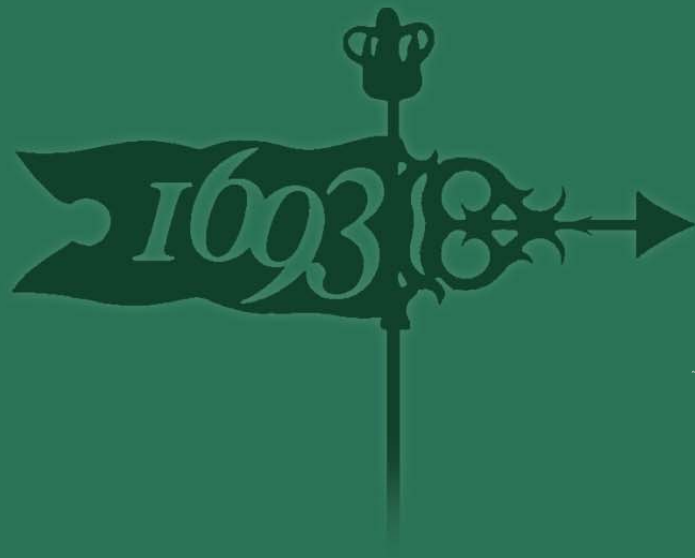


Strategic Initiatives and New Ventures

April 2013



Strategic Plan

FY2014-2018



Our Vision

Our vision describes our aspiration for William & Mary as 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.



Our Strategy

- William & Mary will be a leading liberal arts university.
- The College will provide and be seen as providing one of the best undergraduate educations of any university in the United States, and the university will be internationally recognized for its academic excellence.
- We will do that by becoming more global, more interdisciplinary and even more focused on engaged learning experiences that bring faculty, staff and students together in exploring new horizons.
- W&M will be a welcoming community, globally engaged, connected to graduates for a lifetime, appropriately staffed and equipped for the 21st century, and in touch with all our people in ways they want to communicate.
- We will forge a solid financial foundation capable of funding our aspirations.



Breaking Boundaries

- We will build our future on an extraordinary legacy, but we cannot rest on our laurels.
- We know that in order to move forward we must:
 - Retain and attract outstanding faculty;
 - Broaden our international reach;
 - Improve diversity;
 - Encourage interdisciplinary perspectives;
 - Expand need- and merit-based aid, provide access to the very best students, and assure affordability for low- and middle-income students;
 - Appropriately integrate technology into our model of engaged learning; and
 - Keep innovating to stay relevant and efficient.



A New Financial Foundation

- William & Mary runs an academic regime that is heavy on talented people, heavy on student-faculty engagement, committed to undergraduates as well as professional and graduate students, and we do it on a shoe string that is now very taut and frayed.
- We cannot simply pull the string tighter without it breaking. We will need additional resources to move forward.
- Over the past few years we have been developing a new business model, an integrated package of interdependent financial initiatives, to do just that. That model will secure a future worthy of the College's distinguished past.



Our Challenges

Our five-year review placed such emphasis on the importance of becoming more globally engaged that we identified that area as one of our key challenges, joining six others that have been integral parts of our strategic plans for the past five years. The plan identifies implementation steps in each of the seven challenge areas.

- Be a leader among liberal arts universities.
- Build and support a more fully diverse W&M community.
- Foster stronger global perspectives and connections.
- Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M.
- Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs.
- Provide the administrative resources and infrastructure required for a university in the 21st century.
- Explain and promote W&M through an even more effective communications structure and strategy.



Breaking Boundaries

Leading Liberal Arts University



Welcoming



Connected
for a Lifetime



Staffed/
Equipped

Global



In Touch

New Financial Foundation



Academic Distinction Grounded in the Liberal Arts



Great students

Great teachers



Engaged learning



+ Opportunities to explore, lead and take risks





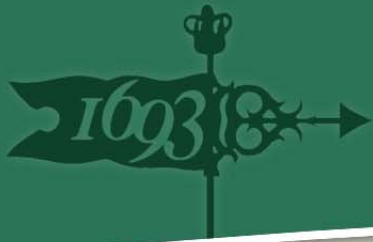
= Students who are ready to change the world





Our Strategy

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The Plan in Brief: Leading Liberal Arts University; Welcoming

- Be a leader among liberal arts universities.
 - Embed the core values of liberal arts education in all parts of the university - undergraduate, graduate and professional.
 - Provide more robust support for teaching, research, scholarship, and creative activities.
- Support a more fully diverse W&M community.
 - Communicate W&M's commitment to diversity.
 - Ensure a welcoming and supportive campus.
 - Increase the diversity of the student body, faculty and staff.



