

Strategic Initiatives & New Ventures

April 21, 2016



WILLIAM & MARY

CHARTERED 1693

30
Years of
VIRGINIA
BUSINESS

VB
VIRGINIA
BUSINESS

MARCH 2016

\$4.50

A big league move?

Momentum builds for Richmond-Hampton Roads mega-region

The Big Book
ECONOMIC
DEVELOPMENT ISSUE

44 | Governors assess 30 years of change

51 | Venerable resort marks 250 years

Tom Frantz believes concept could be a game changer



VirginiaBusiness.com

A big league move?

Business groups believe a Richmond-Hampton Roads mega-region will be a major competitor

March 1, 2016

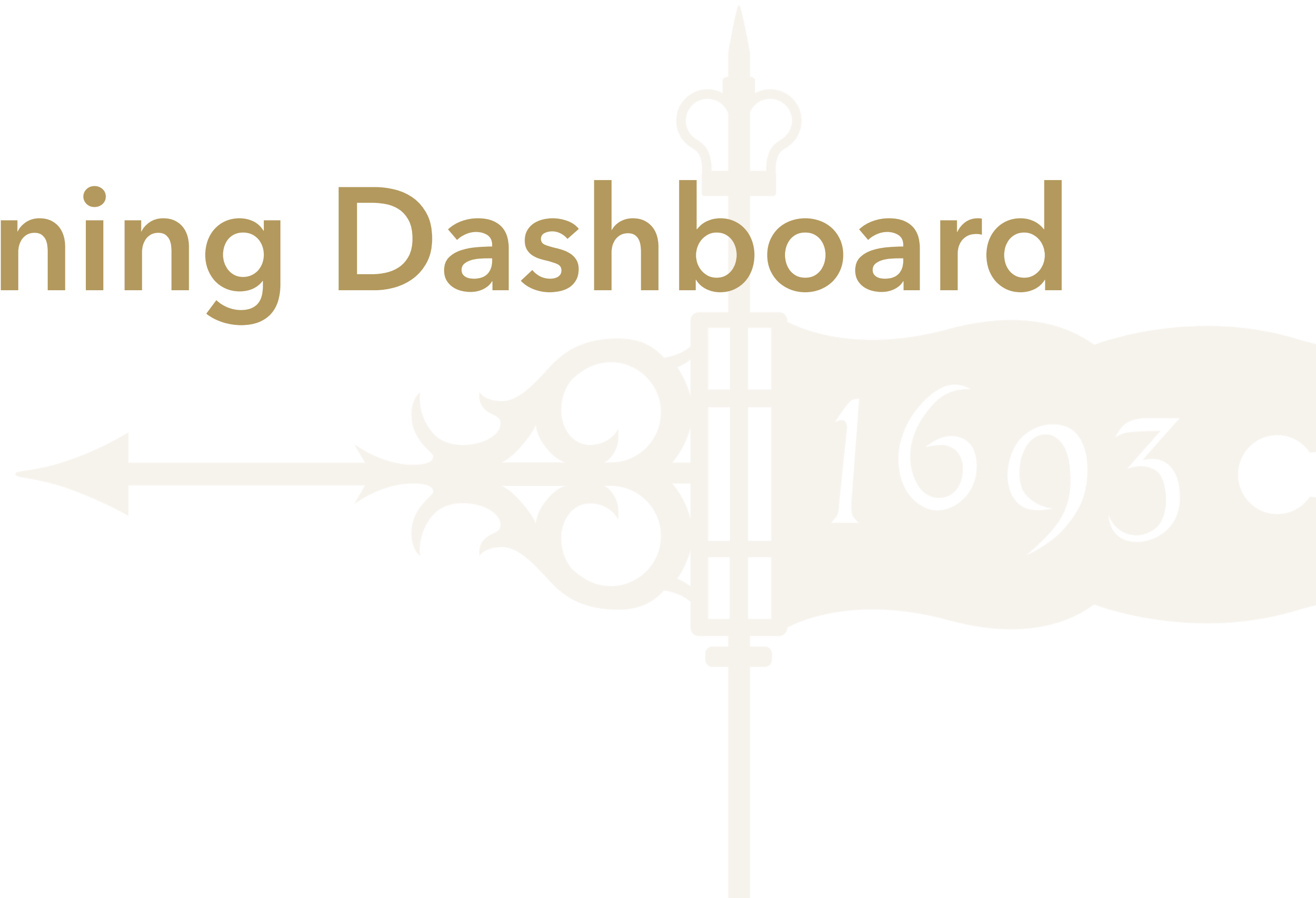
by Paula C. Squires

When Tom Frantz envisions the future, he doesn't see Richmond and Hampton Roads as separate places. He sees a "mega-region" of 3 million people, stretching from the sands of Virginia Beach to the stately columns of Richmond's state Capitol.














