

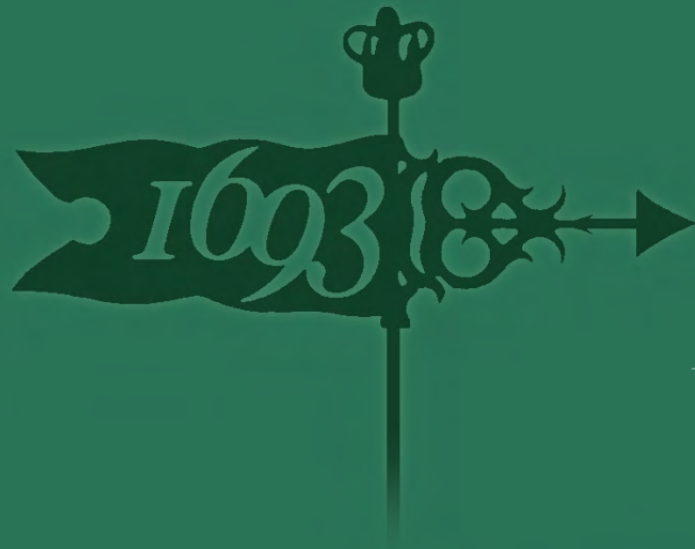
Strategic Initiatives and New Ventures

November 2013



Agenda

- Discussion Topics
 - Promise Implementation
 - Business Innovation Project
 - Early Admission Indications
- Closed Session
- Communications/Economic Development Update – W&M & the Region



University Dashboard



Top-Level Dashboard

Measures+	W&M 2009-10	W&M 2010-11	W&M 2011-12	W&M 2012-13	W&M 2013-14
Challenge: Leading Liberal Arts University					
Undergraduate acceptance rate ^a	34%	32%	35%	32%	33%
Undergraduate yield rate ^a	34%	35%	33%	33%	32%
Undergraduate 25 th – 75 th percentile SAT score range ^{b1}	1240-1450	1260-1440	1240-1450	1250-1460	1270-1460
Undergraduate graduation rates ^a	90% 2004 cohort	91% 2005 cohort	90% 2006 cohort	Avail. 5/2014 2007 cohort	Avail. 5/2014 2008 cohort
Student: faculty ratio ^{b8}	12:1	12:1	12:1	12:1	Avail. 3/2014
Undergraduate small class percentage (2-19 students) ^b	48%	47%	48%	49%	Avail. 2/2014
Challenge: Diversity					
Undergraduate students who are members of historically underrepresented groups ^{a9}	23%	25%	26%	27%	28%
Undergraduate students who are nonresident aliens ^a	2%	3%	3%	4%	4%
Graduate/professional students who are members of historically underrepresented groups ^{a9}	13%	14%	15%	16%	15%
Graduate students who are nonresident aliens ^a	12%	11%	12%	13%	15%
Average per-borrower cumulative undergraduate debt ^{c3}	\$21,367 (2010 grads)	\$20,835 (2011 grads)	\$24,344 (2012 grads)	Avail. 2/2014 (2013 grads)	Avail. 2/2014 (2014 grads)



Top-Level Dashboard Continued

Measures+	W&M 2009-10	W&M 2010-11	W&M 2011-12	W&M 2012-13	W&M 2013-14
Challenge: Lifelong Connection					
Alumni giving participation rate: undergraduates with degrees ^{d6}	23.4%	23.9%	23.6%	23.9%	Avail. 9/201
Challenge: Business Plan					
US News & World Report: Financial resources rank ^b	85	97	112	114	Avail. 9/201
Total sponsored program expenditures (millions) ^a	\$54	\$57	\$55	Avail. 4/2014	Avail. 4/201
Debt Service as Percent of Operating Expense ^f	6.7%	5.9%	6.6%	6.9%	Avail. 9/201
Annual Total Value of Private Gifts (in millions) ^d	\$43	\$41	\$44	\$70	Avail. 9/201
Endowment per student ^g	\$71,406	\$81,408	\$82,870	\$87,963	Avail 10/20:
Challenge: Administrative Resources and Infrastructure					
All E&G Facilities Condition Index ^{e5}	7.6%	7.8%	6.3%	6.9%	Avail. 2/201
Challenge: Communications					
US News & World Report: National Universities ^b (Ranking for year data collected)	31 (tie)	33 (tie)	33 (tie)	32 (tie)	Avail. 9/201

WILLIAM & MARY TOP LEVEL DASHBOARD

Measures+	W&M 2009-10	W&M 2010-11	W&M 2011-12	W&M 2012-13	W&M 2013-14	Target	UVA* **	Brown* **
Challenge: Leading Liberal Arts University								
Undergraduate acceptance rate ^a	34%	32%	35%	32%	33%	34%	30% (Fall 2013)	9% (Fall 2013)
Undergraduate yield rate ^a	34%	35%	33%	33%	32%	34%	41% (Fall 2013)	58% (Fall 2013)
Undergraduate 25 th – 75 th percentile SAT score range ^{b1}	1240-1450	1260-1440	1240-1450	1250-1460	1270-1460	1250-1450	1260-1460 (Fall 2012)	1320-1530 (Fall 2012)
Undergraduate graduation rates ^a	90% 2004 cohort	91% 2005 cohort	90% 2006 cohort	Avail. 5/2014 2007 cohort	Avail. 5/2015 2008 cohort	93%	93% 2006 cohort	95% 2006 cohort
Student: faculty ratio ^{b8}	12:1	12:1	12:1	12:1	Avail. 3/2014	<13:1	16:1 (Fall 2012)	8:1 (Fall 2012)
Undergraduate small class percentage (2-19 students) ^b	48%	47%	48%	49%	Avail. 2/2014	50%	54% (Fall 2012)	70% (Fall 2012)
Challenge: Diversity								
Undergraduate students who are members of historically underrepresented groups ^{a9}	23%	25%	26%	27%	28%		27% (Fall 2012)	33% (Fall 2012)
Undergraduate students who are nonresident aliens ^a	2%	3%	3%	4%	4%		6% (Fall 2012)	12% (Fall 2012)
Graduate/professional students who are members of historically underrepresented groups ^{a9}	13%	14%	15%	16%	15%		17% (Fall 2012)	22% (Fall 2012)
Graduate students who are nonresident aliens ^a	12%	11%	12%	13%	15%		12% (Fall 2012)	28% (Fall 2012)
Average per-borrower cumulative undergraduate debt ^{c3}	\$21,367 (2010 grads)	\$20,835 (2011 grads)	\$24,344 (2012 grads)	Avail. 2/2014 (2013 grads)	Avail. 2/2015 (2014 grads)	<\$20,000	\$21,591 (2012 grads)	\$23,521 (2012 grads)
Challenge: Lifelong Connection								
Alumni giving participation rate: undergraduates with degrees ^{d6}	23.4%	23.9%	23.6%	23.9%	Avail. 9/2014	40% by 2020	23% (USNews)	32.5% (FY2013)
Challenge: Business Plan								
US News & World Report: Financial resources rank ^b	85	97	112	114	Avail. 9/2014	<70	55 (2012-13)	24 (2012-13)
Total sponsored program expenditures (millions) ^a	\$54	\$57	\$55	Avail. 4/2014	Avail. 4/2015	\$60 by 2014	\$345 (2011-12)	\$124 (2011-12)
Debt Service as Percent of Operating Expense ^f	6.7%	5.9%	6.6%	6.9%	Avail. 9/2014	<7%	Not available	Not available
Annual Total Value of Private Gifts (in millions) ^d	\$43	\$41	\$44	\$70	Avail. 9/2014	50	\$230 (FY2012)	\$176 (FY2013)
Endowment per student ⁸	\$71,406	\$81,408	\$82,870	\$87,963	Avail 10/2014		\$195,175 (2010-11)	\$298,425 (2010-11)
Challenge: Administrative Resources and Infrastructure								
All E&G Facilities Condition Index ^{e5}	7.6%	7.8%	6.3%	6.9%	Avail. 2/2014	<10%	6.6% (2012-13)	Not available
Challenge: Communications								
US News & World Report: National Universities ^b (Ranking for year data collected)	31 (tie)	33 (tie)	33 (tie)	32 (tie)	Avail. 9/2014		23 (tie) (2012-13)	14 (tie) (2012-13)
US News & World Report: Public Universities ^b (Ranking for year data collected)	6	6	6	6	Avail. 9/2014		2 (tie) (2012-13)	Not applicable

+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

^aFrom 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)

^bFrom US News & World Report: rankings published in September based on data submitted in previous spring. Reported for year data collected.

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

^dFrom Council for Aid to Education/Voluntary Support of Education. Money received and irrevocable commitments only. Does not include all pledges.

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

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

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

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

²Figures 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).

⁵The 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.

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

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

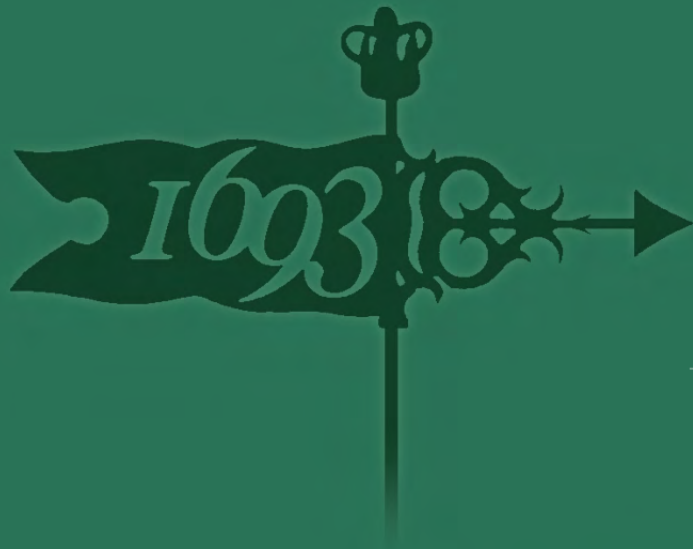
⁸Does not include faculty or students in stand-alone graduate or professional programs (i.e., Law and, prior to 2010, VIMS)

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



Number 1!

