one of the world's great liberal arts universities**. All of our other aspirations flow from this commitment.

Major actions and decisions moving forward will build on our ability to 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. We effectively integrate teaching and scholarship and provide powerful faculty-student interaction. We will build on that foundation. We will increase our emphasis on interdisciplinary and international programs. 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 from their own, and explore boundaries. Students actively embrace and wrestle with concepts and ideas.

We have small classes, close interaction between professors and students, and the intense experience of discovery through research and service. 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.** William & Mary prepares students to lead in whatever fields they enter, to thrive in a complex, changing world, and to make a difference in their communities, states and nations.



## Four P's of the New Financial Model

We intend to build a financial foundation resting on the four P's:

- 1) Performance. Outstanding results worthy of support.
- 2) Productivity. Innovation, greater efficiency and 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) Philanthropy. Greatly enhanced philanthropy (annual giving, endowment, funds for bricks and mortar); and
- 4) Politics. Continued support of operations and capital projects by the state, with flexibility to take advantage of William & Mary's unique strengths, building on the principles of the restructuring legislation.



## Highlights FY13 – Challenge 1

### Challenge 1 –

- Ensure that faculty and staff salaries are competitive so we can attract, retain and motivate great people.
- Complete the review of the general education requirements and begin implementation of changes, building on the review of the liberal arts university in FY10 and the initial undergraduate curriculum discussions in FY11 and FY12.
- Complete the review of the faculty merit and reward system with particular emphasis on incentives for innovation.
- Explore the concept of a Center for Collaborative Teaching and Research to promote cross-school collaboration.
- Expand and enhance summer opportunities for study and research, both on campus, in DC and abroad.



## Highlights FY13 – Challenges 2 and 3

### Challenge 2 –

- Review school plans and provide appropriate university-level support, building on the establishment of a senior leadership position to coordinate and encourage our diversity efforts in FY10, the review of best practices in FY11, and the development of school-level plans in FY12,
- Continue support for the Lemon Project.

### Challenge 3 –

- Continue the emphasis on lifelong connections by focusing on making homecoming even more engaging and linking alumni more closely to the Cohen Career Service Center, building on the work of the Lifetime Connections Committee established in FY10 which has already resulted in the re-alignment of Commencement and Charter Day in FY11 and the re-design of homecoming in FY12.
- Explore with the Real Estate Foundation opportunities for an addition 200+ bed student residence near campus, building on the opening of Tribe Square in FY12 and the new Fraternity Housing project already underway.





## Highlights FY13 – Challenge 4

### Challenge 4 –

- Build momentum for a future fund-raising campaign by providing planned expanded support for development operations, increasing gift levels, refining messages and communication platforms, and activating a volunteer network.
- Provide a \$200,000 per year Creative Adaptation Fund for three years beginning in FY13 to improve the quality of our educational programs, either directly or indirectly, by reducing costs or generating net new revenues and thereby providing funds that can be reinvested in people and programs.
- Reallocate costs or increase net revenues cumulatively by five percent of the FY12 E&G budget in each school over the next three-year period (FY13, FY14 and FY15) -- beyond any increase provided by state allocations or generated through undergraduate tuition.



## Highlights FY13 – Challenges 5 and 6

### Challenge 5 –

- Free up M&O funds through innovation and greater efficiency initiatives, completing the over 50 projects now underway and adding new projects as appropriate.
- Deploy software systems to enhance business practices, with priority to approved innovation and greater efficiency initiatives.
- Increase security presence on campus.
- In areas that overlap with Challenge 3, assess the current need for graduate student housing, refine the plan for more aggressively addressing problems of deferred maintenance in the residence halls, and raise funds for the Eco-Village.

### Challenge 6 –

- Increase consistency in visual identity, including use of logos, marks and colors using the oversight process recommended by the Visual Identity Committee in FY12, to include deployment of a website with the approved materials.
- Strengthen the sense of community on campus through an internal electronic newsletter, replacing and streamlining other internal communication vehicles, as recommended in the FY12 internal communications review.
- Expand faculty access to national media coverage by deploying a studio with appropriate media links.



## Implementation Steps as of November 2012

Implementation includes assignment of responsibility for each goal and implementation step, and periodic reports to track progress. Since the beginning of the new strategic management system, 275 steps have been included in the plan. Of those, 219 (80%) have been completed or adopted into continuing practice, 49 are underway and 7 are have not yet started.

Year Initiated	Not Yet Started	Underway	Completed	Into Continuing Practice	Total
2009-2010	0	6	50	39	95
2010-2011	0	5	24	33	62
2011-2012	2	16	14	39	71
2012-2013	5	22	3	17	47
Total	7	49	91	128	275