Illustration by Matt Brown

Strategic Planning Dashboard











STRATEGIC PLANNING DASHBOARD

 = NEW DATA
 = UNAVAILABLE DATA












CHALLENGE : Leading Liberal Arts University									COMPARISONS	
	MEASURES	10-yr Trend	10 Yrs Ago (2006-07)	2012-13	2013-14	2014-15	2015-16	TARGET	UVA	BROWN
1	Undergraduate acceptance rate		32%	32%	33%	33%	34%	34%	29% (2014-15)	9% (2014-15)
2	Undergraduate yield rate		39%	33%	32%	31%	29%	34%	41% (2014-15)	59% (2014-15)
3	Undergraduate SAT scores: 25th - 75th percentile range		1240-1440	1250-1460	1270-1460	1270-1470	1260-1460	1250-1450	1250-1460 (2014-15)	1330-1550 (2014-15)
4	Undergraduate graduation rate: completions within 6 years		92%	90%	90%	90%	Available 3/2017	93%	94% (2008 cohort)	96% (2008 cohort)
5	Student-faculty ratio		11:1	12:1	12:1	12:1	12:1	<13:1	15:1 (2014-15)	9:1 (2014-15)
6	Small undergraduate classes: percent with 2-19 students		47%	49%	48%	48%	49%	50%	55% (2014-2015)	68% (2014-2015)
7	USNWR: Best Undergraduate Teaching		N/A	6	3	2	4	1	N/A	3
8	Gap between avg. faculty salary and 60th percentile of SCHEV peers		N/A	20.7%	20.1%	15.7%	Available 4/2017	60th pctl. by 2018	N/A	N/A
CHALLENGE : Diversity									COMPARISONS	
	MEASURES	10-yr Trend	10 Yrs Ago (2006-07)	2012-13	2013-14	2014-15	2015-16	TARGET	UVA	BROWN
9	Undergraduate students who are members of historically underrepresented groups		20%	27%	28%	29%	29%	N/A	28% (2014-15)	36% (2014-15)
10	Graduate/professional students who are members of historically underrepresented groups		13%	16%	15%	14%	16%	N/A	17% (2014-15)	24% (2014-15)
11	Undergraduate Pell grant recipients		7%	12%	12%	11%	Available 3/2017	N/A	13% (2013-14)	16% (2013-14)