- Top public university -- For professors committed to teaching – and third overall behind just Princeton and Dartmouth: *USNWR*
- Top university, public or private, for graduates who start their careers in public service: *Washington Monthly/Aspen Institute*
- Top public university for percentage of undergraduate students who study abroad (45.7 %): *Institute for International Education*
- Top public university in number of student Fulbright awards per FTE enrollment, and behind only Princeton overall: *Chronicle of Higher Education*.



Promise Implementation



Promise Communication: www.wm.edu/promise

Tuition Guarantee

Financial Impact

Educational Impact

How does this affect me?

Sites » W&M Promise

W&M Promise

Securing a future worthy of our past

The William & Mary Promise is an innovative, new operating model that will enhance the quality of a William & Mary education while improving predictability and affordability for in-state undergraduate students at the Commonwealth's distinctive "public ivy."

In the face of growing competitive pressures and limited public funding, William & Mary will become more self-sufficient so it can continue to offer an outstanding educational experience as one of the leading institutions of higher education in the Commonwealth and nation.

Key pieces of the new model include:

- predictability through a [tuition guarantee](#) for incoming Virginians
- increased [affordability](#) & reduced student debt for Virginia families
- [more seats](#) for Virginia undergraduates
- greater efficiency through [innovation](#)
- more resources to recruit and [retain superb faculty](#)

"William & Mary is a treasure for the Commonwealth and for the country. It is an iconic national institution that was present at the creation of both the State of Virginia and the United States of America. The College is now well into its 320th year. As the stewards of this great inheritance, it's up to us to sustain William & Mary in our time." –President Taylor Reveley

RELATED LINKS

[April 2013 Press Release](#) ►

A NEW MODEL



[Watch the full story](#) to learn how the W&M Promise will sustain the College in our time.

VOICES OF SUPPORT

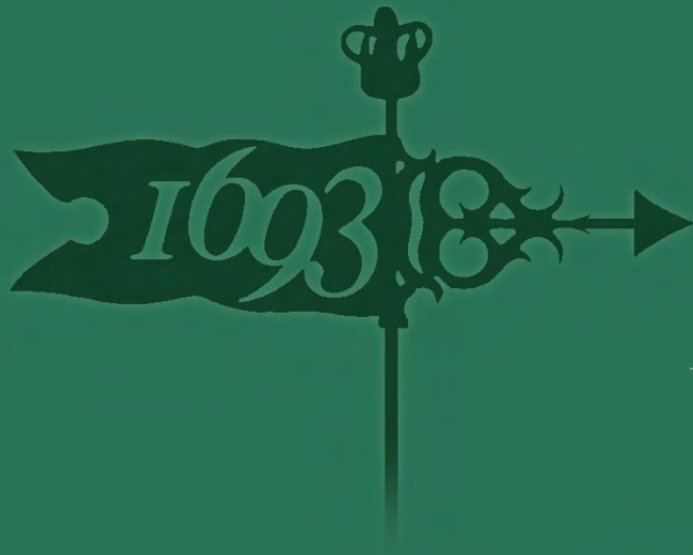


"...it is time for bold and creative ideas to provide the kind of resources needed to sustain great institutions like William & Mary..." [More...](#)



Promise Implementation

1. IS UG Continuing-- tuition tied to inflation	In place for Classes of '14, '15, '16; Compute inflation adjustments each year
2. IS UG Incoming-- 4-Year tuition	In place for Classes of '17, '18, '19
3. IS UG-- Reduced net tuition for most middle class and reduced loan burden for students with demonstrated need	Increased grants and reduced borrowing for families with demonstrated need and incomes up to \$100K will translate into lower net tuition and lower graduation debt for '17
4. Increase IS UG by 150 over four years	New Promise slots will start being added in fall 2014.
5. Track admission impacts	No impact on overall entering Class of '17 quality; assess impact of OOS tuition and recognize elasticity constraints
6. Salaries-- Over 5-Year period, faculty to 60 th percentile and staff competitive	In July 2013, 2 percent state increases for all, 4% additional merit pool for faculty and 2% merit pool for staff.
7. Academic innovation (consider full load, dual responsibilities, NTE integration)	By April 2014, all schools develop policies for appropriate balances between dual responsibilities as scholars and teachers and implement in 2014-2015.
8. Administrative innovation and efficiency	Review of key areas of administrative operations. Consultant RFP by 10/13. Initial findings by 4/14.
9. Philanthropy	Smooth VP transition. Record-breaking cash in 2012-2013. Renewed focus on lifetime culture of philanthropy and greater regional emphasis in FY14 and beyond.



Business Innovation



Business Innovation Steering Committee

In 2013-14 retain an outside firm to assess W&M's operations and make recommendations to achieve additional efficiencies. This will not include academic programs, but will include business processes in the various schools.

Steering Committee

Co-chairs (Provost Michael Halleran, VP Jim Golden)

Bob Archibald, Professor of Economics

Courtney Carpenter, Associate Provost and CIO

Bill Cooke, Professor of Physics

Kate Conley, Dean of the Faculty of Arts and Sciences

Dave Douglas, Dean of the School of Law

Sam Jones, VP Finance

Jennifer Latour, Chief Financial and Admin Officer, VIMS

Anna Martin, VP Administration

George Rudebusch, Undergraduate '16

Lisa Szykman, Associate Professor, School of Business

Tom Watkins, Board of Visitors



Business Innovation

- October 2013:
 - Issued RFP for an 8-10 week “blitz diagnostic”; included the option to continue work on areas identified as having the greatest promise.
 - Conducted pre-proposal conference call (Oct 23) with 33 companies participating.

- November 2013
 - Proposals due November 22 (Today)
 - Refine the major communication themes for the roll-out of the project.
 - Prepare draft blast email from president outlining the purpose and scope of the business process review.
 - Develop website



Business Innovation

- Establish W&M teams for each process area and alert them to the mid-January to mid-March requirements. Individuals listed coordinate the teams. Teams will include staff and “customers.” Also identify regulations that limit productivity.
 - IT – Courtney Carpenter
 - HR – Earleen O’Roark
 - Procurement – Greg Johnson
 - Finance – Bert Brummer
 - Facilities – Dave Shepard
 - Customer Relationship Management – Berni Kenney
 - Foundation support review – Teresa Munford
 - Marketing of W&M branded items – Jim Golden



Business Innovation

- December 2013
 - Steering Committee meets (Dec 5) to select finalists
 - Finalist presentations (Dec 17-18)
 - Negotiate contract with consultant

- January 2014
 - Issue contract
 - Jim Golden has initial responsibility for coordination between the Steering Committee, W&M teams and the consultants
 - Consultant begins work
 - Julie Summs arrives as Director of Economic Development and Business Innovation and begins assuming responsibility for overall coordination between the Steering Committee, W&M teams and the consultant team
 - Intense period of W&M teams working with consultant begins



Business Innovation

- February 2014
 - Intense period of W&M teams working with consultant continues

- March 2014
 - Complete diagnostic phase. Review potential savings.

- April 2014
 - Identify scope of work and costs for a deeper dive in targeted areas.
 - Discuss progress and next steps with the BOV
 - Issue RFP for phase II or negotiate continuing contract with phase I consultants



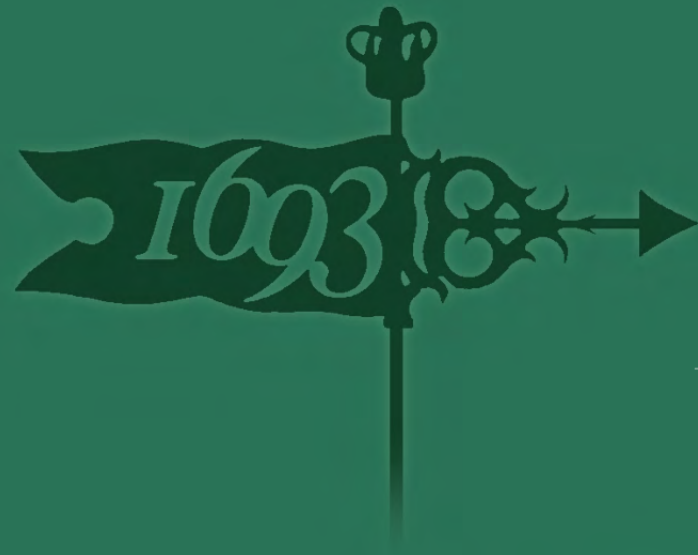
Business Innovation Messages

- Together. This effort is part of the W&M Promise, which requires contributions from earned income, philanthropy and innovation on campus to sustain W&M as a public ivy. We are all in this together and we will all benefit from our common success.
- Strategic Priorities. We want to reallocate funds to the priorities in our strategic plan.
- Operational Excellence. We want to enhance operational excellence across all of our business processes. The quality of our operational processes should match the high quality of our academic programs.
- Innovation. We have a history of innovation. We have been at this for some time and we have made progress in reallocating funds, finding net new revenues, and exploring creative adaptation. We want to build on that success. Even a leader can always improve.
- Streamline. We think we are lean, but that does not always mean we are efficient. We want to streamline our processes, reduce frustration and shift our time and resources to our highest priorities.¹⁸



Business Innovation

- Sustained excellence. We want to organize for ongoing, sustained high levels of performance – not pursue short-term reallocations that can simply shift loads to other units.
- Operations Focus. We will be looking at our business processes across the university, including the schools, but the consultants will not be looking at academic programs.
- Data Driven. We will use appropriate data to help guide decisions, and we will benchmark our performance against comparable organizations.
- Long-term. This will be a long-term effort over several years, beginning with a roughly two-month review to determine the areas with greatest opportunity to cut costs, reduce cost increases, improve efficiency and generate net new revenues.
- Together. Together, we will decide which projects to pursue and the sequence in which they will be conducted. Some of them we will do ourselves, and some with the assistance of consultants.