The Plan in Short: Global Engagement; Lifelong Commitment

- Foster stronger global perspectives and connections
 - Advance the global engagement and reputation of the university.
 - Open doors of opportunity for W&M students and faculty to participate in global learning, research, and service, both at home and abroad.
 - Support the dynamic W&M community of international students, scholars, and staff.
 - Ensure effective administration and sustainability of W&M's international activities.
- Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M.
 - Forge lifelong relationships with W&M.
 - Create a community that values life in balance.
 - Improve the campus residential experience.



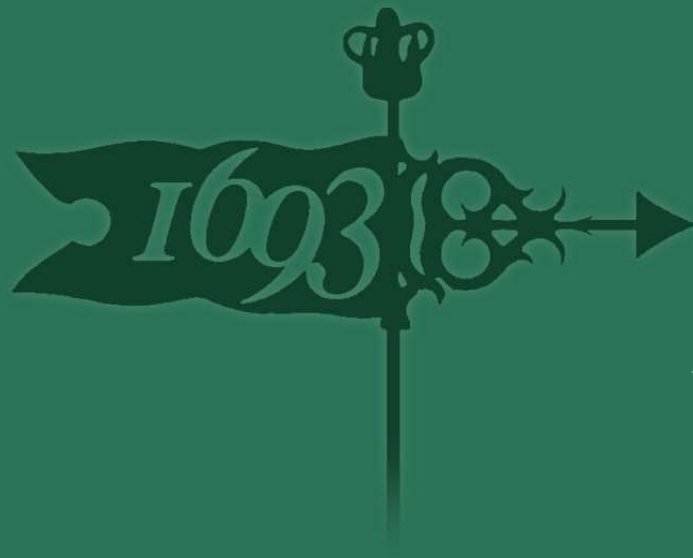
The Plan in Short: Resources; Infrastructure

- Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs.
 - Increase revenue and allocate resources consistent with institutional needs and priorities.
 - Enhance efficiency and effectiveness of operations and identify opportunities for revenue generation or cost savings across the institution. Improve transparency of College revenue and expenditures across all sources and types of expenditures.
- Provide the administrative resources and infrastructure required for a university in the 21st century.
 - Engage, support, and retain a highly regarded workforce.
 - Provide robust and dynamic infrastructure for campus-wide IT system needs to support the academic program and administrative functions.
 - Ensure that the College has the type and quality of facilities needed to explore, teach and learn in the 21st century and which present the College in a competitive light for prospective faculty, students and staff.
 - Provide a safe and secure environment.
 - Become a model of sustainable operations.



The Plan in Short: In Touch

- Explain and promote W&M through an even more effective communications structure and strategy.
 - Distill and promote a common identity.
 - Enhance W&M's position as a leading liberal arts university and continue to strengthen its national and international reputation.
 - Develop an integrated, appropriate communications capability.



Implementation Steps For Each Challenge



Be a leader among liberal arts universities

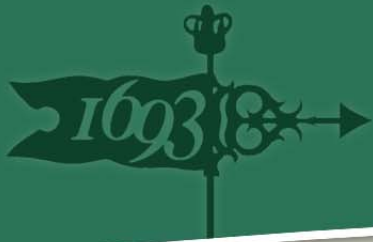
1. Provide more robust support for teaching, research, scholarship and creative activities.
 - Competitive faculty and staff salaries to attract and retain great people at the heart of the university
 - Expanded financial aid to attract the most exceptional graduate and undergraduate students
2. Innovation. Foster innovative teaching approaches that use technology enhanced modes as appropriate
 - Free resources to provide appropriate support for salaries and research by continuous creative adaptation and realignment of roles within the academic enterprise. Develop policies that recognize the important roles of non-tenure-eligible faculty, and integrate those faculty more fully in the campus community. (Halleran)
 - 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)



Be a leader among liberal arts universities

3. Interdisciplinary connections. Encourage interdisciplinary connections across academic areas

- 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 (includes the Center for Liberal Arts in Swem Library and development of new courses). (Conley) [Note that this review also embraces the ideas of innovation, global perspectives, learning in applied settings and learning across all dimensions of the student experience.]
- 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)
- 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 collaborative, multidisciplinary externally funded research. (Halleran)



Support a more fully diverse W&M community

1. Pursue initiatives developed by the Diversity Committee. In particular, implement diversity plans that have been developed by the academic and administrative departments, continue the momentum of the Lemon Project, identify hiring opportunities with the greatest potential for attracting highly qualified candidates from under-represented groups, and develop campus-wide training on workplace issues. (Glover)



