

CELEBRATING TRADITION & FORGING CHANGE:

AN EVOLVING PLAN FOR
WILLIAM & MARY

Dashboard – Update

Measures+	
1	Undergraduate acceptance rate ^a
2	Middle 50% SAT scores ^{b1}
3	Undergraduate graduation rates ^a
4	Undergraduate class size <20 ^b
5	US News & World Report: Nat'l universities ^b
6	US News & World Report: Public universities ^b
7	Student : faculty ratio ^b
8	Undergraduate degrees awarded ^a
9	Graduate/professional degrees awarded ^a
10	Average Ph.D. stipends
11	Total sponsored program expenditures (millions) ^a
12	Undergraduates who are members of race/ethnic minority groups ^a
13	Undergraduates with demonstrated financial need ^{c2}
14	Average per-borrower cumulative undergraduate debt ^{c3}
15	Alumni giving participation rate: undergraduates with degrees ^d
16	US News & World Report: Financial resources rank ^b
17	Core Expenditures per FTE Student ^a
18	Academic Facilities Condition (Ratio of Deficiencies to Replacement Value) ^{e5}
19	Debt Service as Percent of Operating Expense ^f
20	Operating Expenses Provided by the State ^a
21	Total Value of Private Gifts (in millions) ^{d6}
22	Total of all endowments (in millions) ^g

Working on measures of average Ph.D. stipends.

Added :
Preliminary measure of total expenditures per FTE student

Academic facilities condition

Debt Service Ratio

Many missing measures
Faculty Quality
Student Research and Scholarship

Dashboard – Update

Measures+	W&M 2004-05	W&M 2005-06	W&M 2006-07	W&M 2007-08	W&M 2008-09	Target	UVA* (2008-09)	Brown* (2008-09)
1 Undergraduate acceptance rate ^a	35%	31%	32%	34%	34%	M ^h	37%	14%
2 Middle 50% SAT scores ^{b1}	1250-1440	1260-1440	1240-1440	1250-1450	1250-1440	M	1220-1440	1320-1540
3 Undergraduate graduation rates ^a	91%	91%	91%	91%	Avail. 2010	M	93% (2007-08)	94% (2007-08)
4 Undergraduate class size <20 ^b	47%	47%	47%	49%	45%	M	50%	71%
5 US News & World Report: Nat'l universities ^b	31	31	33	32	33	M	24 (tie)	16
6 US News & World Report: Public universities ^b	6	6	6	6	6	M	2 (tie)	Not applicable
7 Student : faculty ratio ^b	11:1	11:1	11:1	11:1	11:1	M	15:1	8:1
8 Undergraduate degrees awarded ^a	1,472	1,384	1,376	1,454	1,461	M	3526 (2007-08)	1542 (2007-08)
9 Graduate/professional degrees awarded ^a	695	711	728	722	800	M	2813 (2007-08)	623 (2007-08)
10 Average Ph.D. stipends								
11 Total sponsored program expenditures (millions) ^a	\$48	\$49	\$50	\$50	Avail. 2010	\$60 by 2014	\$311 (2006-07)	\$101 (2006-07)
12 Undergraduates who are members of race/ethnic minority groups ^a	17%	18%	20%	20%	22%		24%	31%
13 Undergraduates with demonstrated financial need ^{c2}	28%	27%	27%	28%	29%		28%	44%
14 Average per-borrower cumulative undergraduate debt ^{c3}				\$15,602	\$16,765		\$19,016	\$19,390
15 Alumni giving participation rate: undergraduates with degrees ^d	29%	26%	24%	22%	22%	30% by 2014	23% (2007-08)	38% (2007-08)
16 US News & World Report: Financial resources rank ^b	115	111	106	111	88		64	26
17 Core Expenditures per FTE Student ^a	\$28,571	\$30,366	\$30,598	\$35,974	Avail. April 2010		\$47,288 (2007-08)	\$65,220 (2007-08)
18 Academic Facilities Condition (Ratio of Deficiencies to Replacement Value) ^{e5}	11.3%	14.6%	13.6%	12.4%	11.0%	<10%	10.1%	
19 Debt Service as Percent of Operating Expense ^f	3.6%	4.4%	4.4%	4.6%	5.0%	<7%		
20 Operating Expenses Provided by the State ^a	20%	21%	23%	18%	Avail. 2010 Est.: 13.7%		8% (2007-08)	Not applicable
21 Total Value of Private Gifts (in millions) ^{d6}	\$49	\$49	\$49	\$35	\$51		\$275 (2007-08)	\$178 (2007-08)
22 Total of all endowments (in millions) ⁸	\$438	\$492	\$586	\$580	\$495		\$4,573	\$2,778