Admission Update: Early Decision



100%

75%

50%

25%

0%

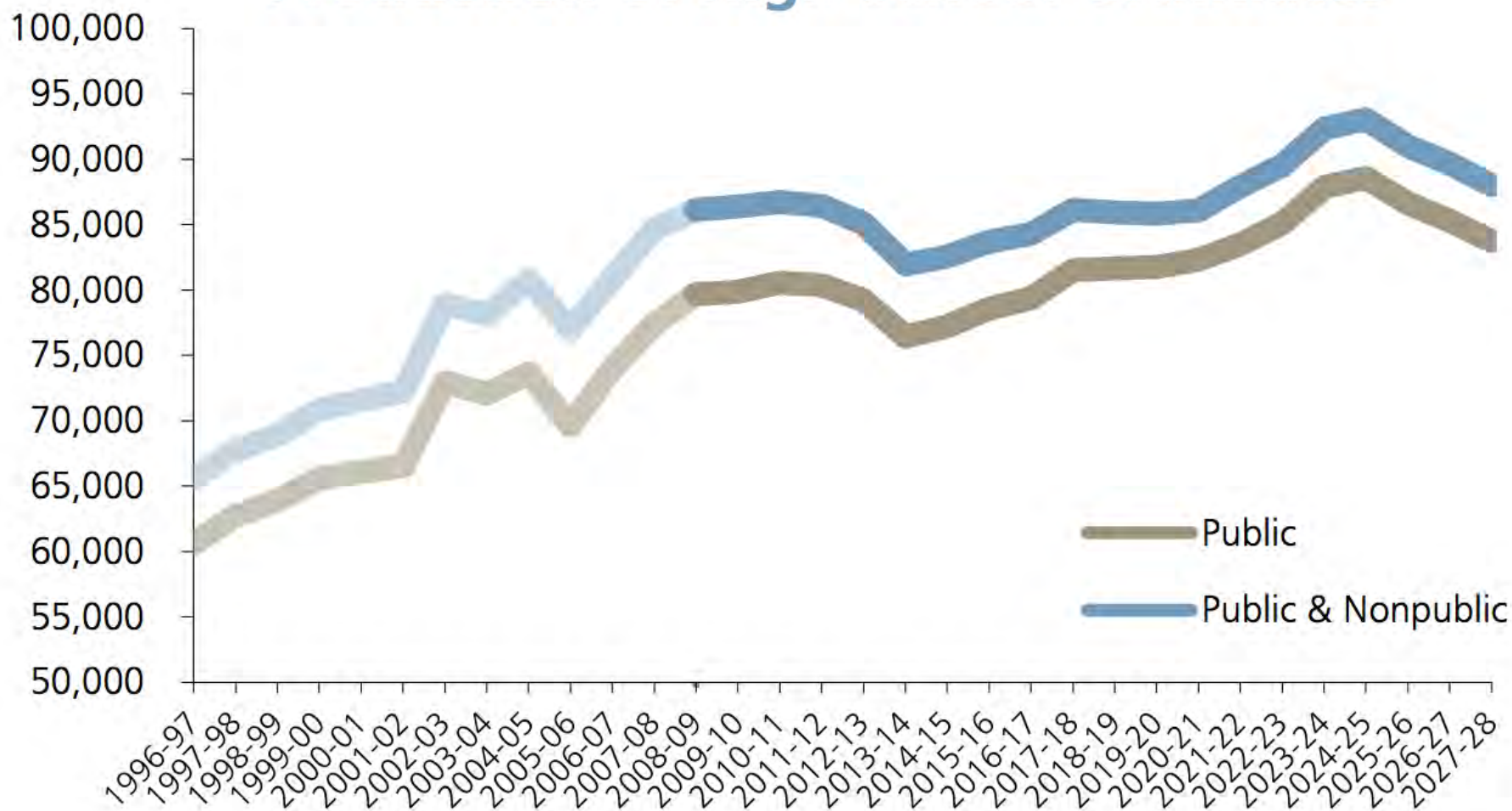
37% of the Class of 2017
enrolled via early decision



Knocking at the College Door
Projections of High School Graduates

VIRGINIA

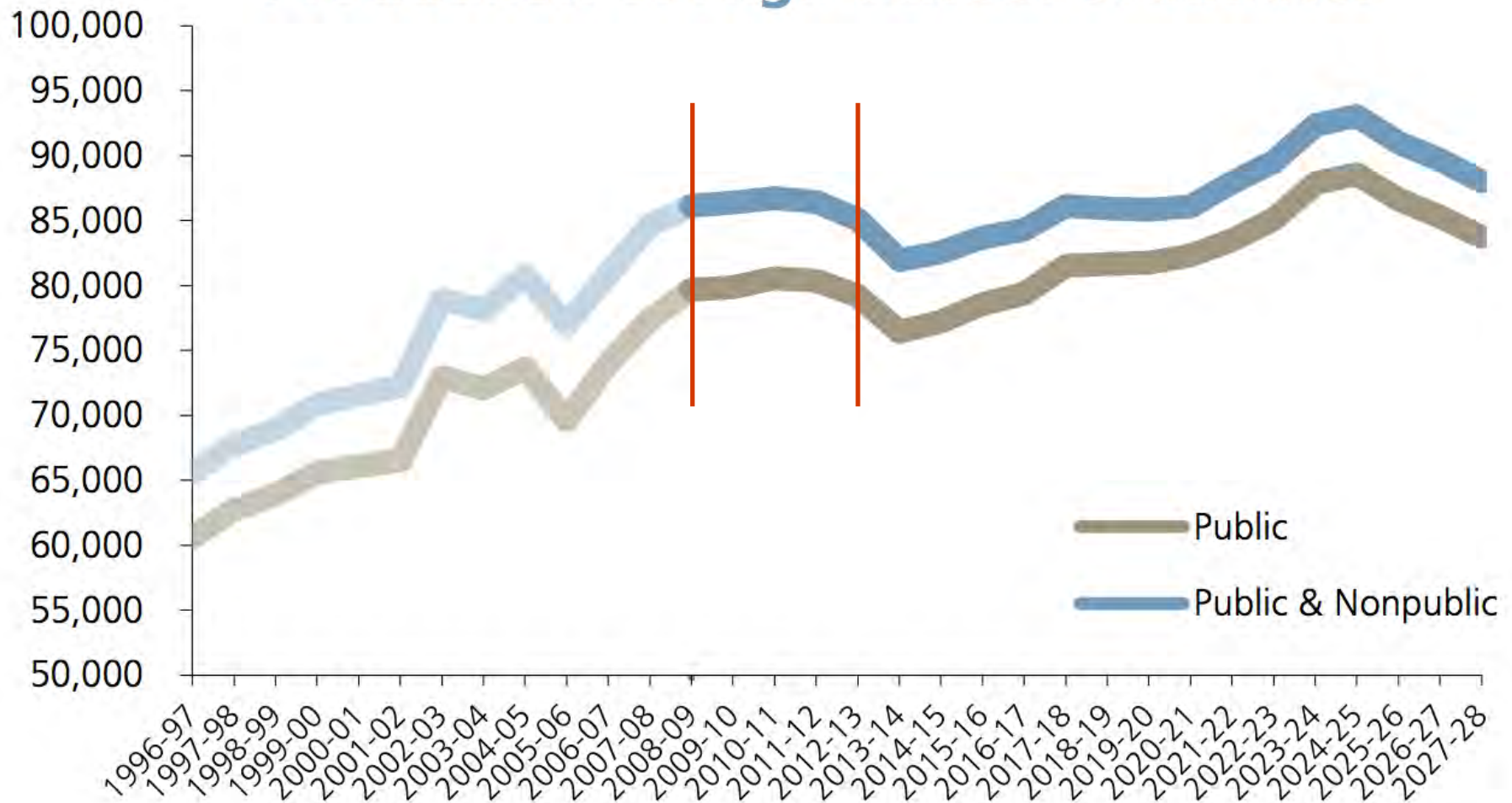
Production of High School Graduates



Knocking at the College Door
Projections of High School Graduates

VIRGINIA

Production of High School Graduates



UVa developing strategy for increasing enrollment

[Story](#)[Comments](#)

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Pin it

0



Share

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Rotunda

Posted: Saturday, November 27, 2010 5:18 pm | Updated: 9:21 am, Thu Jan 24, 2013.

Brian McNeill

The University of Virginia is considering a move to accelerate the pace of its student enrollment growth, but only if the state agrees to pony up to help the university cope with the added costs.

UVa President Teresa A. Sullivan has proposed the addition of 1,400 more undergraduate and 100 more graduate students beyond the university's existing enrollment growth projections, to be phased in over four or five years.

“[The] Promise to Virginia provides a financial aid package equal to full-time tuition and standard room and board (without loans) for Virginia residents who...have a total annual family income of \$60,000 or less.”

Programs for Virginians

In addition to the University's merit scholarships and need-based aid, students from Virginia may take advantage of these programs:

- Richmond's Promise to Virginia provides a financial aid package equal to full-time tuition and standard room and board (without loans) for Virginia residents who:
 - are submitting a first year admission application to Richmond for the first time for Fall 2014 or later;
 - qualify for admission to Richmond as first-year students;
 - have a total annual family income of \$60,000 or less;
 - includes taxable and untaxed income
 - includes income of student, parent(s) and partner (if applicable)
 - for students whose parents are divorced or separated, includes income of student, custodial parent, custodial parent's spouse or partner (if applicable), and noncustodial parent

Programs for Virginians

[Virginia Tuition Assistance Grant](#)

Admission Office

Contact Us

(804) 289-8438

finaid@richmond.edu

Fax: (804) 484-1650

28 Westhampton Way

“[The] Promise guarantees free tuition to any undergraduate student admitted...with a family income below \$75,000.”