Forge stronger global perspectives and connections

1. Increase opportunities for student global experiences with the goal of providing 60% of W&M undergraduate students a study-abroad experience prior to graduation by FY 2018. (Hanson)
2. 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)
3. Establish and sustain signature international research partnerships on each continent by FY16. (Hanson, Manos)
4. Expand programs through the D.C. office, as a point of communication with the nation and the broader world to reach more students by FY18 and take even more advantage of domestic and international policy opportunities, including those in international aid. (Anthony)



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

1. Integrate learning across all phases of the student experience.
 - 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)
 - 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 in such areas as student governance, leadership development, civic engagement, student diversity, 400+ recognized student clubs, learning support, dining services and more. It will also house Student Affairs offices. (Martin)



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

2. Continue to support the William & Mary model of intercollegiate athletics with its emphasis on “the balanced pursuit of academic and athletic excellence” as an integral part of the W&M experience, and sustain and enhance those opportunities for outstanding student-athletes through continued institutional support and increased private funding.
3. Provide outstanding career opportunities for students. Improve coordination of academic advising and career counseling activities across campus. Strengthen alumni network support for graduates. (Halleran, Ambler, Cottrell)
4. 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)



Implement the New Business Plan

1. Actively promote and track innovation, greater efficiency and creative adaptation. Significantly expand development of innovative teaching approaches through the Creative Adaptation Fund. Increase the fund from the current \$200,000 per year up to \$500,000 per year by FY18, if appropriate projects are available. (Halleran, Golden)



Provide the administrative resources and infrastructure required for a university in the 21st century

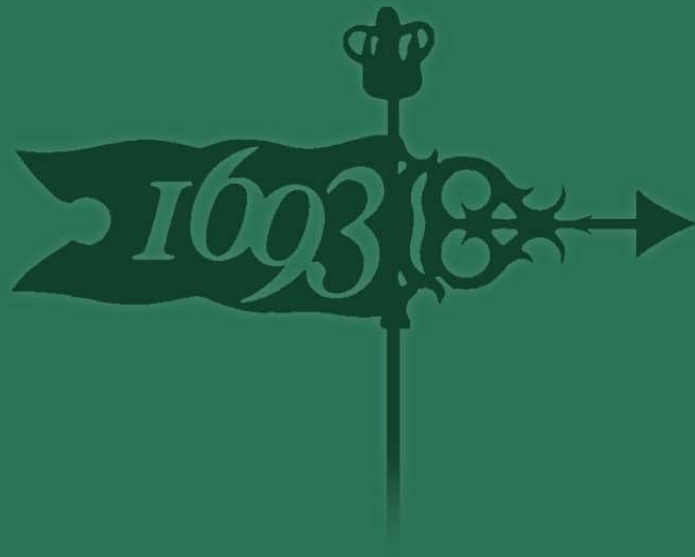
1. Provide the resources needed for systematic improvements in:
 - Staff development
 - Maintenance and operations support
 - Reduction of the maintenance backlog
 - Safe and secure environment
 - Sustainability, to include steady improvements in energy efficiency
2. Provide appropriate instructional 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. 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. Also explore opportunities for cost savings. (Carpenter)



Explain and promote W&M through an effective communications structure and strategy

1. Pursue initiatives identified by the President's Communication Group. Build an even stronger culture of philanthropy through investment in development and coordination across campus. In particular, strengthen coordination across the Alumni, Communication and Development organizations. (Cottrell, Golden, Lambert)

The Reves Center for International Studies at William & Mary



Strategic Goals For the 25th
Anniversary and Beyond



Overview:

- Three-Year Plan (2011-14)
- William & Mary as a leading global liberal arts university
- Aspirations



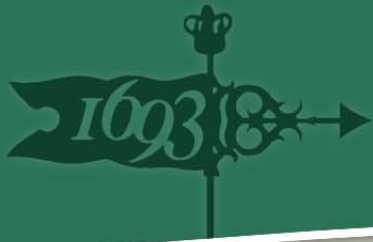
Three-Year Plan, 2011-2014

- Year One (2011-12): Internal Reorganization
Three Teams:
 - Global Education Office (GEO)
 - Office of International Students, Scholars, and Programs (ISSP)
 - Global Engagement Team (GET)



Three-Year Plan, 2011-14

- Year Two (2012-13): External Promotion
 - Washington D.C. (AidData, Williamsburg Forum, Presidential Precinct, William & Mary Washington Office)
 - China (W&M Confucius Institute, Law School's Property Rights Conference in Beijing, Mason School eMBA, School of Education trip to Kunming and Beijing)
 - UK (St Andrews/W&M Joint Degree, Oxford/Cambridge programs, Commonwealth Democracy Initiative)
 - Oman/Asia and Middle Eastern Studies (Sultan Qaboos Professorship, Critchfield Conference/Marine Silk Road Initiative)