STRATEGIC PLANNING DASHBOARD

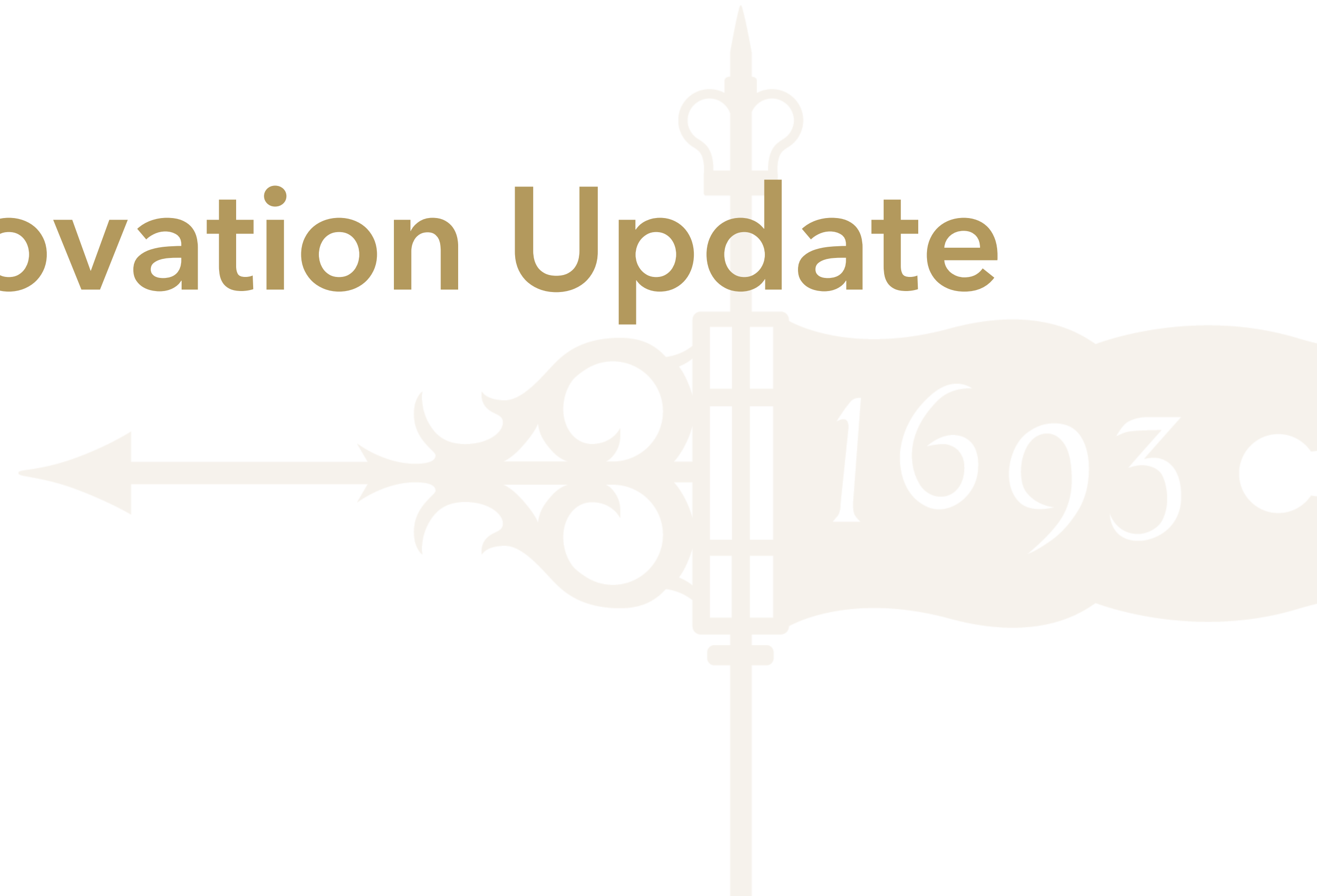
 = NEW DATA
 = UNAVAILABLE DATA

CHALLENGE : Global Engagement									COMPARISONS	
	MEASURES	10-yr Trend	10 Yrs Ago (2006-07)	2012-13	2013-14	2014-15	2015-16	TARGET	UVA	BROWN
12	Undergraduate students with international citizenship		2%	4%	4%	5%	6%	N/A	5% (2014-15)	12% (2014-15)
13	Graduate students with international citizenship		8%	13%	15%	15%	14%	N/A	15% (2014-15)	28% (2014-15)
14	Undergraduate students who study abroad		N/A	47%	48%	50%	Available 9/2016	60% by 2018	N/A	N/A
15	Total international student enrollment		N/A	551	575	667	687	600 by 2016	N/A	N/A
16	Total countries with students enrolled		N/A	50	55	58	65	60 by 2016	N/A	N/A
CHALLENGE : Lifelong Connection									COMPARISONS	
	MEASURES	10-yr Trend	10 Yrs Ago (2006-07)	2012-13	2013-14	2014-15	2015-16	TARGET	UVA	BROWN
17	Alumni giving participation rate: undergraduates with degrees		24.0%	23.9%	24.9%	27.1%	Available 9/2016	40% by 2020	23% (USNWR)	31.8% (2013-14)
CHALLENGE : Communications									COMPARISONS	
	MEASURES	10-yr Trend	10 Yrs Ago (2006-07)	2012-13	2013-14	2014-15	2015-16	TARGET	UVA	BROWN
18	USNWR: National Universities		33	32 (tie)	33 (tie)	34 (tie)	Available 9/2016	N/A	26 (tie)	14
19	USNWR: Public Universities		6	6	6	6	Available 9/2016	N/A	3 (tie)	N/A