Financial Aid

[How to Apply](#)[Important Dates](#)[Aid Status On-Line](#)[Types of Aid](#)[Cost of Attendance](#)[Loan Information](#)[Campus Employment](#)[Frequently Asked Questions](#)[Forms](#)[Contact Us](#)[Policy](#)[Parents](#)[Prospective Undergraduates](#)

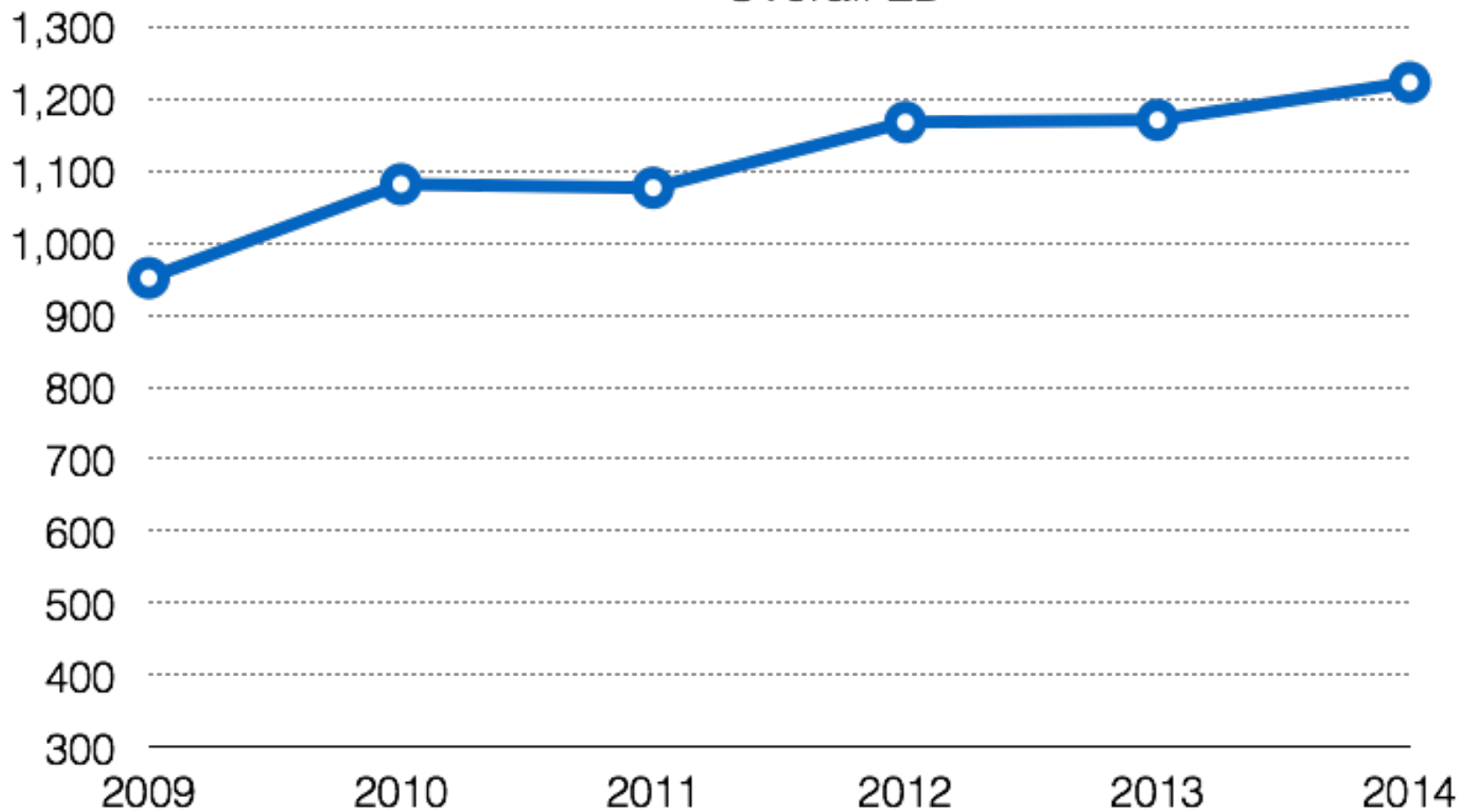
[Home](#) » [About W&L](#) » [Offices and Services](#) » [Financial Aid](#) » [W&L Promise](#)

The W&L Promise

The W&L Promise guarantees free tuition to any undergraduate student admitted to Washington and Lee with a family income* below \$75,000. In addition, those students may be eligible for loan-free assistance to cover room, board and other educational expenses, based on demonstrated need. Transfer students are not eligible for the W&L Promise.

