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Committee on Strategic Initiatives

February 6, 2009

AGENDA

Update on Strategic Planning Process (5 minutes)

Major actions since last BOV meeting in November

Draft visions (30 minutes) – Drafts in board book

Assessment

Select working model

Accept or identify potential improvements

Draft challenges (10 minutes) – Drafts in board book

Comments by board members on each subcommittee

Five Year Baseline Analysis (15 minutes)

Closed Session

Financial Challenge (30 minutes)

Where we are headed -- Draft plan outline

April – 10-12 pages plus enclosures

- **Vision (discussed today)**
- **Peer comparisons (completed)**
- **Baseline budget projections (discussed today)**
- **6 Challenges (overview today, focus on finance)**
 - **Define the challenge and why it is important now**
 - **List goals, measurable objectives, and budget impacts**

After BOV approval distill core messages and disseminate in various forms focused on specific target audiences. Update five year financial plan. Assign responsibility for each objective, track results, refine annual strategic planning process.

Planning Sequence – November to Today

- **Nov – Discussed draft vision and 14 potential challenges with BOV**
- **Dec -- PSC recommended 6 draft challenges to President, forwarded vision comments and drafts to President**
- **Jan – PSC reorganizes for this phase. Terry Driscoll and Connie DeSaulniers join PSC. Subcommittees formed for each challenge, including board members and alumni representatives. Develop goals and objectives.**
- **Jan- President tasked Deans, VPs, program directors to propose goals and objectives for the 6 challenges. Deadline of March 1, then packaged and sent to subcommittees.**
- **Jan – President Reveley reviews vision comments and drafts and forwards four versions to the BOV for discussion**
- **Jan – Website updated, easier links, challenges posted, open-ended comment space, e-mails, Alumni magazine link**

Vision

Discussion of Four Draft Visions – Drafts in Board Book

- **Assessment**
- **Select working model**
- **Accept or identify potential improvements**

Vision 1

The people of William & Mary are stewards of a magnificent tradition and of its promise for centuries to come. We ask the enduring questions in human experience and seek to be one of the great liberal arts universities of the 21st century.

William & Mary

Loved of Old

Deeply historic & thoroughly 21st century

Celebrating tradition & forging change

Whole-heartedly undergraduate & selectively professional and graduate

Large enough for excellence & small enough community

Dedicated to teaching & devoted to research

Graced by alumni who have served & inspired by students who yearn to lead

Hear the Thunder of our Voices

Vision 2

The College of William & Mary has, since 1693, engaged issues of historic moment and global significance. For over three centuries our alumni – citizens and scholars grounded in a distinguished and innovative liberal arts education – have helped to shape the future. Our staff and faculty have a well-earned reputation for developing and teaching tomorrow's leaders and for pursuing cutting-edge research and scholarship.

We intend to build on that tradition. We will preserve our core values as a mid-sized, student-centered university dedicated to academic excellence, balance, diversity, and service. We will be a leader in refining the foundations of the liberal arts university in a rapidly changing global environment. We will prepare our graduates for leadership in the 21st century. Our students come to us wanting to change the world; they will leave with the tools to do it.

Vision 3

Since 1693, the College of William & Mary has provided a distinguished and innovative liberal arts education, preparing citizens and scholars for leadership and life-long learning. Our staff and faculty have a well-deserved reputation for exemplary teaching, scholarship and commitment to student development. Our students are widely known for their talent, skills and dedication to community service, and our alumni have helped to shape both present and future. Students come to William & Mary wanting to change the world; they leave with the tools to do it.

William & Mary will preserve its core values as a student-centered university dedicated to intellectual and personal excellence, diversity and service. We will build on our traditions, embracing the promise of the future while safeguarding what is good and noble in our past. As we seek the best blend of old and new, we will be a leader among liberal arts universities in a new century and a rapidly changing global environment.

Vision 4

William & Mary is ...

A model Liberal Arts University that builds interdisciplinary study, international focus, and faculty-led research onto a traditional academic base so that students matriculate with the globally relevant abilities to be future leaders in their chosen fields and/or communities.