Three-Year Plan, 2011-14

- Year Three (2013-14): 25th Anniversary Year
 - “Twenty-Five Years of Globalization: The Reves Center Silver Anniversary”
 - Documentary film on the history of the Reves Center and its intersections with globalization
 - Conference on internationalization and area studies
 - Gala dinner



William & Mary: A Leading Global Liberal Arts University

William & Mary: A Leading Global Liberal Arts

- A Glorious International History
 - Second-oldest institution of higher learning in the United States
 - Presidents Jefferson, Monroe, Tyler, and Washington
 - A “global” campus from its inception
 - A tradition that continues today (Chancellor Gates)



William & Mary: A Leading Global Liberal Arts University

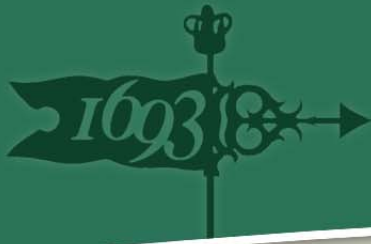
Great Study Abroad Opportunities

- #1-2 among public universities in percentage of undergraduates who study abroad (more than 40%)
- Innovative focus on student research overseas
- Increased coordination with professional schools
- Improved risk management



William & Mary: A Leading Global Liberal Arts University

- A Thriving International Community
 - Around 500 international students from over 50 countries
 - New efforts at international alumni outreach (UK, India, China) to build lifelong connections with W&M
 - New programs for English as a Second Language



William & Mary: A Leading Global Liberal Arts University

- A Uniquely Nimble Administrative Model
 - Reves Center as efficient hub
 - VPIA/Director role facilitates information flows
 - W&M able to break down academic and administrative silos
 - Science, culture, and policy studies as mutually reinforcing



Aspirations

- Internationalization in the W&M Strategic Plan
 - 60% study abroad participation by 2018 (impact of COLL 300)
 - A thriving community of 600+ international students from over 60 countries
 - A signature research partnership on each continent
 - Expanded global offerings at D.C. office



Aspirations

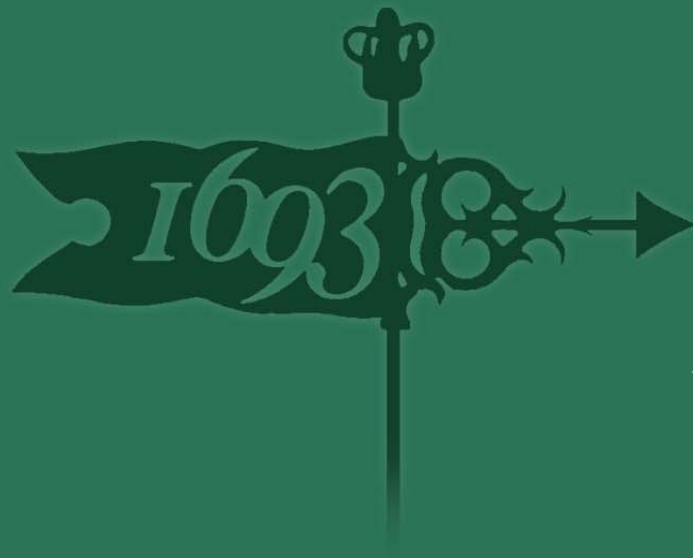
- Development Goals
 - Support for Students — study abroad scholarships, international student scholarships, international internships
 - Support for Scholars — distinguished professorships, chairs, travel and research support, ITPIR/Aid Data Center for Development Policy, Thomas Jefferson Program in Public Policy, etc.
 - Support for Reves Center — infrastructure needs, IT, D.C. programs, signature master's degree



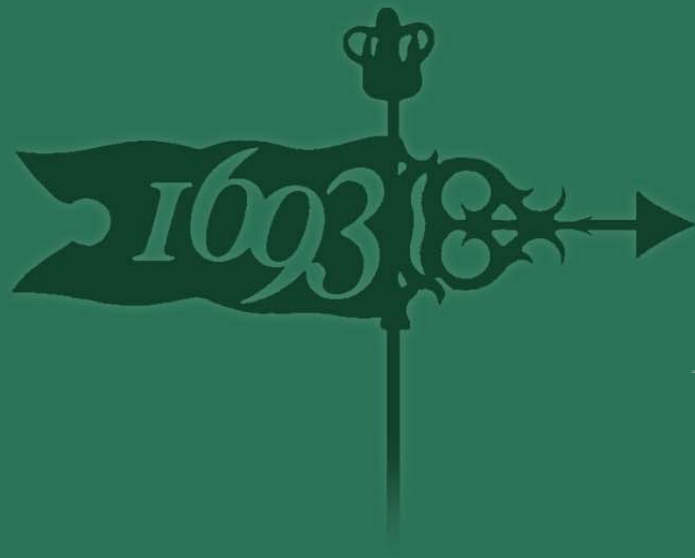
Aspirations



*Photo courtesy of Johanna Hribal
Participant of the 2011 W&M summer study abroad program in Cádiz Spain*