Early Decision Pool

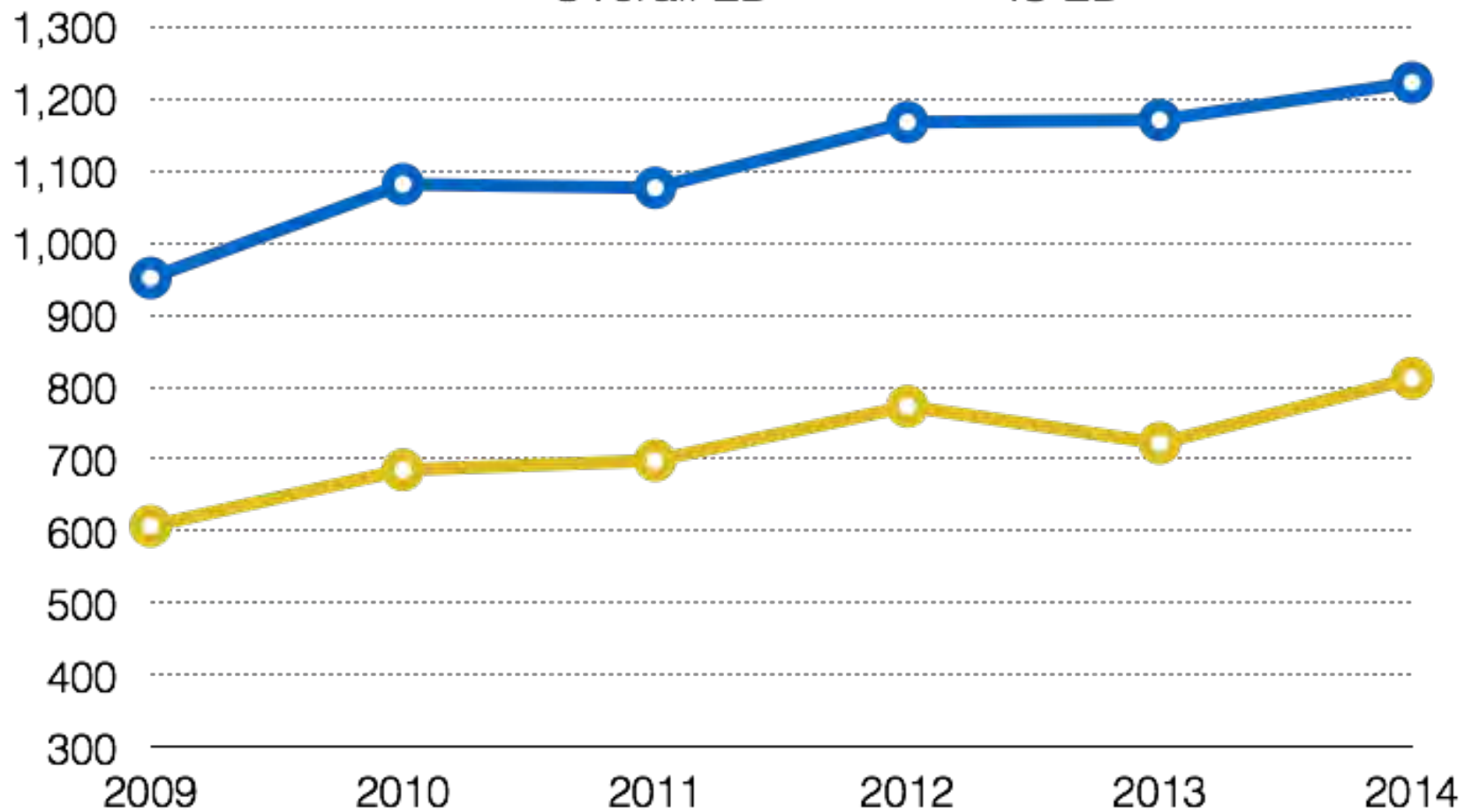
Overall ED



Early Decision Pool

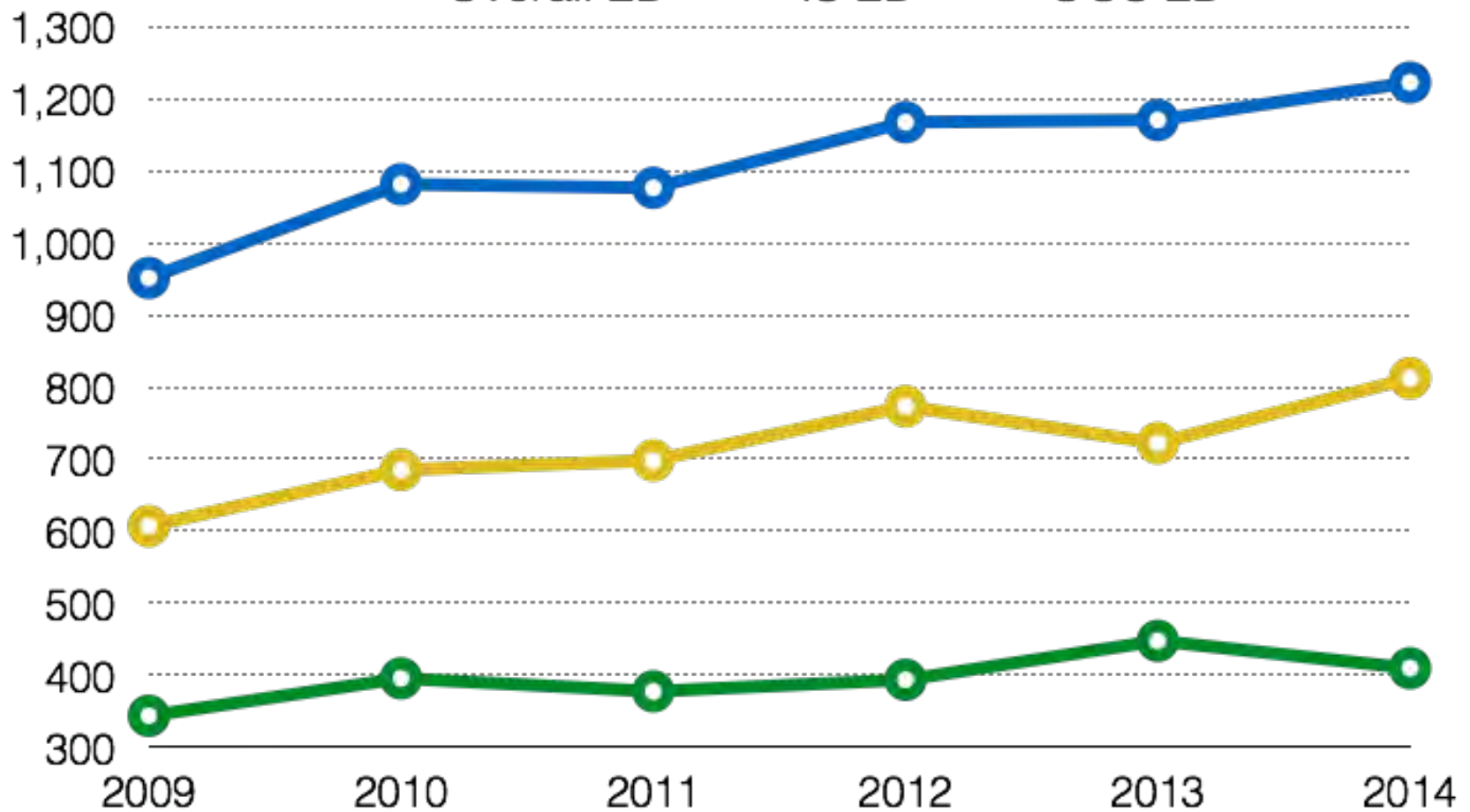
Overall ED

IS ED



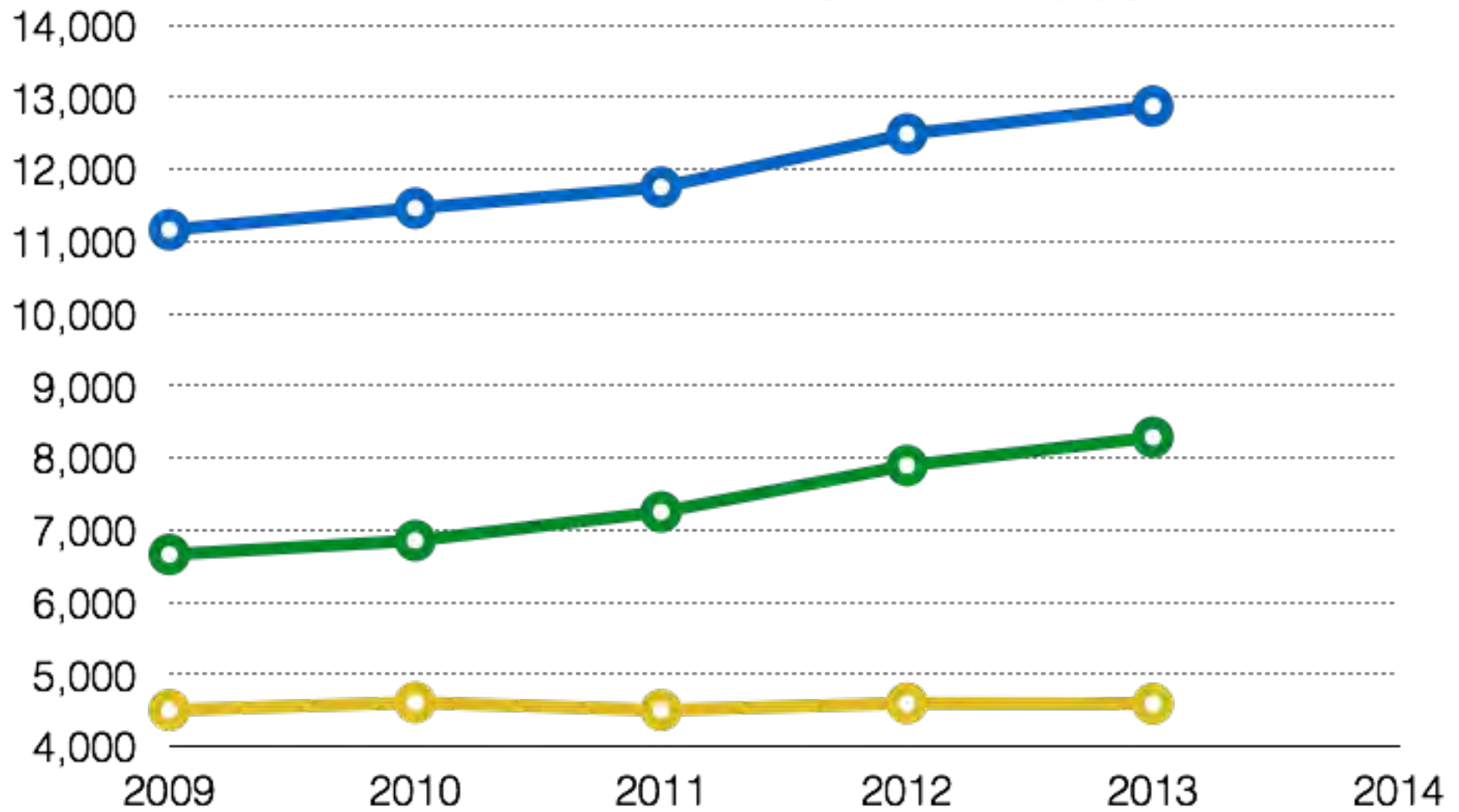
Early Decision Pool

Overall ED IS ED OOS ED



Regular Decision Pool

Overall RD IS RD OOS RD

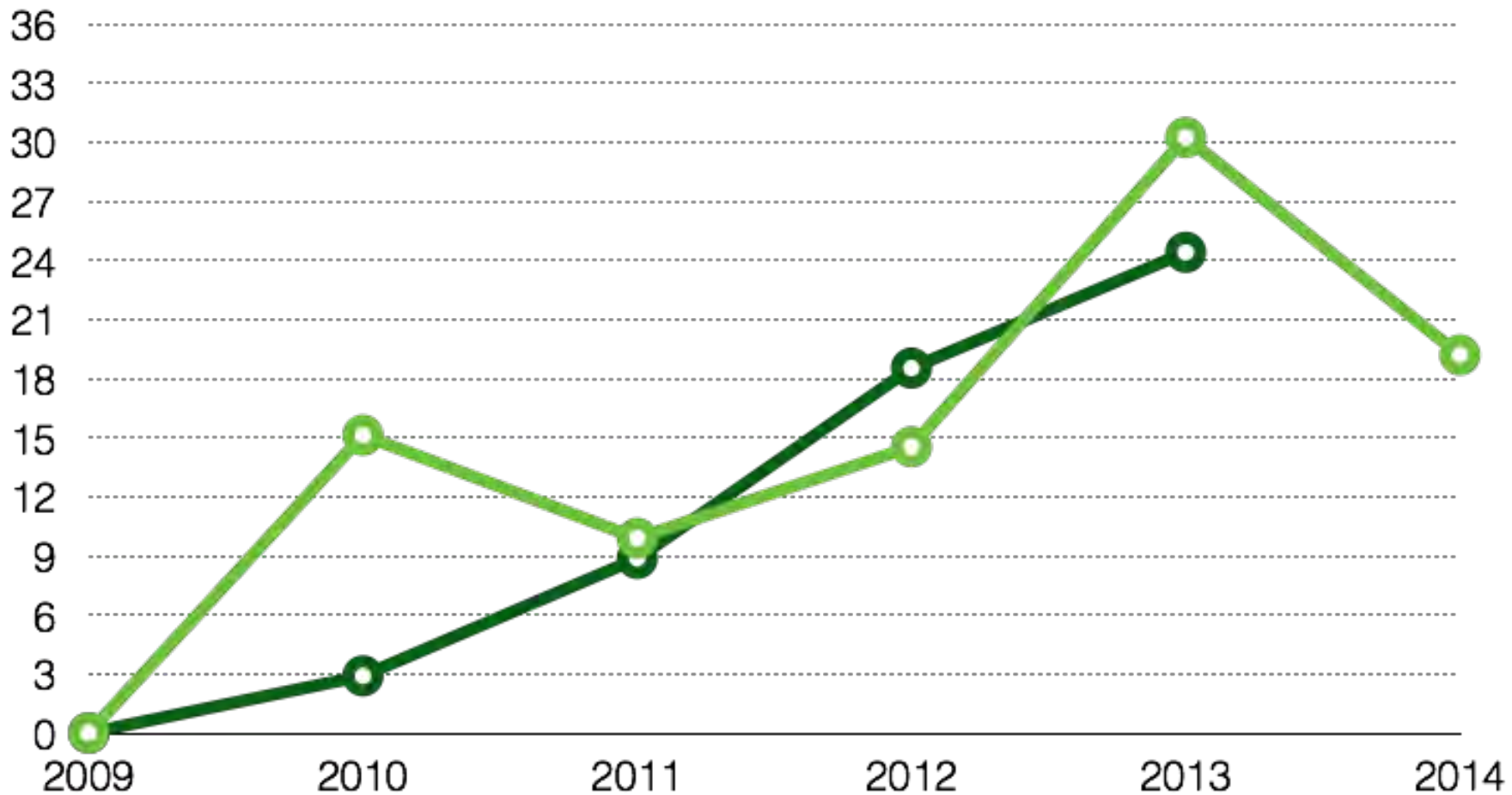




% Out-of-State Growth Relative to 2009

ED OOS

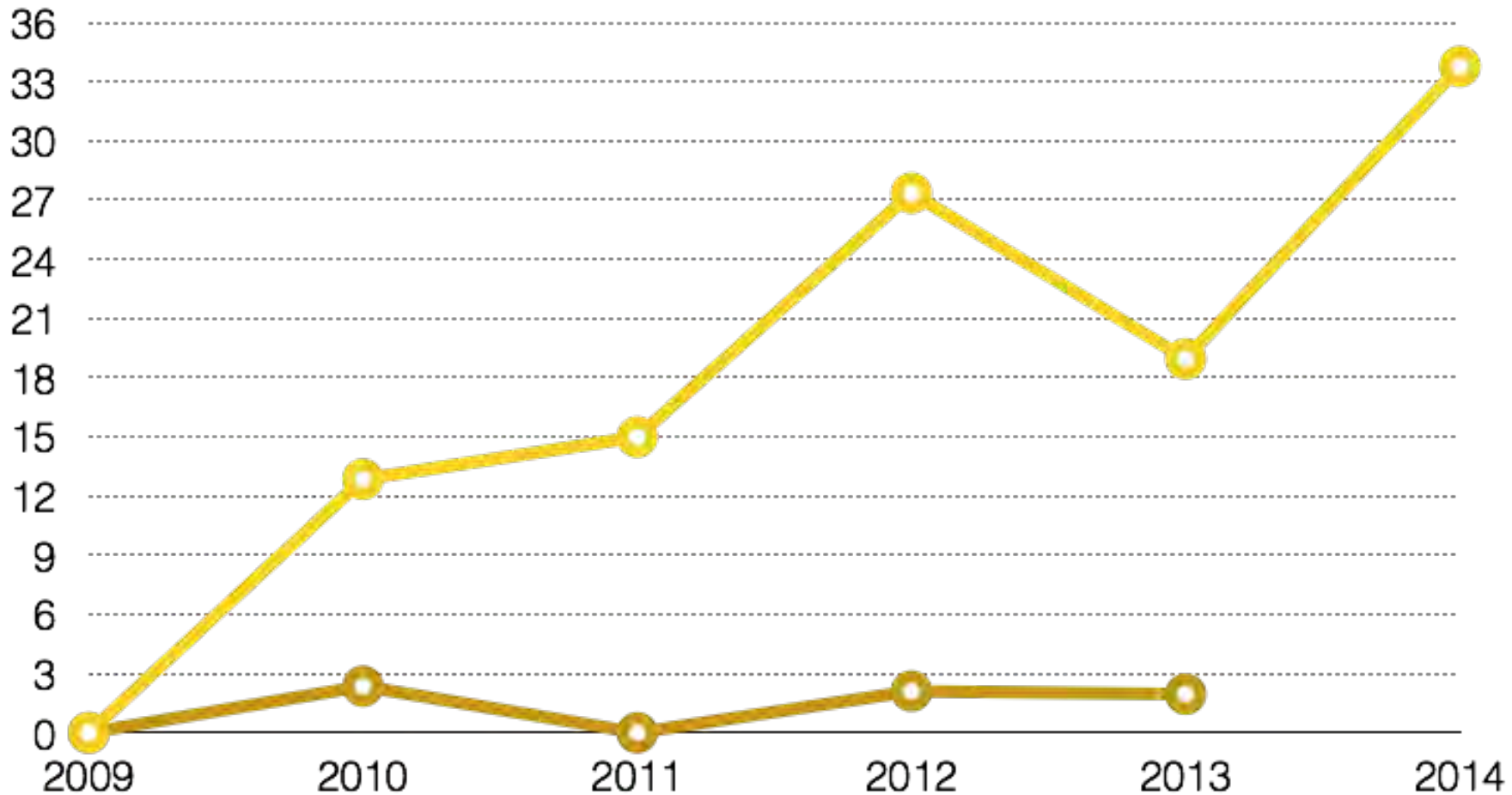
RD OOS



% In-State Growth Relative to 2009

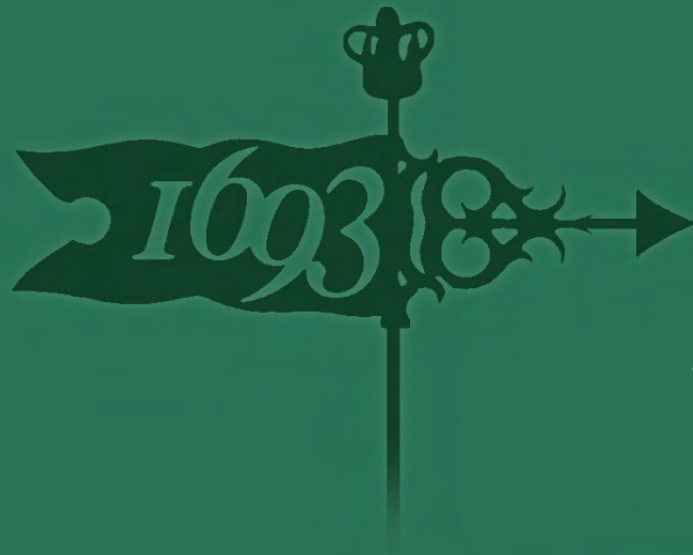
ED IS

RD IS





Questions?



Communications/ Economic Development



W&M & the Region

- W&M's Position in the Region
- Some Major Connections
 - Historic Triangle
 - VIMS
 - Department of Defense
 - NASA and Jefferson Lab



W&M's Position in the Region



Richmond-Petersburg

W&M

Hampton Roads

77% of the nation's population and 80% of the nation's economic growth is expected to reside within eleven emerging Global Gateway regions, according to the America 2050 project.

Together the Richmond – Petersburg MSA and Hampton Roads MSA would be the 18th largest MSA, according to 2011 U.S. census population figures.

That combined MSA would represent 36.3 % of the Commonwealth's total output in 2009 according to the Brookings Institute

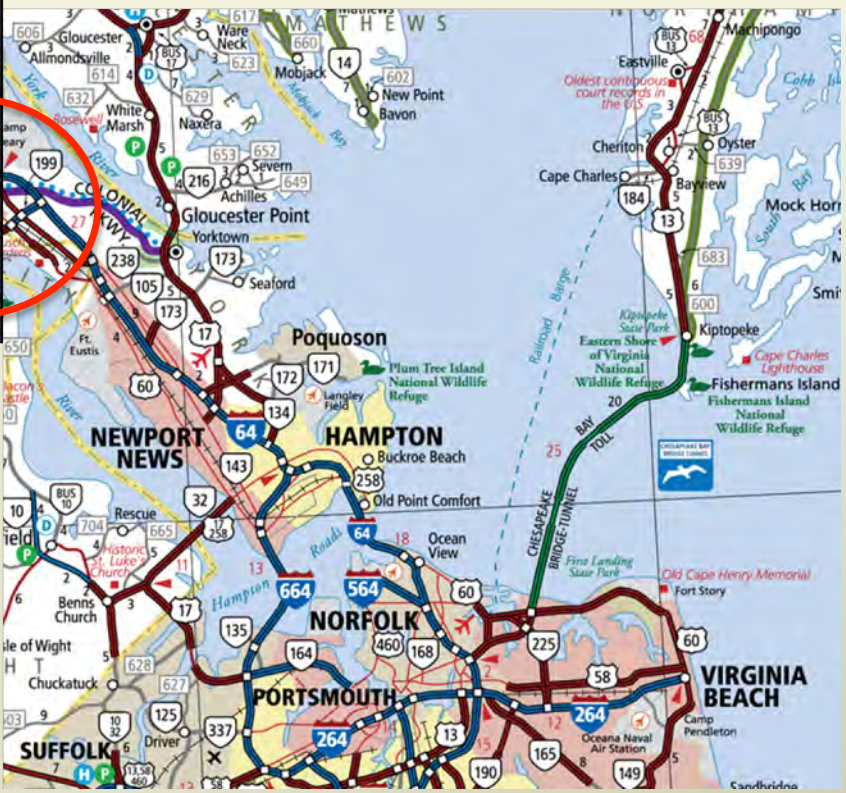


Key Benefits of a Mega Region Designation

- Larger corporate advertising spend
- Stronger ability to secure federal funding for infrastructure development
- Greater connectivity of workers, visitors and freight and enhanced connectivity to world markets
- Enhanced ability to attract corporate investment, which hopefully, would result in job creation



W&M at the Center