Six Challenge Subcommittees Working on April 2010 Framework Revisions

1. Be a leader among **liberal arts universities**.
2. Build and support a **more fully diverse W&M community**.
3. Develop an ever more engaging campus experience that inspires a **lifelong commitment** to W&M.
4. Implement a **new financial model** that can fund our aspirations.
5. Provide the **administrative resources and infrastructure** required for a university in the 21st Century.
6. Explain and promote W&M through a more effective **communications structure and strategy**.

Meanwhile work continues on implementation steps for FY10.
102 Total -- 17 completed, 76 underway, 9 not yet started. 33 continue into FY11.

Selected Steps for FY10 – Center for Geospatial Analysis

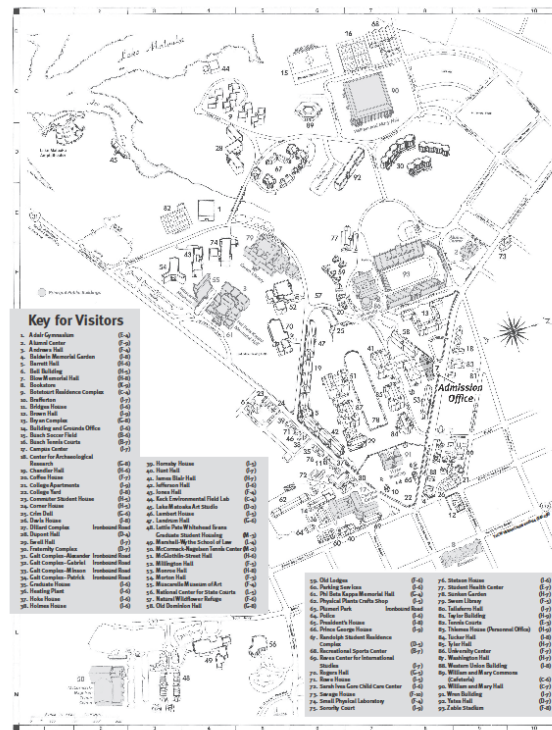
Continue development of Swem Library as a central hub for collaborative activities by moving the Center for Geospatial Analysis into Swem Library. (McCarthy)
Stu Hamilton – Director.