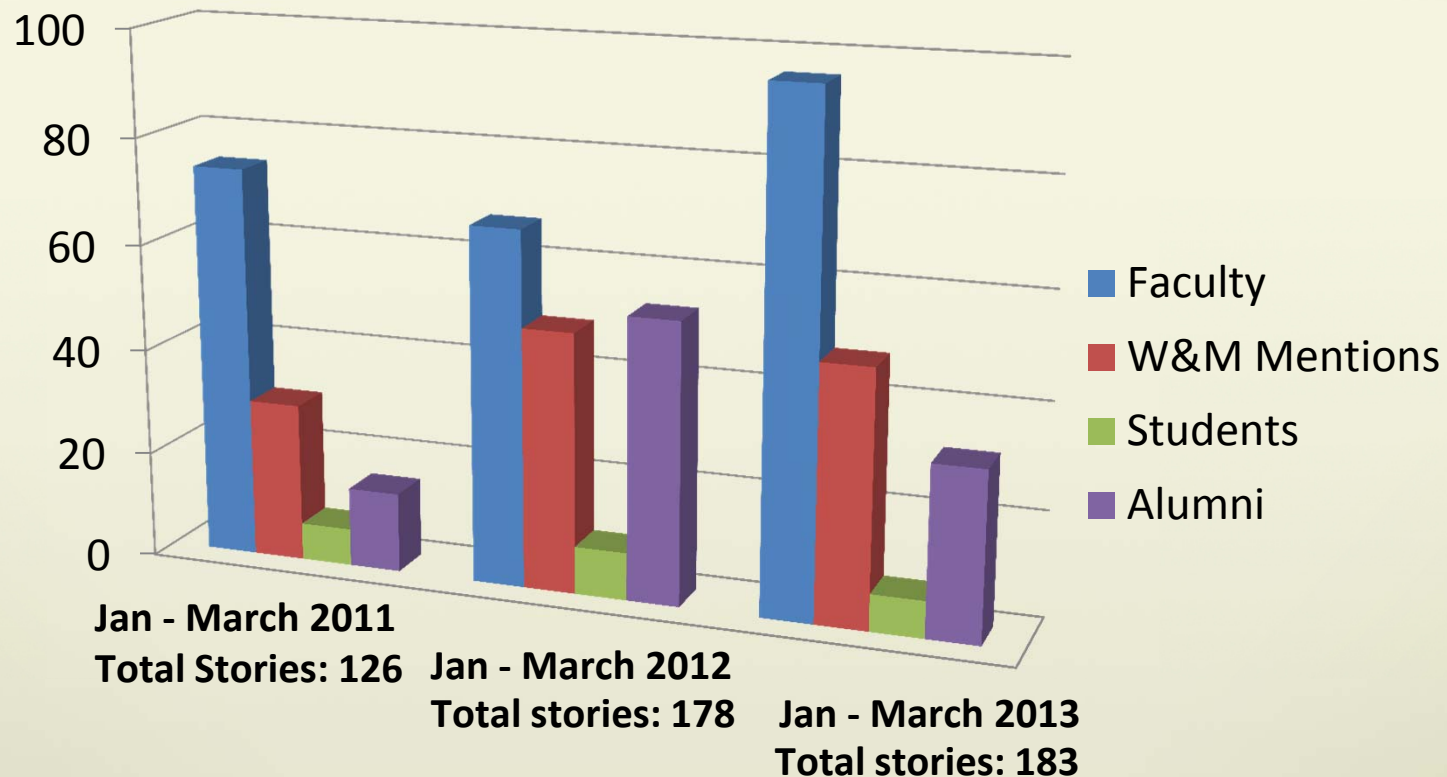
New Ventures: EVMS



Communications



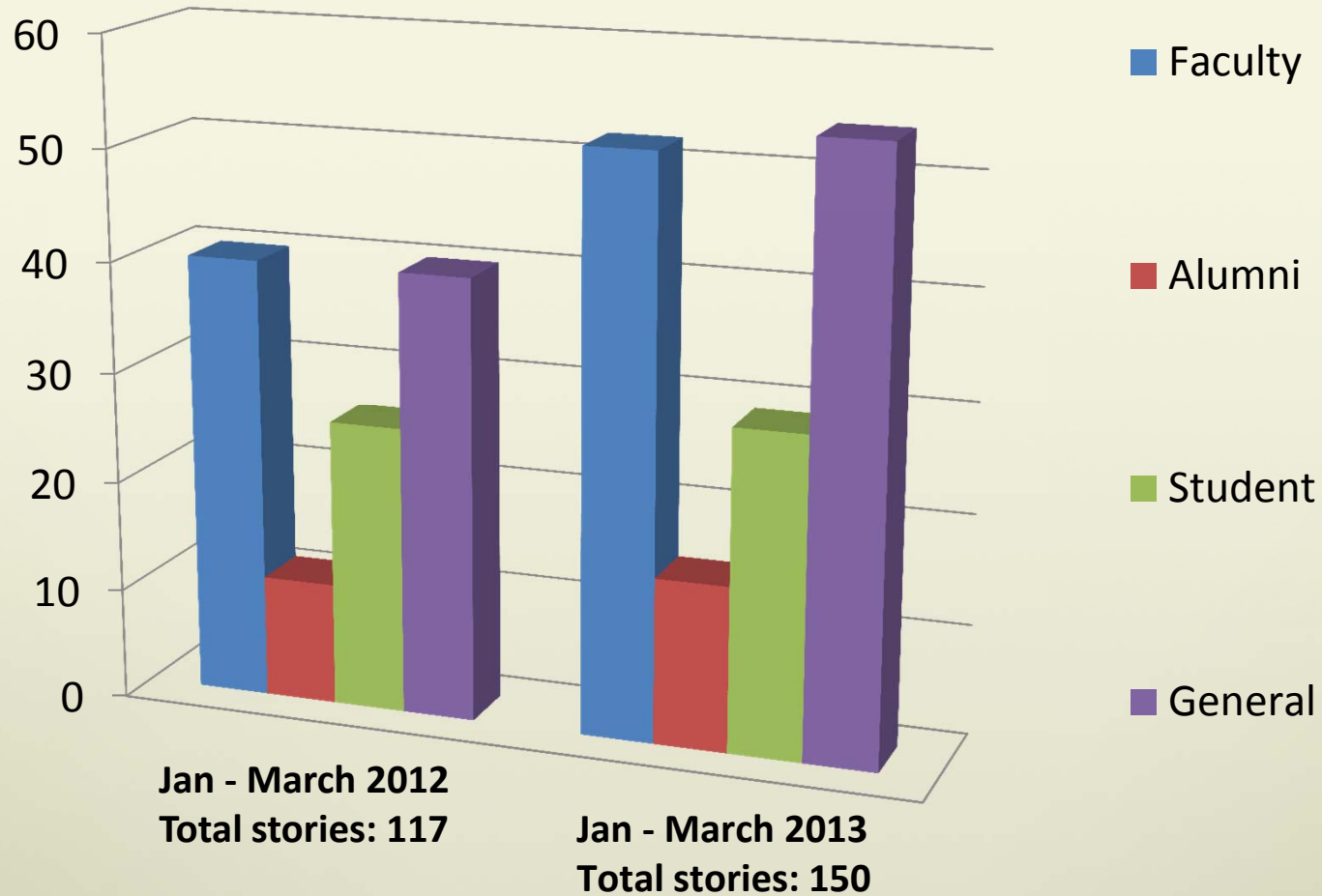
National Media Tracking



National Media: For these tabulations, national media constitutes 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 of the United States. This category 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.



W&M News Content





The Economist – From the Print Edition, March 2, 2013

The Economist

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Conditional aid

Carrots all round

A controversial approach to helping poor countries seems to work after all

Mar 2nd 2013 | From the print edition

Like 346 Tweet 43

CASHEW nuts still haunt the backers of conditional-aid schemes, which dole out money to poor countries if they meet set criteria. In 1995 the World Bank promised loans to Mozambique if it cut its high export tariff on raw nuts, in an effort to open its economy. Soon the country's once-thriving nut-processing industry was in the doldrums. More than 10,000 workers were out of a job.

Such slips have given conditional aid a bad reputation. But a recent report by William & Mary, a university in Virginia, suggests that one idea is working well: the "compacts" of the Millennium Challenge Corporation (MCC). Set up by the American government in 2004, the MCC dispenses aid on merit. To qualify for grants, countries must be poor, not too corrupt and meet criteria in 20 areas, including better immunisation and land rights. So far, 25 countries have received more than \$9 billion between them.