W&M at the Center

Trends Affecting the Region

Port Growth
Declining Federal/Defense Spending
Healthcare Expansion

Regional Opportunities

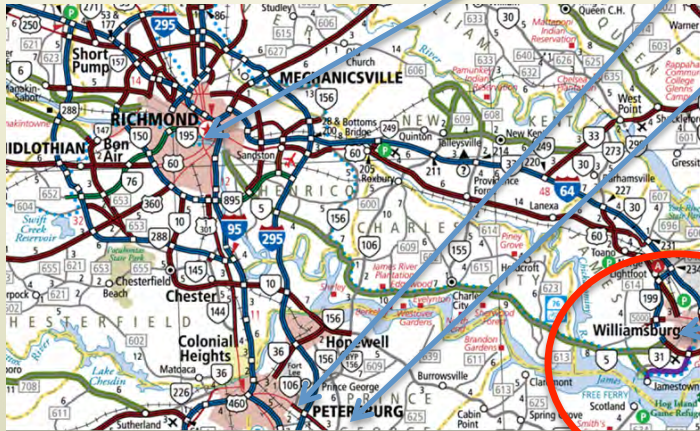
Business Attraction – Commonwealth
Center for Advanced Manufacturing
Healthcare Expansion





W&M at the Center

- VA Bio Tech Park
- RBC – Commonwealth Center for Advanced Manufacturing
- Fort Lee, Logistics



- Historic Triangle
- VIMS
- TRADOC
- NASA
- JLAB



W&M Peninsula Connections



- Historic Triangle
- VIMS
- TRADOC
- NASA
- JLAB



Historic Triangle – Williamsburg, James City County, York County

- New Town
- Technology and Business Center
 - CEO Forum
 - James City County Business Incubator
 - Business Outreach
- Greater Williamsburg Chamber and Tourism Alliance
- Historic Triangle Collaborative
 - Economic Diversification Task Force – 2010
 - Regional Incubator
- School of Business – Alan B. Miller Entrepreneurship Center
 - Field Consultancy – 38 consultants, 15 Teams – Business projects
 - Triangle Incubator
 - Business Community Development – Meetings, Seminars, Business Insight Series



Historic Triangle -- School of Business Entrepreneurship Center

**Upcoming
Dates:
Oct. 23
& Nov. 20!**



WILLIAM & MARY
MASON
SCHOOL of BUSINESS

ENTREPRENEURSHIP CENTER

Business Insight

**A Series of FREE Seminars Designed to Educate,
Enlighten and Inspire Entrepreneurs**

**Presented by: The Mason School of Business at the College of
William and Mary and Next Door Neighbors magazine.**

If you are looking for a networking event where you also have an opportunity to learn something new that will help you in your business, this seminar series is just right for you.