STRATEGIC PLANNING DASHBOARD

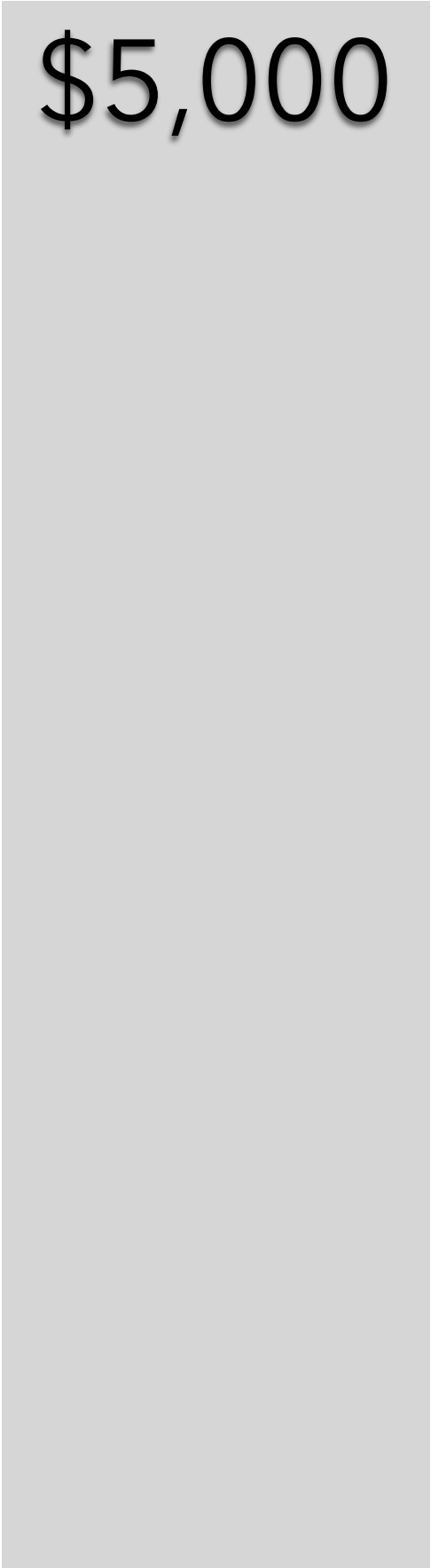
CHALLENGE : Business Plan									COMPARISONS	
	MEASURES	10-yr Trend	10 Yrs Ago (2006-07)	2012-13	2013-14	2014-15	2015-16	TARGET	UVA	BROWN
20	USNWR: Financial Resources		106	114	110	113	Available 9/2016	<70	67 (2014-15)	24 (2014-15)
21	Total sponsored program expenditures (in millions)		\$50	\$57	\$59	\$61	Available 4/2017	\$60 by 2014	\$332 (2013-14)	\$104 (2013-14)
22	Debt service as percent of operating expense		N/A	6.8%	5.7%	5.8%	Available 9/2016	<7%	N/A	N/A
23	Annual giving to the Fund for W&M plus expendable scholarships (in millions)		\$5.6	\$6.4	\$6.8	\$8.6	Available 9/2016	\$9 by 2020	N/A	N/A
24	Total annual giving not including gifts >\$100K (in millions)		\$14.0	\$17.1	\$19.0	\$20.6	Available 9/2016	\$22 by 2020	N/A	N/A
25	Total new private gifts and commitments (in millions)		\$60	\$104	\$104	\$106	Available 9/2016	>\$100	N/A	N/A
26	Endowment per student (year end)		N/A	\$87,963	\$99,388	\$100,572	Available 10/2016	\$175,000 by 2020	\$265,172 (2013-14)	\$350,438 (2013-14)
27	Total endowment (in millions)		\$586	\$698	\$798	\$811	Available 10/2016	\$1,500 by 2020	\$5,946 (2013-14)	\$3,000 (2013-14)
28	Average per-borrower cumulative undergraduate debt		\$15,602	\$24,400	\$25,733	\$26,017	Available 2/2017	<\$20,000	\$22,933	\$24,300
29	Undergraduate students who graduate with debt		32%	38%	38%	37%	Available 2/2017	<40%	36%	35%
CHALLENGE : Administrative Resources and Infrastructure									COMPARISONS	
	MEASURES	10-yr Trend	10 Yrs Ago (2006-07)	2012-13	2013-14	2014-15	2015-16	TARGET	UVA	BROWN
30	All E&G Facilities Condition Index		14.6%	6.9%	5.7%	5.8%	4.8%	<10%	5% (2014-15)	N/A