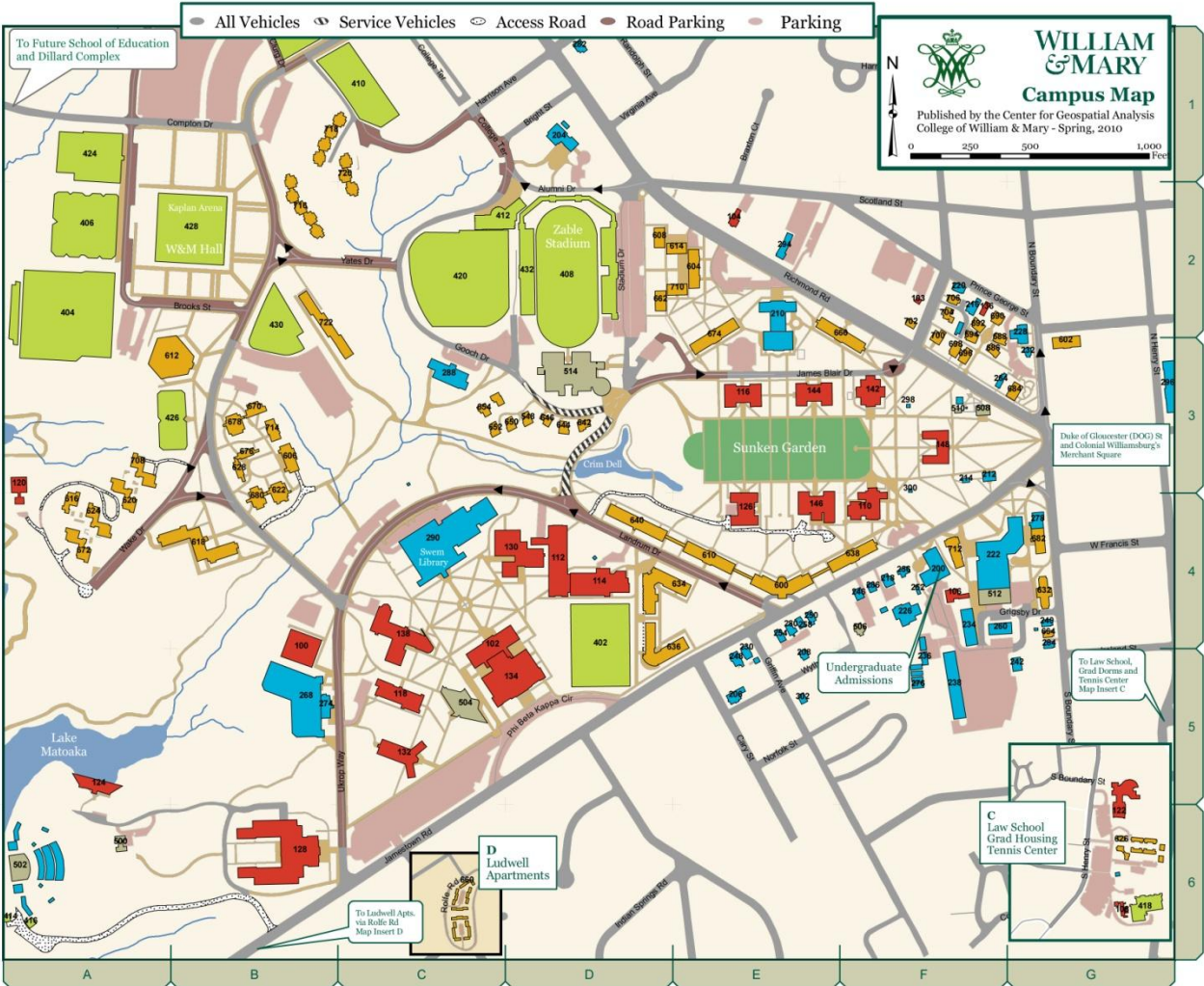
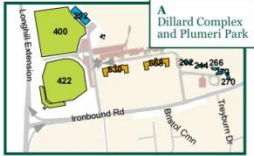
Associate Professor Sal Saporito, Sociology. NSF \$1 million grant to record school district boundaries in GIS format. Interdisciplinary center, student research, grants.

Selected Steps for FY10 – Digital Campus Map

Develop a web-accessible digital campus map including all American Disability Act (ADA) access points. (Martin, Golden)



Before – Hand Drawn

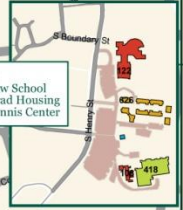


WILLIAM & MARY
Campus Map
 Published by the Center for Geospatial Analysis
 College of William & Mary - Spring, 2010

