

COMMITTEE ON STRATEGIC INITIATIVES & NEW VENTURES

September 21, 2012

8:30 – 9:30 a.m.

Board Room – Blow Memorial Hall

Michael Tang, Chair,  
Edward L. Flippen, Vice Chair  
Robert E. Scott, Vice Chair  
Peter A. Snyder, Vice Chair

- I. Introductory Remarks – Mr. Tang
  
- II. Strategic Planning – Provost Michael R. Halleran and Vice President James R. Golden
  - A. Strategic Planning Overview
  - B. University Dashboard Update – Enclosure H.
  
- III. New Ventures -- Provost Halleran and Vice President Golden
  
- IV. Update on Communications – Vice President Golden
  
- V. Adjourn

**WILLIAM & MARY TOP LEVEL DASHBOARD**

Measures+	W&M 2008-09	W&M 2009-10	W&M 2010-11	W&M 2011-12	W&M 2012-13	Target	UVA**	Brown**
<b>Challenge 1 – Leading Liberal Arts University</b>								
1. Undergraduate acceptance rate <sup>a</sup>	34%	34%	32%	35%	Avail. 9/12 Prelim.	34%	33% (Fall 2011)	9% (Fall 2011)
2. Undergraduate yield rate <sup>a</sup>	35%	34%	35%	33%	Avail. 9/12 Prelim.	34%	44% (Fall 2011)	55% (Fall 2011)
3. Undergraduate 25 <sup>th</sup> – 75 <sup>th</sup> percentile SAT score range <sup>b1</sup>	1250-1440	1240-1450	1260-1440	1240-1450	Avail. 9/12 Prelim.	1250-1450	1240-1460 (Fall 2011)	1340-1520 (Fall 2011)
4. Undergraduate graduation rates <sup>3</sup>	91% 2003 cohort	90% 2004 cohort	91% 2005 cohort	Avail. 5/2013 2006 cohort	Avail. 5/2014 2007 cohort	93%	93% 2004 cohort	96% 2004 cohort
5. Student: faculty ratio <sup>b4</sup>	11:1	12:1	12:1	12:1	Avail. 2/2013	<13:1	16:1 (Fall 2011)	9:1 (Fall 2011)
6. Undergraduate small class percentage (2-19 students) <sup>b</sup>	45%	48%	47%	48%	Avail. 2/2013	50%	53% (Fall 2011)	70% (Fall 2011)
<b>Challenge 2 – Diversity</b>								
7. Undergraduate students who are members of historically underrepresented groups <sup>39</sup>	22%	23%	25%	26%	Avail. 10/12		26% (Fall 2010)	33% (Fall 2011)
8. Undergraduate students who are nonresident aliens <sup>4</sup>	2%	2%	3%	3%	Avail. 10/12		6% (Fall 2010)	10% (Fall 2010)
9. Graduate/professional students who are members of historically underrepresented groups <sup>39</sup>	13%	13%	14%	15%	Avail. 10/12		16% (Fall 2010)	21% (Fall 2010)
10. Graduate students who are nonresident aliens <sup>4</sup>	10%	12%	11%	12%	Avail. 10/12		11% (Fall 2010)	27% (Fall 2010)
11. Average per-borrower cumulative undergraduate debt <sup>3</sup>	\$18,410 (2009 grads)	\$21,367 (2010 grads)	\$20,835 (2011 grads)	Avail. 12/2012	Avail. 12/2013	<\$20,000	\$20,951 (2011 grads)	\$22,455 (2011 grads)
<b>Challenge 3 – Lifelong Connection</b>								
12. Alumni giving participation rate: undergraduates with degrees <sup>d</sup>	22.4%	23.4%	23.9%	Avail. 9/2013	Avail. 9/2014	30% by 2014	22% (USNews)	35.3% (FY2011)
<b>Challenge 4 – Business Plan</b>								
13. US News & World Report: Financial resources rank <sup>b</sup>	88	85	97	112	Avail. 9/2013	<70	53 (2011-12)	26 (2011-12)
14. Total sponsored program expenditures (millions) <sup>47</sup>	\$50	\$54	\$57	Avail. 4/2013	Avail. 4/2014	\$60 by 2014	\$344 (2009-10)	\$113 (2009-10)
15. Debt Service as Percent of Operating Expense <sup>1</sup>	4.9%	6.7%	5.9%	6.6%	Avail. 9/2013	<7%	Not available	Not available
16. Annual Total Value of Private Gifts (in millions) <sup>46</sup>	\$51	\$43	\$41	Avail. 9/2013	Avail. 9/2014	50	\$196 (2009-10)	\$167 (2009-10)
17. Endowment per student <sup>d</sup>	\$65,711	\$71,406	\$81,408	Avail 9/2013	Avail 9/2014		\$195,175 (FY11)	\$298,425 (FY11)
<b>Challenge 5 – Administrative Resources and Infrastructure</b>								
18. All E&G Facilities Condition Index <sup>45</sup>	11.0%	7.6%	7.8%	6.3%	Avail. 2/2013	<10%	8.7% (2010-11)	Not available
<b>Challenge 6 – Communications</b>								
19. US News & World Report: National Universities <sup>b</sup> (Ranking for year data collected)	33	31 (tie)	33 (tie)	33 (tie)	Avail. 9/2013		24 (tie) (2011-12)	15 (tie) (2011-12)
20. US News & World Report: Public Universities <sup>b</sup> (Ranking for year data collected)	6	6	6	6	Avail. 9/2013		2 (tie) (2011-12)	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
- <sup>a</sup> From 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)
- <sup>b</sup> From US News & World Report: rankings published in September based on data submitted in previous spring. Reported for year data collected.
- <sup>c</sup> From Common Data Set (or institutional website, as available)
- <sup>d</sup> From Council for Aid to Education/Voluntary Support of Education
- <sup>e</sup> Calculated by facilities management for submission to State Council of Higher Education (internal calculation using data included in the College's annual audited financial statements)
- <sup>f</sup> From National Association of College and University Business Officers (NACUBO)
- <sup>1</sup> Calculated by adding the 25<sup>th</sup> and 75<sup>th</sup> percentiles for Critical Reading and the percentiles for Math.
- <sup>2</sup> Figures are estimates for current year or actual for previous year
- <sup>3</sup> 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
- <sup>4</sup> 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).
- <sup>5</sup> The 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.
- <sup>6</sup> Annual rate based on Council for Aid to Education/Voluntary Support of Education. For UVa, 2-year average from US News & World Report is used
- <sup>7</sup> Also includes race reported as unknown and non-resident alien
- <sup>8</sup> Does not include faculty or students in stand-alone graduate or professional programs (i.e., Law and, prior to 2010, VIMS)
- <sup>9</sup> Underrepresented groups include American Indian or Alaska Native, Asian, Native Hawaiian/ Other Pacific Islander, Black or African American, Hispanic or Latino, Two or more races. Underrepresented groups do not include White, Unknown, Nonresident aliens.