Business Innovation Update



Business Innovation Savings and Revenues

(value in thousands of dollars)

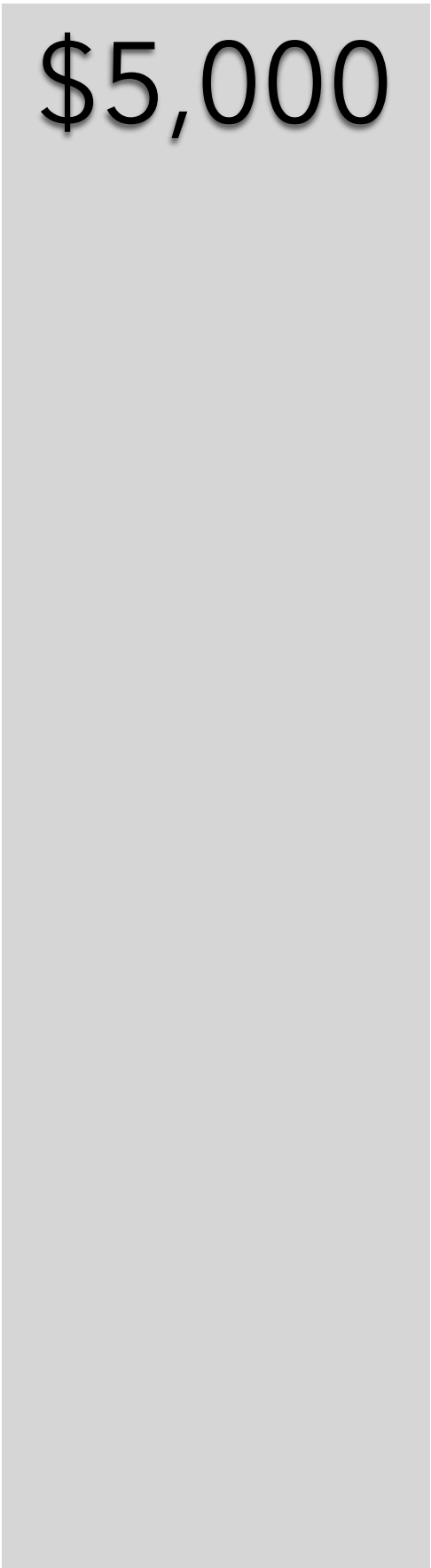
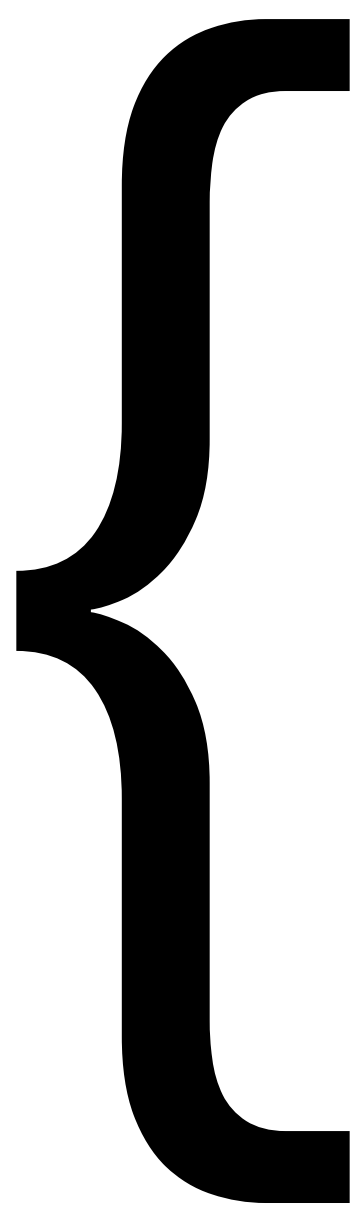


FY20 Target

Business Innovation Savings and Revenues

(value in thousands of dollars)

