



# Strategic Planning: The Faculty Perspective

Report of the Liaison Committee of  
the Faculty Assembly to the Board of  
Visitors

November 2008



# Outline

- Introductory comments:
  - Strategic planning and faculty governance at W&M
  - A Vision and a Grand Challenge
- Mechanics
  - Timeline
  - The Strategic Planning Steering Committee
  - Connecting with faculty constituencies
- Further thoughts going forward



# Introductory comments

- Challenging budget environment
- Faculty feel rushed, but are working with the schedule
- Each school has a different ‘local environment’
- An opportunity to reinvigorate faculty governance



## The Vision Thing

- Faculty Governance Vision:
  - William and Mary should strive to be a place where the faculty are always *creatively engaged* in the ongoing reinvention of the institution.
  - Creative ownership of the academic vision by the faculty is one of the most valuable cultural aspects of W&M. Lose it, and we risk losing our special character.



## The Faculty Governance Grand Challenge:

Reinvigorate faculty governance and bring as many faculty as possible into the strategic planning process.



# Mechanics: How are we doing?

- Timeline
- The Strategic Planning Steering Committee
- Connecting with faculty constituencies



# Timeline

- Spring 2008 - Strategic Planning process announced
- Summer 2008 - ‘Planning to Plan’ committee
  - Draft ‘Vision’ statement
  - Benchmarking Study
- Fall 2008 - Planning Steering Committee (PSC) formed
  - Consultation with faculty a part of PSC deliberations
- December 2008 - PSC report to President Reveley
- Spring 2009 - Grand Challenges into Goals and Objectives
- Beyond that...*ongoing engagement.*



# Planning Steering Committee

Geoff Feiss, Provost (co-Chair)

Jim Golden, VP for Strategic Initiatives (co-Chair)

David Aday, Special Assistant to the Provost

Liz Allison, Professor of Biology

Ginger Ambler, Interim Vice President for Student Affairs

Chuck Bailey, Professor of Geology

Susan Bosworth, Associate Provost for Strategic Planning and Analysis

Karen Cottrell, Executive Vice President, Alumni Association

Nubia Dickerson, Undergraduate Student

Maureen Fitzgerald, Associate Professor of Religious Studies

Bridget Gilmore, Graduate Student

Earl Granger, Associate Provost for Enrollment

Rick Gressard, Associate Professor of Education

Carl Hershner, Faculty Assembly COPAR Chair, Professor of Marine Science

Laura Heymann, Assistant Professor, School of Law

Sam Jones, Vice President for Finance

Laurie Koloski, Director of the Reves Center

Katherine Kulick, Faculty Assembly Representative to the BOV, Associate Professor of Modern Languages & Literatures

Dennis Manos, Vice Provost for Research and Graduate Professional Studies

Anna Martin, Vice President for Administration

Ginnie McLaughlin, Dean of the School of Education

Leisa Meyer, Associate Professor of History

Sean Pieri, Vice President for Development

Sarah Stafford, Associate Professor of Economics

Lillian Stevens, Senior Administrative Officer, Strategic Initiatives

Carl Strikwerda, Dean of the Faculty, Arts and Sciences

Gene Tracy, Faculty Assembly Vice President, Professor of Physics

Barbara Watkinson, Associate Professor of Art and Art History

Tom White, Faculty Assembly President, Associate Professor of Business

Green = faculty members





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Faculty were nominated by the Executive Committee of the Faculty Assembly after consideration of balance among:

- 1] undergraduate-only and graduate and professional programs;
- 2] seniority, with a special attempt made to get mid-career faculty involved;
- 3] small vs. large programs;
- 4] traditional vs. interdisciplinary programs;
- 5] members of governing bodies vs. non-members;
- 6] prior administrative experience (e.g. department chairs and deans) vs. fresh faces

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## Faculty Assembly: connecting with faculty constituencies

- Devolved information gathering to each school
- Distributed an online Strategic Planning Survey
- Will summarize the results for the PSC



# Connecting with faculty constituencies

- A particular challenge is the School of Arts and Sciences
  - Almost 400 faculty in 27 departments and programs
  - Horizontal governance structure that values consensus and dialog
- What's been done to bring the A&S faculty into the process?
  - Deans' Advisory Council (Chairs) and Faculty Affairs Committee have both held short retreats to discuss planning
  - Council on Graduate Studies (COGS) and Educational Policy Committee (EPC) were asked for input
  - Two monthly faculty meetings were completely devoted to planning
  - Four open fora, hosted by the PSC
  - Focus groups aimed at young faculty
  - Departmental level planning discussions encouraged



# Further thoughts going forward

- Recurring themes from faculty discussions:
  - The funding model must be fixed. Resource limitations and cuts threaten our core.
  - Ensure the integrity of our liberal arts values while continuing to innovate.
  - Attend to the proper balance between research and teaching, and to ways they complement one another.
- To ensure faculty 'buy-in':
  - Faculty priorities should inform College planning goals and objectives
  - Faculty priorities should inform the next campaign
  - Ongoing dialog will be critical