Challenges

- **Board members of each subcommittee provide brief comments on the process so far from their perspectives.**
- **Focus on the finance challenge today, because it is central and provides the setting for the other challenges**

Challenge 1 Subcommittee

Lead higher education as a model liberal arts university.

Gene Tracy, *Chair*, Faculty Assembly Vice President, Prof of Physics

Colin Campbell, Member, Board of Visitors

Tim Dunn '83, Member, Board of Visitors

Rick Gressard, Associate Professor of Education

Laurie Koloski, Director of the Reves Center, Assoc Prof of History

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

Leisa Meyer, Associate Professor of History

Kimberley Phillips, A&S Dean for Educational Policy, Associate
Professor of American Studies

Tim Slattery '06, Alumni Representative

Carl Strikwerda, Dean of the Faculty, Arts and Sciences

Barbara Watkinson, Associate Professor of Art and Art History

Pat Van Zandt '71, Director Research, Instruction and Outreach,
Swem Library

Challenge 2 Subcommittee

Build and support a more fully diverse W&M community that demonstrates the strengths of inclusion.

Earl Granger '92, M.Ed. '98, *Chair*, Associate Provost for Enrollment

Nubia Dickerson, Undergraduate Student

Maureen Fitzgerald, Associate Professor of Religious Studies

Chon Glover M.Ed. '99, Ed.D. '06, Acting Assistant VP Student Affairs

Laura Heymann, Assistant Professor, School of Law

Kathy Hornsby '79, Member, Board of Visitors

Amy Jasper '89, Alumni Representative

Challenge 3 Subcommittee

Build an ever more engaging educational environment that maximizes student learning, fosters personal development and inspires a lifelong commitment to W&M.

David Aday, *Chair*, Special Assistant to the Provost, Prof of Sociology

Ginger Ambler '88, Ph.D. Ed. '06, Interim VP for Student Affairs

Betsy Anderson '70, Alumni Representative, Chair of Alumni Association Board

Terry Driscoll, Director of Athletics

Tammie Currie, Director of Equal Opportunity

John Gerdelman '75, Member, Board of Visitors

Bridget Gilmore, Graduate Student

Joel Schwartz, Director of the Charles Center

Sarah Stafford, Associate Professor of Economics

Challenge 5 Subcommittee

Provide adequate human and physical resources to sustain a 21st century liberal arts university.

Anna Martin, *Chair*, Vice President for Administration

Chuck Bailey '89, Professor of Geology

Charles Banks, Member, Board of Visitors

Susan Bosworth '80, MA '85, Associate Provost for Strategic Planning and Analysis

Courtney Carpenter, Chief Information Officer, IT

Bob Dillman, College Building Official, Facilities Management

Connie McCarthy, Dean of University Libraries

Lillian Stevens, Senior Administrative Officer, Strategic Initiatives

Challenge 6 Subcommittee

Articulate more clearly W&M's identity, mission, and goals, and implement a more effective model for internal and external communication.

Virginia McLaughlin '71, *Chair*, Dean of the School of Education

Liz Allison, Professor of Biology

Kyra Cook '92, Alumni Representative

Mike Connolly, Director of Strategic Communications

Karen Cottrell '66, M.Ed '69, Ed.D. '84, Exec VP, Alumni Association

Renell Franklin, Director of Development Communications

Jeff Trammell '73, Member, Board of Visitors

Challenge 4 Subcommittee

Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs.

Sam Jones '75, M.B.A. '80, *Chair*, Vice President for Finance

Tom Gillman M.B.A. '93, Alumni Representative

Carl Hershner, Faculty Assembly COPAR Chair, Prof Marine Science

Dennis Manos, Vice Provost for Research and Grad Prof Studies

Sean Pieri, Vice President for Development

Tom White, Faculty Assembly President, Associate Prof of Business

Hank Wolf '64, J.D., '66, Vice Rector, Board of Visitors