Annual
Baseline
Recurring



FY20 Target

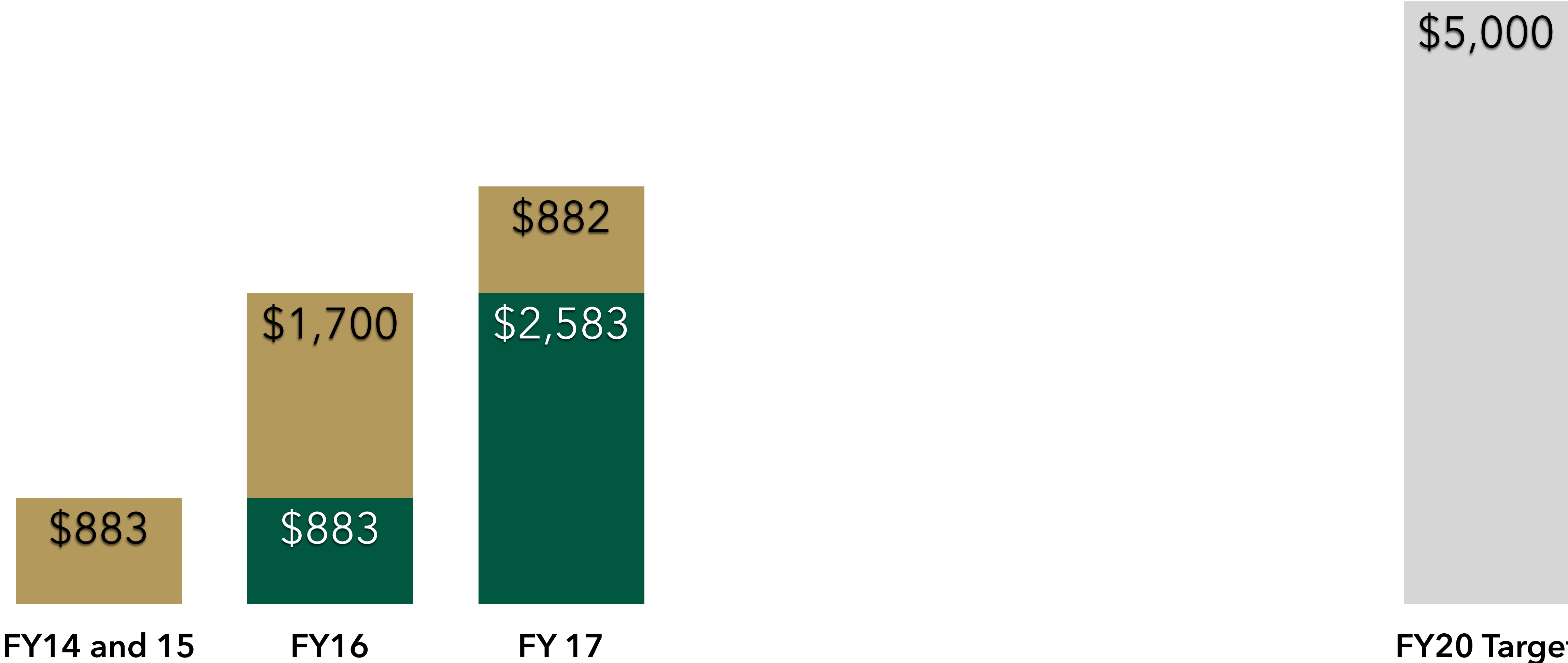
Business Innovation Savings and Revenues

(value in thousands of dollars)