Wednesday, November 20th Speaker:



**H. THOMAS
WATKINS**

**HUMAN GENOME
SCIENCES, INC.**

H. Thomas Watkins served as President and CEO of Human Genome Sciences from 2004 until late 2012, when the company was acquired by GlaxoSmithKline. Mr. Watkins came to HGS with nearly twenty years of experience at Abbott Laboratories and its affiliates in the U.S. and Asia. Mr. Watkins began his career in 1974 with Arthur Andersen & Co. in Washington, D.C., and was a management consultant with McKinsey and Company, Inc., from 1979 to 1985. He holds a Bachelor's Degree in Business from the College of William and Mary, and a Master's Degree in Business Administration from the University of Chicago Graduate School of Business (now Booth School of Business). Mr. Watkins has served as Chair of the Board of Directors of the Biotechnology Industry Organization (BIO) and as Chair of the Life Sciences Advisory Board of the State of Maryland. He is a member of the Board of Directors of Vanda Pharmaceuticals, Inc. He is also Chair of the Board of Trustees of The William and Mary Foundation, Inc., a member of the Board of Trustees of The Mason School of Business of The College of William and Mary, and was appointed to the Board of Visitors of the College of William and Mary in July 2013.



W&M Connections



- Historic Triangle
- VIMS
- TRADOC
- NASA
- JLAB



VIMS -- Overview

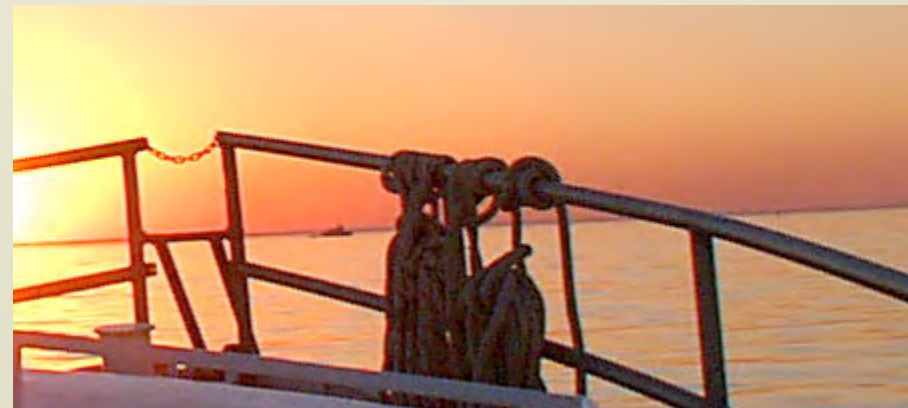
- Research and technical advice underlying sound use of the Chesapeake Bay, its watershed, and its natural resources. Commercial and recreational industries that rely on the Chesapeake Bay's living resources annually generate greater than \$1.2 billion in sales, \$717 million in income, and more than 13,000 jobs.
- One of the world's largest coastal- and estuarine-focused Institutes, with 60 faculty, 100 graduate students and more than 250 professional, technical, and operational staff. It is the 2nd largest employer in Gloucester County and one of the largest in the rural Bay communities of the Middle Peninsula and Northern Neck.
- Awarded more than \$90 million in competitive grants and contracts during the last five years for research.





VIMS – Some Examples of Economic Impact

- VIMS-Industry Partnership – Includes businesses, economic development cooperatives, and federal R&D laboratories. In operation since 2003 to promote high technology industries in the Bay region. Example – Led to major grants to study conversion of algae to fuel oil from Norwegian energy company STATOIL and U.S. Department of Energy.
- Alternative and Renewable Energy
- Shellfish Management, Aquaculture – Research, Industry Support
- Tidal Habitat Management – Project-specific technical guidance for more than 40 years – about 1,000 annually. Economic impact through residential erosion control, port development and maintenance, large infrastructure projects, and private industrial/commercial development estimated to be hundreds of millions of dollars.
- Fish Diseases, Harmful Algal Blooms
- Hydrodynamic Modeling
- Water Quality Monitoring
- Regulatory Support





W&M Connections



- Historic Triangle
- VIMS
- **TRADOC**
- NASA
- JLAB



Some W&M DoD and Veteran Connections

- Army ROTC – Established in 1947, “The Revolutionary Guard Battalion”
- School of Business – MG James Wright Army MBA program
- School of Law – Lewis B. Puller, Jr. Veterans Benefit Clinic
- School of Education – STEM Education Alliance grew from programs funded by the Navy and DoD
- Arts and Sciences – DoD-Partnered Research
- Virginia Values Veterans
- Army Training and Doctrine Command
 - Fort Eustis – 15 minutes away
 - Faculty Experts
 - Student Interns
 - Forums
 - E-Learning
 - Army Leadership Connections



The Queen's Guard



W&M Connections



- Historic Triangle
- VIMS
- TRADOC
- **NASA**
- JLAB



- Materials Science
 - Advanced composites
 - Radiation shielding materials
 - Hydrogen transport through metals
 - Bio-inspired solar energy materials
 - Dye sensitized solar cells
 - Non-destructive evaluation of aerospace structures
 - Studies of fading of pigments
 - Robotics
- Spectroscopic studies of key molecules
 - Earth atmospheric science
 - Planetary atmospheres
- Modeling
 - Optimization of Base Facilities
 - Airport operations
- STEM Education and Teacher Training
- Graduate and Undergraduate research support
 - Graduate Student Researchers Program (GSRP), National Institute of Aerospace (NIA), and Space Grant





W&M Connections

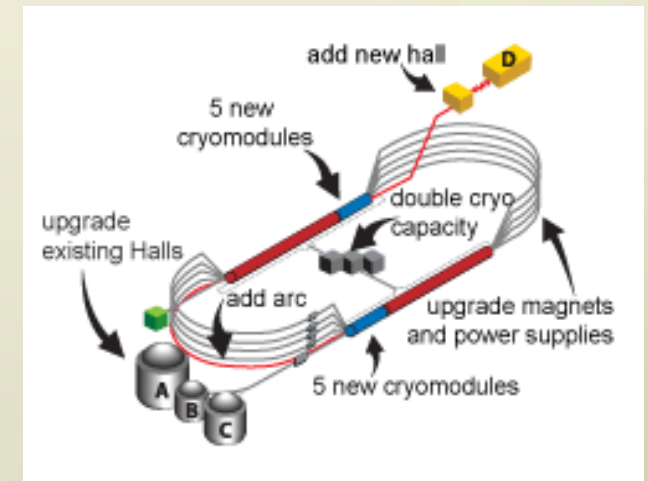


- Historic Triangle
- VIMS
- TRADOC
- NASA
- JLAB



Jefferson Laboratory – Applied Research Center

- Development
 - SURA (Southeastern Universities Research Association) Membership focus on JLAB
 - Contract capture teams for Jefferson Science Associates (JSA) and other ELIC (electron-ion collider) planning
 - Materials Science: Applied Research Center W&M Labs, free electron laser; Supercavity Research Facility (SRF)
- Construction and program physics support
 - 12 GeV (Giga – billion – Electron Volts) upgrade
 - Hall (exit ramp) D – new quark experiments
 - Detector development
- Nuclear Physics Experiment
 - Detailed structure of fundamental particles making up the nucleus
 - Fundamental quantum properties of matter
- Nuclear Computational Physics
 - Lattice methods for chromodynamics

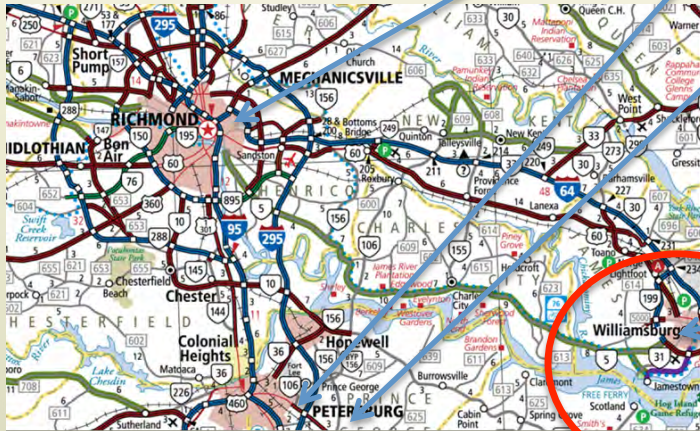


Continuous Electron Beam Accelerator 56

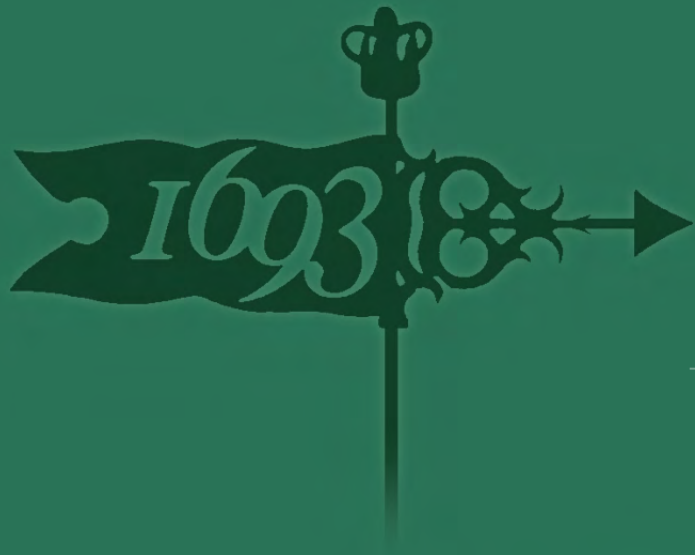


Some W&M connections to the region, the country and the international community

- VA Bio Tech Park
- RBC – Commonwealth Center for Advanced Manufacturing
- Fort Lee, Logistics