Scale: 0 250 500 1000 Feet

MAP#	BUILDING	GRID	MAP#	BUILDING	GRID
ACADEMIC					
100	Adair Hall	B4	296	W&M Bookstore	G3
102	Andrews Hall	C4	298	Wren Outbuilding North	F3
	Blow Memorial Hall (#210)	E2	300	Wren Outbuilding South	F3
	Bozarth Garage	F2	302	Young House	E5
103	Ctr for Archaeological Research (#224)	E2	ATHLETICS & ATHLETIC FIELDS		
106	Ceramics Studio	F4	400	Albert Daily Field	Ins A
108	Endocrinology (Pop) Lab.	Ins C	402	Barksdale Field	D4
110	Ewell Hall	F4	404	Busch Field	A2
112	ISC1 (Integrated Science Ctr.)	D4	406	Busch Tennis Courts	D3
114	ISC2 (Integrated Science Ctr.)	D4	408	Cary Field	D3
116	James Blair Hall	E3	410	Intramural Fields	C1
118	Jones Hall	C5	412	Laycock Football Center	A6
120	Keck Environmental Field Lab	A3	414	Matoaka Boat House	C2
122	Marshall-Wythe School of Law	Ins C	416	Matoaka Boat House 2	A6
124	Matoaka Art Studio	A5	418	McCormack-Nagelsen Tennis Ctr.	Ins C
126	McClothlin-Street Hall	E4	420	Montgomery Field	C2
128	Miller Hall (Mason Sch. of Business)	B6	422	Plumeri Park	Ins A
130	Millington Hall	C5	424	Rec Sports Center	A1
132	Morton Hall	C5	426	Tennis Courts	B2
134	Phi Beta Kappa Memorial Hall	D5	428	W&M Hall & Kaplan Arena	Ins A
136	Prince George House	F2	430	Yates Field	B2
138	Small Hall	C4	432	Zable Stadium	D2
140	School of Education (Future Site)	Ins B	ARTS & EVENTS		
142	Tucker Hall	F3	500	Alumni House (#204)	A6
144	Tyler Hall	E3	502	Amphitheatre Ticket Office	A6
146	Washington Hall	F4	504	Campus Center (#22)	C5
148	Wren Building	E4	506	Lake Matoaka Amphitheatre	F4
ADMIN & SUPPORT SERVICES					
200	Admission (Undergraduate)	F4	508	Muscarelle Museum of Art	F3
202	Alexander Galt	Ins A	510	Phi Beta Kappa Memorial Hall (#134)	F3
204	Alumni House	D1	512	President's Guest House	F3
206	Bell Hall	E5	514	Trinkle Hall	F4
208	Blank House	E2	514	Sadler Center	D3
210	Blow Memorial Hall	E2	STUDENT HOUSING & SERVICES		
212	Brafferton	F3	600	Barrett Hall	E4
214	Brafferton Kitchen	F2	602	Brown Hall	G2
216	Braxton House	F2	604	Bryan Hall	E2
218	Bridges House	F2	606	Cabel	B3
220	Bull House	F2	608	Camm	D2
222	Campus Center	F4	610	Campus Center (#222)	E4
224	Ctr for Archaeological Research (#104)	F4	612	Chandler Hall	A2
226	Child Care Center	F4	614	Commons Dining Hall	E2
228	College Apartments	F2	616	Dinwiddie	A3
230	Corner House	F4	618	Dupont	B4
232	Davis House	C5	620	Fauquier	A3
234	Ewell Hall (#110)	F4	622	Giles	F4
236	Facilities Mgmt. Admin.	F4	624	Gooch	A4
238	Facilities Mgmt. Annex	F4	626	Graduate Housing	Ins C
240	Facilities Mgmt. Shops	F4	628	Harrison	Ins A
242	Facilities Safety	F5	630	Hughes Hall	Ins A
244	Facilities Supervisors	Ins A	632	Hunt Hall	G4
246	Gabriel Galt	Ins A	634	Jamestown North	D4
248	Graduate House	F4	636	Jamestown South	D4
250	Grigsby House	E5	638	Jefferson Hall	F4
252	Helmes House	F4	640	Landrum Hall	D4
254	Hoke House Annex	F4	642	Lodge 2: The Daily Grind	D3
256	Hornsbey House	F4	644	Lodge 4	D3
258	Hoke House	F4	646	Lodge 6	D3
260	Lambert House	F4	648	Lodge 8	D3
	Main Power Plant	Ins C	650	Lodge 10	D3
	Marshall-Wythe School of Law (#122)	Ins C	652	Lodge 12	C3
264	Military Science	F3	654	Lodge 14	D3
266	Minson Galt	Ins A	656	Lodge 16	C3
268	Parking Deck	B5	660	Ludwell Apts: 100-700	Ins D
270	Patrick Galt	Ins A	662	Madison	D2
272	Patrick Galt Annex	Ins A	664	Meridian Coffee House	G4
274	Police and Parking Services	B5	666	Monroe Hall	E3
276	Quonset Huts	F5	668	Munford Hall	Ins A
278	Reves Center	G4	670	Nicholas	Ins A
280	Rowe House	D1	672	Nicholson	A4
282	Savage House	E1	674	Nicholson	E2
284	School Leadership Institute	F4	676	Old Dominion	E2
286	Stetson House	C4	678	Page	Ins A
288	Student Health Center	F4	678	Pleasants	B5
290	Swem Library	Ins A			
292	Swem Off-Site Storage	Ins A			
294	Thiemes House	E2			