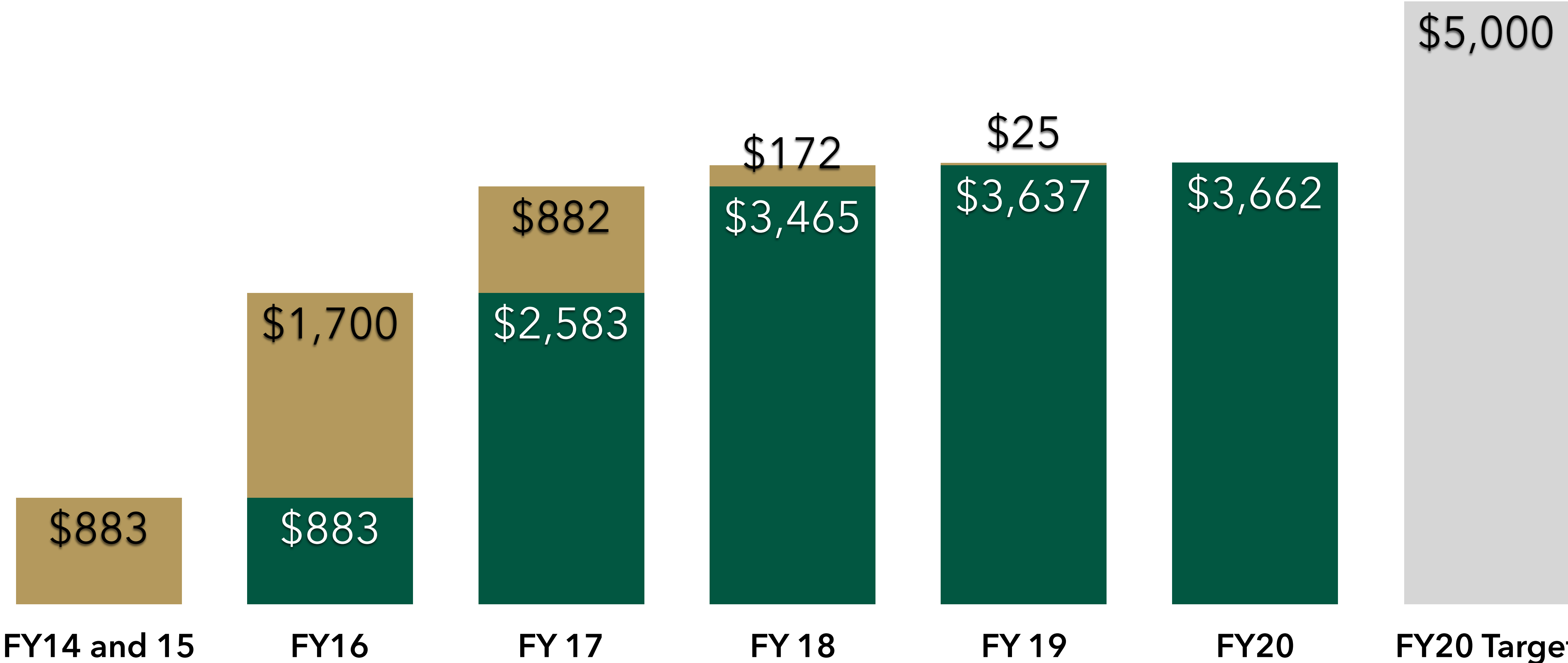
Business Innovation Savings and Revenues

(value in thousands of dollars)



Business Innovation Savings and Revenues

(value in thousands of dollars)



Completed

Ongoing

Savings

- IT Centralization

- Procurement
- Org Design
- HR Delivery Model
- Managed Print
- IT Cloud Migration

- Energy Use Policy
- Green Revolving Fund

Revenue

- Banking Services

- Small Purchase Card
- Licensed Merchandise
- Conferences & Events

Facilitation

- Org Design Pilot
- Procurement Cooperative Formation
- CRM Vendor Selection

- CRM Implementation

Completed

Ongoing

Savings

- IT Centralization

- Procurement
- Org Design
- HR Delivery Model
- Managed Print
- IT Cloud Migration

- Energy Use Policy
- **Green Revolving Fund**

Revenue

- Banking Services

- Small Purchase Card
- Licensed Merchandise
- Conferences & Events

Facilitation

- Org Design Pilot
- Procurement Cooperative Formation
- CRM Vendor Selection

- CRM Implementation

Green Revolving Funds

- Reduce resource use and/or greenhouse gas emissions
- Produce a monetary return that rejuvenates the fund for future projects

The Green to Gold Fund



Project Evaluation Criteria

1. Environmental benefits
2. Payback period and return on investment
3. Cost-effective use of funds
4. Measurable outcomes
5. Risk
6. Educational benefits

Terms and Financing

- 10% of annual savings retained by local unit
- 90% of annual savings paid to fund
- Loan period ends when loan has been repaid plus required reinvestment into the fund

Terms and Financing

Project Payback Period	Fund Reinvestment Amount
0-4 years	10%
4.1-8 years	15%
8.1+ years	20%