- Historic Triangle
- VIMS
- TRADOC
- NASA
- JLAB



Communications



W&M Communications Hub



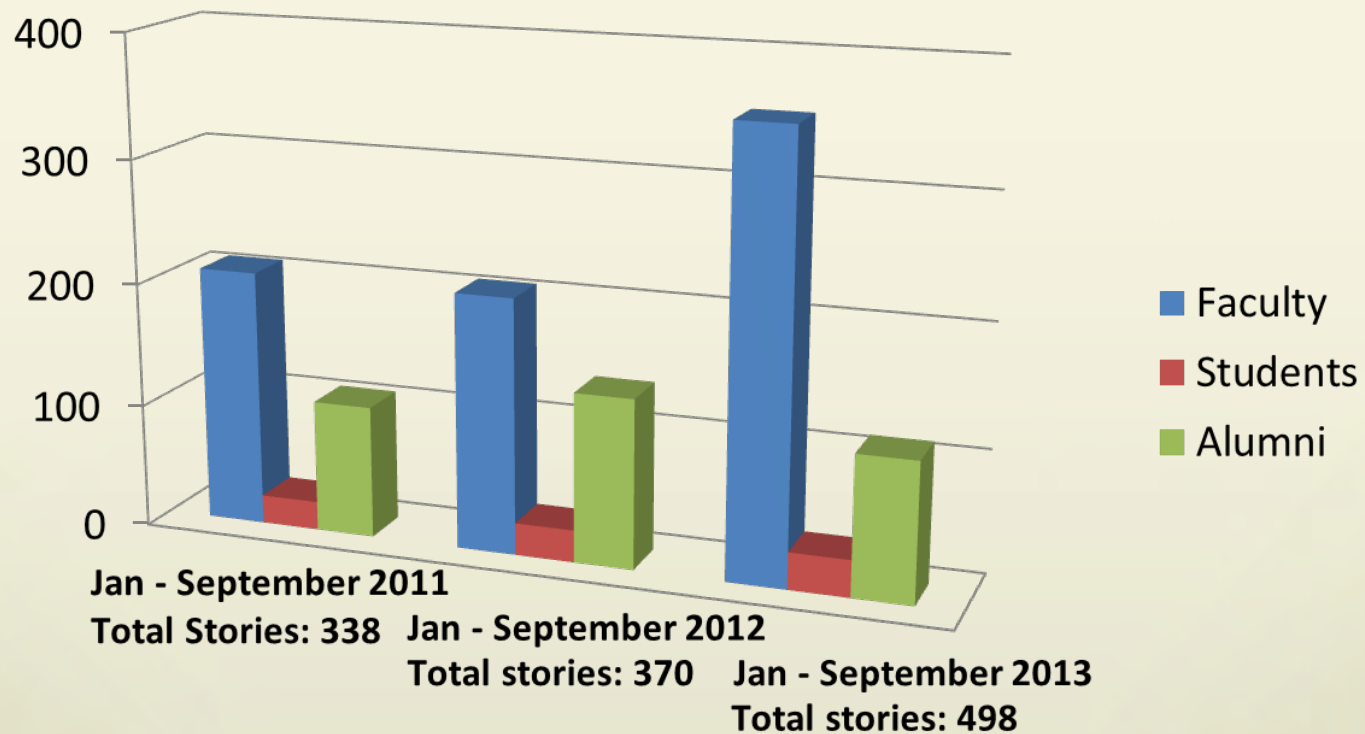
Development:
Marketing,
Communications &
Stewardship (16)

Strategic Initiatives:
University Relations and
Creative Services (22)





Reputation: Promote the W&M Faculty



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.



Who is this? And what is he doing?





Dan Cristol, Professor Biology

Schools are becoming more selective than ever: This year's applicant pool to the College of William and Mary in Williamsburg, Va. was the largest in the college's 320-year history. But when acceptance letters are mailed and prospective students start their evaluations, colleges become the ones that want to stand out.



A professor on stage at the Raft Debate this month at the College of William and Mary in Williamsburg, Va.
Stephen Salpukas/College of William & Mary

Each October at William and Mary, professors pretend to be stranded on an island and have to make a case for why their discipline will save humanity. In these Raft Debates, the most convincing professor, determined by audience applause, gets to board a raft and metaphorically sail off to freedom, while the rest are left behind. The debate dates back to the 1900s in its earliest incarnation. It shows the sense of humor and intellectualism of William and Mary,

says Henry Broaddus, dean of admission.



W&M on Jeopardy!

THE FIRST
U.S. LAW SCHOOL
AT A COLLEGE WAS
ESTABLISHED AT THIS
VIRGINIA SCHOOL
IN 1779

THE USA'S OLDEST
MENTAL HOSPITAL
WAS ESTABLISHED
IN 1773, CONVENIENT
TO THE COLLEGE OF
WILLIAM & MARY
IN THIS STATE

THIS VIRGINIA
COLLEGE WAS
FOUNDED IN 1693
TO EDUCATE
THE YOUTH IN PIETY,
"GOOD LETTERS
AND MANNERS"

IT'S KNOWN AS
W&M FOR SHORT



THE COLLEGE
NAMED FOR
THIS HISTORIC DUO
IS IN WILLIAMSBURG,
VIRGINIA



Additional Material



Hampton Roads – Lower Drop in Recession, But Slower Recovery

Hampton Roads Vs. U.S. Growth in Gross Product

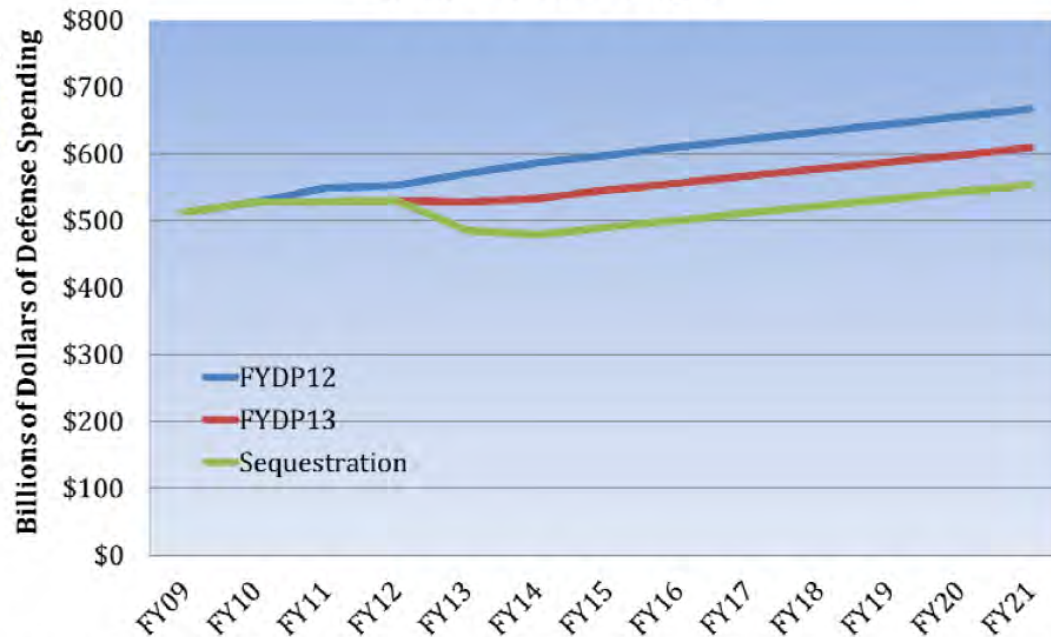


Source: Bureau of Economic Analysis, HRPDC



DoD Spending Accounts for 40% of Jobs in HR

The Impact of Budget Control Act and Sequestration on the Defense Budget



Source: Department of Defense Budget Requests in FY2011, FY2012, and FY2013, Congressional Budget Office

Department of Defense in Hampton Roads supports 187,552 direct jobs, and a further 205,600 jobs through indirect and induced impacts. This represents 39.6% of all jobs within the region. The Sequester lowers base defense spending in FY2014 by 10.3%, which if it impacted the region proportionally, would cost approximately 40,000 jobs. Fortunately, shipbuilding and the Navy have realized a limited impact thus far. Significant concern arises from Secretary of Defense Hagel's statement that if the Sequester continues, then the carrier fleet will have to be reduced from its current size of eleven carriers.



W&M DoD and Veteran Connections

- The first former William & Mary student killed in battle was probably John Fenton Mercer, who died in an ambush on April 18, 1756 leading a company of militia during the French and Indian War. Mercer was at W&M in 1751 according to a list compiled by Earl Gregg Swem of students at the College between 1693 and 1888. – Wilford Kale '66
- W&M has produced some 35 Generals or Admirals. The most famous (aside from George Washington who received his surveying license here and served as Chancellor) is General Winfield Scott, Commander during the War of 1812, Mexican American War, numerous Indian Wars and the beginning of the Civil War. He is the longest serving General in our Nation's history.
- Chancellor Bob Gates '65 was the only Secretary of Defense to serve under presidents of both parties.



Rankings

<u>Rank</u>	<u>Annual Change</u> (+ = better)	<u>Category</u>	<u>Organization (Release Date)</u>
3	+3	Best Colleges: Best Undergraduate Teaching	<i>USNWR</i> (Sep '13)
4	-	"Best Value" -- Colleges and Universities	<i>Kiplinger</i> (Dec '12)
4	+2	Top 10 Best Value Public Colleges	<i>Princeton Review</i> (Jan '13)
6	-	Best Colleges: Top Public Schools	<i>USNWR</i> (Sep '13)
9	-5	America's Top Colleges: Public	<i>Forbes</i> (Aug '13)
21	+1	Best Colleges: High School Counselors	<i>USNWR</i> (Sep '13)
32	+1	Best Colleges: Top National Universities	<i>USNWR</i> (Sep '13)
44	-4	America's Top Colleges: Overall	<i>Forbes</i> (Aug '13)



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

Leading Liberal Arts University



Welcoming



Global



Connected
for a Lifetime



In Touch

Staffed/
Equipped

New Financial Foundation



Annual Planning Cycle