MAP#	BUILDING	GRID	MAP#	BUILDING	GRID	MAP#	BUILDING	GRID	MAP#	BUILDING	GRID
680	Preston	B3	690	Sor 4: Tri Delta	F2	702	Sor 10: Bozarth	F2	714	Tazewell	B3
682	Reves Hall	C4	692	Sor 5: Phi Beta Phi	F2	704	Sor 11: Gamma Phi Beta	F2	716	Units (Fraternity) A,B,C,D,E	B2
684	Sadler Center #514	A4	694	Sor 6: Kappa Delta	F2	706	Sor 12: Delta Phi (Mullen)	F2	718	Units (Fraternity) F,G,H,J	B1
686	Sor 1: Kappa Kappa Gamma	F3	696	Sor 7: Delta Gamma	F3	708	Spotswood	A3	720	Units (Fraternity) K,L,M	C1
688	Sor 2: Alpha Chi Omega	F2	698	Sor 8: Phi Mu	F3	710	Sith	E2	722	Yates	B2
	Sor 3: Chi Omega	F2	700	Sor 9: Kappa Alpha Theta	F2	712	Taliaferro Hall	F4			



Campus Map



Diversity

Expand information on the W&M website, including greater use of video, to describe more effectively the current diversity of the W&M community. (Golden, Glover)



www.wm.edu/about/diversity

www.wm.edu/news/features/diversity/index.php
-- 20 videos about diversity and internationalization

Coronation Day

Design "W&M for a Lifetime" campaign including activities that engage students, faculty, staff, alumni and the Williamsburg community.

Coronation Day

The coronation of William and Mary -- April 11, 1689. A convenient historical excuse to celebrate, and it comes at the perfect time to influence admitted students. It falls on a Sunday this year.

Timeline already in progress:

- Late September: Message from Alumni Association to chapter leadership encouraging them to plan an event on April 11.
- October 15: Deadline for alumni chapters to commit. (Update: We have more than 10 chapters committed to hosting an event.)
- April 3: Two days after admitted students get the good news from Admission, e-invitations will be sent from the Alumni Association to those students living in an area where such an event will occur.
- April 11 (Sunday): First annual Coronation Day. Society events.
- April 12 (Monday) – Students and alumni raise the green and gold. Facebook event page and other ways for alumni to share pictures of how they celebrated Coronation Day.

Because William & Mary Rules

CELEBRATE CORONATION DAY: SUNDAY APRIL 11, 2010
Wear your W&M gear on Monday, April 12, 2010



Sustainability

Continue sustainability fellowships to support sustainability programs. (Committee on Sustainability)

Implement the Eco-Ambassador Program to connect staff and students to identify opportunities and spread best practices. (COS)

“Do one thing” (DOT) campaign. Our DOT campaign was developed by the Mason School and the Saatchi & Saatchi advertising firm last fall and enlisted over 1000 participants in a month. Now William & Mary’s Committee on Sustainability is working to expand DOT across the campus.

January -- Dining Services launched its program to compost much of the food waste from the dining facilities on campus. The move is expected to cut waste from dining services by approximately one third. Sustainability Fellows and interns worked on this.

Emerging Themes – FY11-15 Framework

Subcommittees meeting now – preparing draft implementation steps for FY11 and adjustments to the framework for FY12-15.