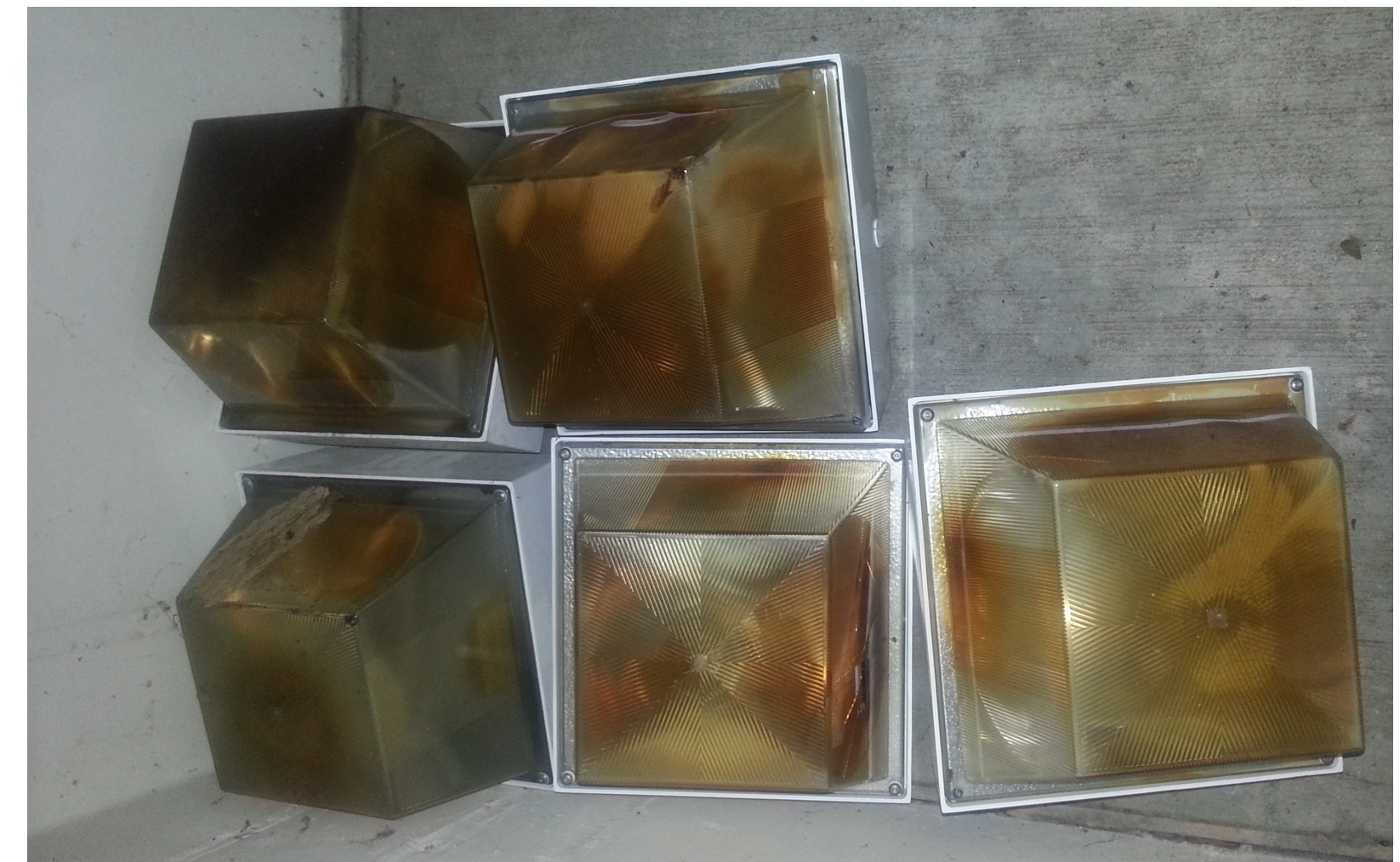
Pilot Project



Metal Halide High Intensity Discharge (MH HID)



MI HID





MI HID

Light Emitting Diode (LED)



MI HID



LED

Light Emitting Diode (LED)

- Consumes 71% less energy



LED

Light Emitting Diode (LED)

- Consumes 71% less energy
- Costs ~\$80,000 to install



LED

Light Emitting Diode (LED)

- Consumes 71% less energy
- Costs ~\$80,000 to install
- Saves ~\$17,000 per year



LED

Light Emitting Diode (LED)

- Consumes 71% less energy
- Costs ~\$80,000 to install
- Saves ~\$17,000 per year
- Produces 33% more light



LED

Questions?