The accepted view is that poor countries would prefer to receive cash with no strings attached. Yet the report's survey of more than 600 poor-country officials and do-gooders suggests otherwise. Bradley Parks, author of the report and co-director of AidData, which keeps a big database on the impact of aid, finds that they actually want more conditionality, not less, and that incentives encourage governments to reform. Under a tenth of respondents felt that performance-based aid limited their country's autonomy.

Most of Africa is no longer ruled by "a bunch of dictators" with dubious economic policies but by civilian leaders building up democracies, explains Steven Radelet, an economist who designed the first set of MCC indicators. The case for aid implementation is... which is precisely

In this section

- Flight to nowhere
- Carrots all round
- In it for life
- Book-keeping

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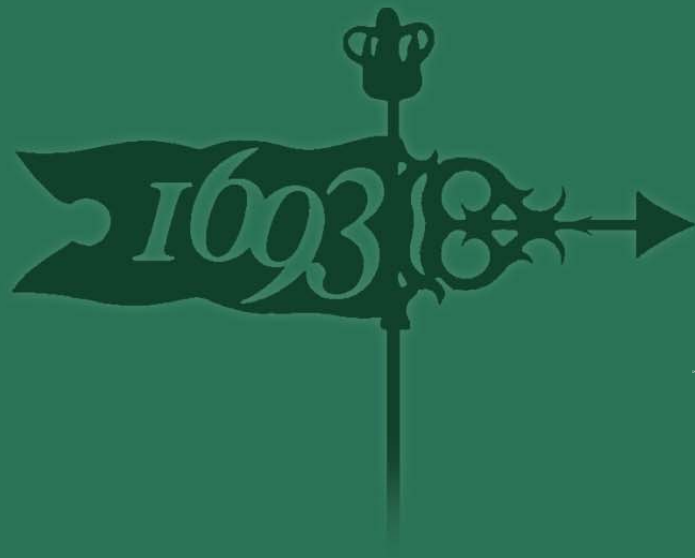


New Media Studio Launched --



- Broadcast Interviews
- Video Recordings
- Video Conferences





Additional Material

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* **
Challenge 1 – Leading Liberal Arts University								
Undergraduate acceptance rate ^a	34%	34%	32%	35%	32%	34%	33% (Fall 2011)	9% (Fall 2011)
Undergraduate yield rate ^a	35%	34%	35%	33%	33% Prelim.	34%	44% (Fall 2011)	55% (Fall 2011)
Undergraduate 25 th – 75 th percentile SAT score range ^{b1}	1250-1440	1240-1450	1260-1440	1240-1450	1250-1460 Prelim.	1250-1450	1240-1460 (Fall 2011)	1340-1520 (Fall 2011)
Undergraduate graduation rates ^a	91% 2003 cohort	90% 2004 cohort	91% 2005 cohort	90% 2006 cohort	Avail. 5/2014 2007 cohort	93%	94% 2005 cohort	95% 2005 cohort
Student: faculty ratio ^{b8}	11:1	12:1	12:1	12:1	12:1	<13:1	16:1 (Fall 2011)	9:1 (Fall 2011)
Undergraduate small class percentage (2-19 students) ^b	45%	48%	47%	48%	49%	50%	53% (Fall 2011)	70% (Fall 2011)
Challenge 2 – Diversity								
Undergraduate students who are members of historically underrepresented groups ^{a9}	22%	23%	25%	26%	27%		27% (Fall 2011)	33% (Fall 2011)
Undergraduate students who are nonresident aliens ^a	2%	2%	3%	3%	4%		6% (Fall 2011)	11% (Fall 2011)
Graduate/professional students who are members of historically underrepresented groups ^{a9}	13%	13%	14%	15%	16%		17% (Fall 2011)	22% (Fall 2011)
Graduate students who are nonresident aliens ^a	10%	12%	11%	12%	13%		12% (Fall 2011)	27% (Fall 2011)
Average per-borrower cumulative undergraduate debt ^{c3}	\$18,410 (2009 grads)	\$21,367 (2010 grads)	\$20,835 (2011 grads)	\$24,344 (2012 grads)	Avail. 2/2014 (2013 grads)	<\$20,000	\$21,591 (2012 grads)	\$23,521 (2012 grads)
Challenge 3 – Lifelong Connection								
Alumni giving participation rate: undergraduates with degrees ^d	22.4%	23.4%	23.9%	Avail. 9/2013	Avail. 9/2014	30% by 2014	22% (USNews)	35.3% (FY2011)
Challenge 4 – Business Plan								
US News & World Report: Financial resources rank ^b	88	85	97	112	Avail. 9/2013	<70	53 (2011-12)	26 (2011-12)
Total sponsored program expenditures (millions) ^a	\$50	\$54	\$57	\$55	Avail. 4/2014	\$60 by 2014	\$354 (2010-11)	\$121 (2010-11)
Debt Service as Percent of Operating Expense ^f	4.9%	6.7%	5.9%	6.6%	Avail. 9/2013	<7%	Not available	Not available
Annual Total Value of Private Gifts (in millions) ^{d6}	\$51	\$43	\$41	Avail. 9/2013	Avail. 9/2014	50	\$219 (2010-11)	\$164 (2010-11)
Endowment per student ^g	\$65,711	\$71,406	\$81,408	\$82,870	Avail 11/2013		\$195,175 (2010-11)	\$298,425 (2010-11)
Challenge 5 – Administrative Resources and Infrastructure								
All E&G Facilities Condition Index ^{e5}	11.0%	7.6%	7.8%	6.3%	6.9%	<10%	7.5% (2011-12)	Not available
Challenge 6 – Communications								
US News & World Report: National Universities ^b (Ranking for year data collected)	33	31 (tie)	33 (tie)	33 (tie)	Avail. 9/2013		24 (tie) (2011-12)	15 (tie) (2011-12)
US News & World Report: Public Universities ^b (Ranking for year data collected)	6	6	6	6	Avail. 9/2013		2 (tie) (2011-12)	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