Major Themes Emerging from Discussion:

Curriculum Review – Building on Liberal Arts University White Paper

Students Come Wanting to Change the World Theme – Leadership

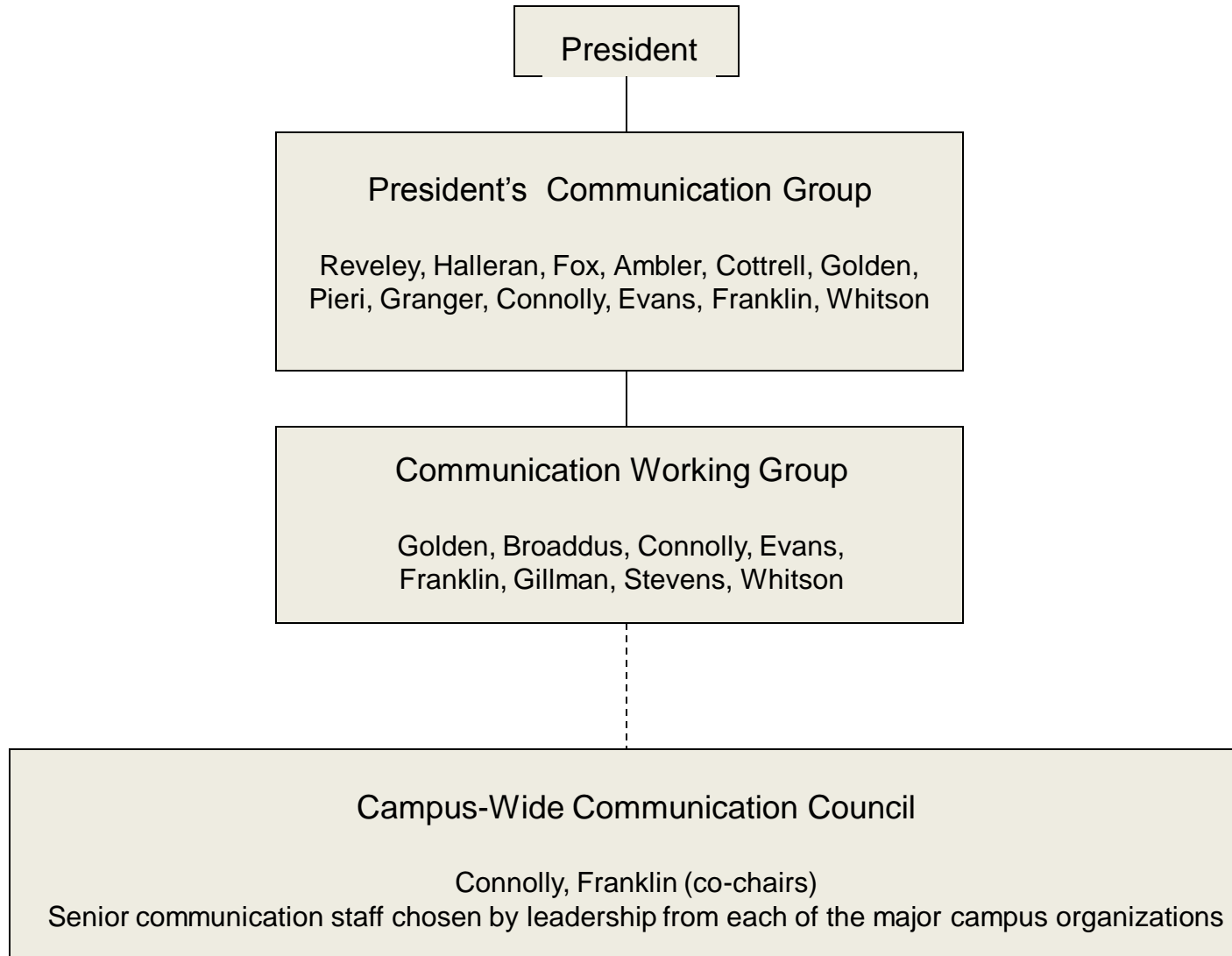
More Strategic -- Sharper Focus on Fewer Implementation Steps

