

## University-Level Strategic Engagement Report

### 1. Unit Information

<b>Unit:</b>	
<b>Lead Contact:</b>	
<b>Date Completed:</b>	

This questionnaire is intended to help units align their initiatives with the university's strategic priorities. Please complete each section thoughtfully, considering both current strengths and opportunities. **The deadline to respond is Friday, May 29, 2026.**

#### Instructions:

- For each strategic priority area, respond to the questions. Be specific, measurable, and realistic in your planning. Consider a 3-to-5-year time horizon unless otherwise specified.
- If a question does not apply to you, please mark it "N/A."
- If a question does not fully reflect the scope of your unit's activities, please provide any additional relevant information in the appropriate section and clearly identify it as supplementary to your response.
- Questions about this planning process should be directed to [wmstrategicplan@wm.edu](mailto:wmstrategicplan@wm.edu).

### 2. Describe how you engaged your unit to complete this report.

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## Priority 1: Student Demand

**Opportunity Statement:** *How might we create demand among talented students from around the nation and the world?*

**3. What unique strengths does your unit currently possess regarding student demand?**

**4. Describe any weaknesses, challenges, or barriers your unit encounters regarding student demand.**

**5. What opportunities exist for your unit to further contribute to student recruitment efforts?**

**6. Describe any emerging threats that may impact your unit's effectiveness in advancing student recruitment?**

**7. What actions might your unit take to enhance our visibility and reputation nationally and internationally with new programs, initiatives, and student experience opportunities?**

**8. What partnerships (institutional, industry, community) can you cultivate to strengthen student recruitment?**

**9. How will you measure success in attracting talented students?  
(Include specific, measurable metrics and milestones as appropriate)**

## Priority 2: Academic Excellence

**Opportunity Statement:** *How might W&M define the best preparation for citizens and professionals in the age of AI?*

**10. What unique strengths does your unit draw on to prepare citizens and professionals in the age of AI?**

**11. Describe any weaknesses, challenges, or barriers your unit encounters in preparing citizens and professionals in the age of AI.**

**12. What opportunities exist for your unit to further contribute to prepare citizens and professionals in the age of AI.**

**13. Describe emerging threats that may impact your unit's ability to prepare citizens and professionals in the age of AI.**

**14. How can your unit meaningfully contribute to curricular and co-curricular innovation and equip our students with distinctive cross-disciplinary capabilities that advance the university's strategic priorities, enhance distinctiveness, and respond to emerging societal and workforce needs?**

**(Please identify specific ideas, partnerships, concrete examples or structural changes you would propose.)**

## Priority 3: Research and Innovation

**Opportunity Statement:** *How might W&M lead a key set of high-impact areas that distinguish the Alma Mater of the Nation in today's most consequential arenas?*

**15. What unique strengths does your unit currently contribute to our research and innovation portfolio?**

**16. Describe any weaknesses, challenges, or barriers your unit encounters regarding our research and innovation portfolio?**

**17. What opportunities exist for your unit to further contribute to research and innovation?**

**18. Describe emerging threats that may impact your unit's ability to contribute to further research and innovation.**

**19. Describe emerging areas of scholarship, research, or practice that your unit could pursue that align with major challenges we face today.**

**20. What research initiatives, centers, or programs might your unit develop or expand to achieve national preeminence?**

**21. How can you further integrate undergraduate and graduate students into meaningful research experiences?**

**22. What external partnerships and funding opportunities can you pursue to support national preeminence in high-impact areas?**

**23. How will you measure success in elevating our research profile?  
(Include specific, measurable metrics and milestones as appropriate)**

**24. How can your unit support our faculty to raise their academic profiles?**

**25. What resources, tools, or infrastructure can your unit contribute to faculty raising their academic profiles?**

**26. How will you measure success in elevating our academic profile?  
(Include specific, measurable metrics and milestones as appropriate)**

## Priority 4: Graduate and Alumni Outcomes

**Opportunity Statement:** *How might W&M be known as the cradle of leadership & leaders?*

**27. What unique competencies does your unit develop to prepare students to lead in whatever path they choose?**

**28. Describe any weaknesses, challenges, or barriers your unit faces in developing students' leadership competencies.**

**29. What opportunities exist for your unit to further contribute to our culture of leadership development?**

**30. Describe emerging threats that may impact your unit's ability to contribute to our culture of leadership development?**

**31. How does your unit currently prepare our students to flourish in their chosen career paths?**

**32. What challenges or barriers does your unit experience in preparing students to flourish in whatever career path they chose?**

**33. What opportunities does your unit provide to help students flourish in their chosen career paths?**

**34. Describe emerging threats that our students face to flourish in their chosen career paths?**

**35. What experiential learning opportunities (internships, service, research, creative projects) can your unit provide to prepare graduates to flourish in whatever path they choose?**

**36. How will your unit help connect students with alumni and other external mentors?**

**37. How will your unit ensure our career and outcome efforts are inclusive and accessible to all students?**

**38. How might your unit measure success in advancing graduate and alumni outcomes?  
(Include specific, measurable metrics and milestones as appropriate)**

## Priority 5: A Place for Outstanding Talent

**Strategic Question:** *How can your unit create a culture of professional well-being to attract and retain the very best faculty and staff?*

**39. What aspects of your unit culture support faculty and staff well-being, professional excellence, and professional satisfaction?**

**40. Describe any weaknesses, challenges, or barriers your unit encounters regarding support for faculty and staff well-being, professional excellence, and professional satisfaction.**

**41. What opportunities exist for your unit to further contribute to the professional well-being of our faculty and staff?**

**42. Describe emerging threats that may impact on your unit's ability to contribute to the professional well-being for our faculty and staff.**

**43. How do you ensure a mission-aligned, balanced, and sustainable distribution of responsibilities that both leverage individual strengths and support ongoing professional growth and development for our faculty and staff?**

**44. What are the additional resources needed to support the well-being of faculty and staff?**

**45. What additional professional development opportunities can you provide to support career advancement and satisfaction of faculty and staff?**

**46. What resources do you currently allocate to support professional development opportunities for your faculty and staff?**

**47. What unit policies help to support professional development opportunities for your faculty and staff?**

**48. How do you recognize and reward excellence in your unit for faculty and staff?**

**49. What additional recognition tools could you use in the future for faculty and staff?**

**50. What additional ideas do you have for W&M to foster a collegial, inclusive, and supportive community?**

**51. How can we recruit outstanding, mission-aligned, and mission-expanding talent among faculty and staff?**

**52. What makes your unit an attractive destination for top talent? (Consider both faculty and staff in your response.)**

**53. How will you measure success in attracting and advancing top talent for your faculty and staff?**

(Include specific, measurable metrics and milestones as appropriate)

## Additional Information

**54. What are your top 3-5 strategic priorities for the next 5 years that align with the goals of student demand, academic excellence, research & innovation, graduate and alumni outcomes, and outstanding talent?**

**55. How will you fund these priorities? Be specific.**

**56. What internal collaborations (with other schools or units) will be essential to your success?**

**57. What external partnerships will you need to cultivate?**

**58. Is there anything we did not ask about that you would like to share?**

*Thank you for your thoughtful engagement with W&M's strategic planning process.*