^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 September based on data submitted in previous spring. Reported for year data collected.

^c From Common Data Set (or institutional website, as available)

^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 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

⁴ 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).

⁵ 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.

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 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.

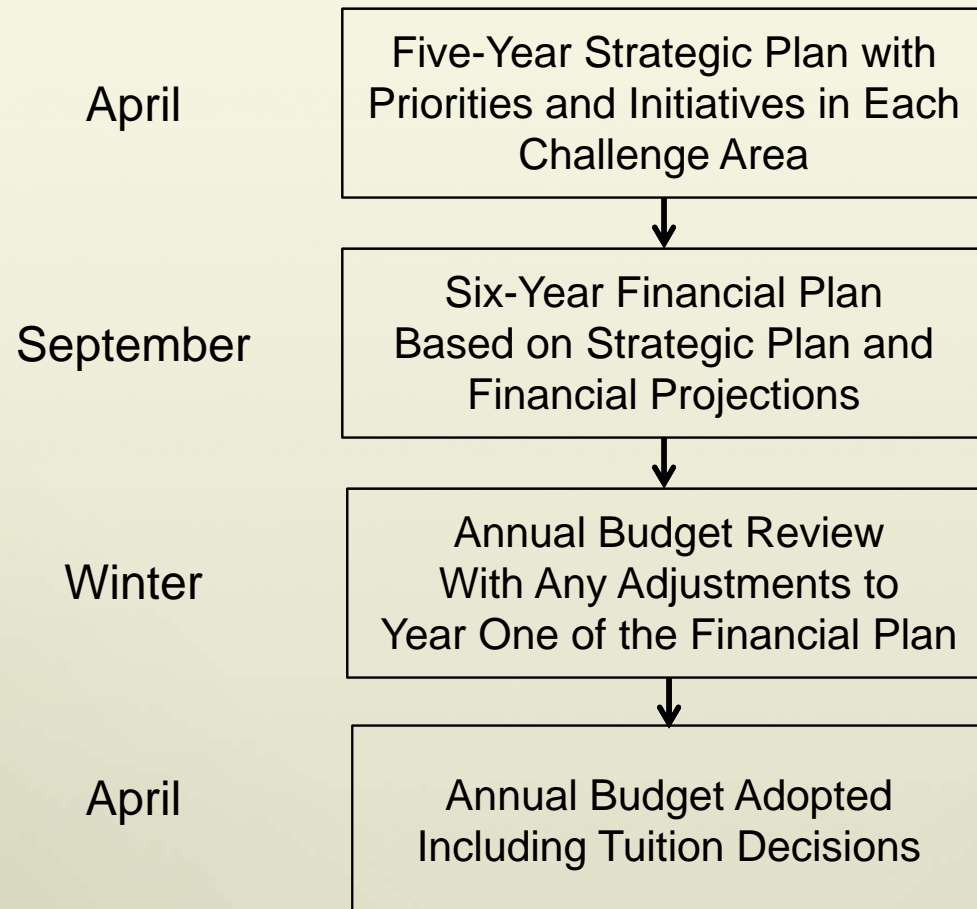


Some Major Achievements

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



Annual Planning Cycle





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 5th 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)



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, 230 (84%) have been completed or adopted into continuing practice, 41 are underway and 4 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	3	24	35	62
2011-2012	2	14	15	40	71
2012-2013	2	18	4	23	47
Total	4	41	93	137	275