Measures at the Challenge Level

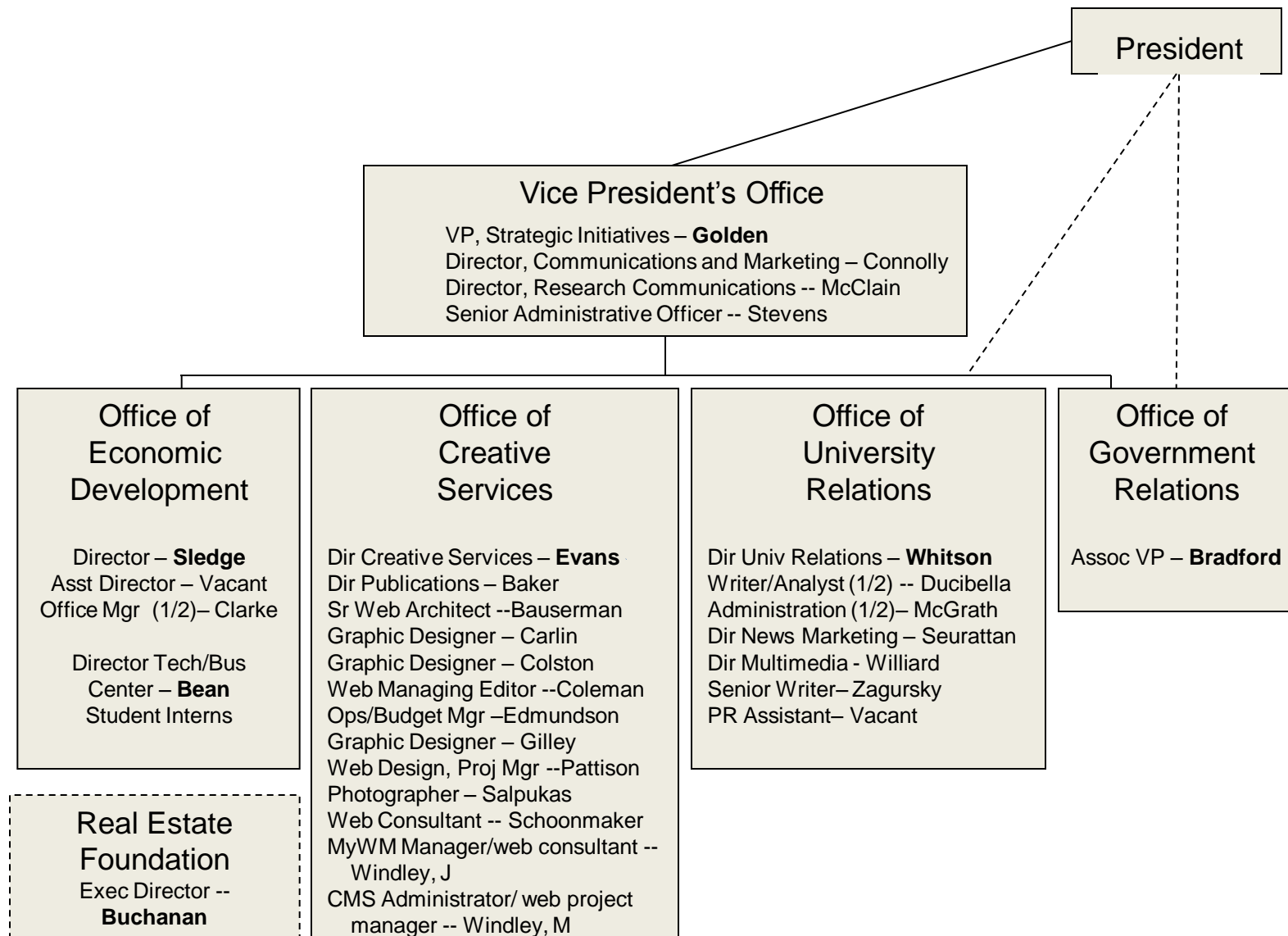
Communication Review Actions

- Communication Organization
- Core Messages
- Strategic Planning Communications
- Lifelong Experience
- President's Annual Plan
- University Annual Plan
- University Relations
- Creative Services
- Coordination between University Development and the W&M Alumni Association
- Internal Communication - Reinforcing the Campus Community

Communication Coordination



Strategic Initiatives Organization, 2009-2010



Core Messages

There is only one William & Mary, Yours

W&M is a Public Ivy, one of the world's great liberal arts universities – integrating the intimacy of the liberal arts college with the reach of a research university – the best of both worlds – a great blend of teaching and research.

W&M is a lifelong experience – those linked to W&M are stewards of a great inheritance. Those connected to the university become members of a family, a tribe.


W&M is an engaged community making a difference for the better – our students come wanting to change the world and leave with the tools to do it. We prepare students to make a difference, to be leaders, to have an impact regardless of their field.

Together we are building a sustainable financial future. We are developing a new financial model to match our aspirations.

University Relations

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African Diaspora

Michael Blakey <i>NEH Professor of Anthropology; Director, Institute for Historical Biology</i>	African Diaspora	mblak@wm.edu 757.221.7681
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Age and Social Inequality

Kate Slevin <i>Chancellor Professor of Sociology</i>	Age and Social Inequality	keslev@wm.edu 757.221.2601
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Art

William Barnes <i>Professor of Art & Art History</i>	Art, painting	wdbarn@wm.edu 757.221.2528
Brian Kreydatus <i>Associate Professor of Art & Art History</i>	Art, painting, drawing and printmaking	bskrey@wm.edu 757.221.2536

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Resources for the Media
Are You an Expert?

William & Mary in the Media Spotlight



LINDA MALONE

The Washington Post

“W&M students aiding Gitmo cases”



WILL HAUSMAN

THE WALL STREET JOURNAL

“Adjusted for inflation, Dow’s gains are puny”



GEORGE GRAYSON

Los Angeles Times

THE WALL STREET JOURNAL

AP

“Mexico’s Calderon presents political reform proposal”



JEREMY STODDARD

The Washington Post

School cancels Taliban debate



LAWRENCE WILKERSON

Telegraph.co.uk

“Picking a fight with Condoleezza Rice”

theguardian

“Pressure on Blair as he makes final stand on Iraq”

Creative Services

...an engine of creativity where talented people use multiple forms of communication to tell the William & Mary story



Government Relations Update

- December 18** Governor Kaine announced proposed changes to the 2008-10 budget and offered his 2010-12 biennial budget
- January 13** The 2010 General Assembly session began
- January 16** Governor McDonnell inaugurated
- January 21** House rejects Governor Kaine's proposals to address the budget shortfall, increasing the projected budget gap
- January 26** The W&M Legislative Breakfast – Road to Richmond
- February 21** Scheduled announcement of House and Senate budgets
- March 13** General Assembly Session Scheduled to End

Federal Funding Timeline

Funded in Last Cycle: Algae (\$500K), TRAWL Survey, VIMS (\$300K)

Timeline for this Cycle:

Determine federal funding priorities on W&M campus and VIMS for the upcoming fiscal year (December)

Compile a “federal book” of projects and support materials (January)

Engage W&M friends and alumni in DC to support Congressional requests – distribute “federal book” (Early February)

Submit W&M funding requests to appropriate Members (By mid-February)

Make visits to DC (monthly or as needed)

Federal Funding Initiatives

Primary Objectives for this Cycle:

CHAP Algae Project – VIMS and W&M Research Institute

Veterans' Benefit Clinic – School of Law

Other Proposed Projects:

Center for Energy and Environment

Marine Energy Research Evaluation Center

Center for Advanced Oceanographic Modeling and Analysis

Lake Matoaka Dam Spillway

Esfuerzo Project–Dam in Dominican Republic with Algae Scrubber – clean water, flood control, sustainable crop, biofuel

Others may be added



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AN EVOLVING PLAN FOR
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Our Vision

William & Mary will continue to be one of the world's great liberal arts universities. Already a university of compelling academic distinction, the College will expand its interdisciplinary study, global relevance, and faculty-student research, as well as its lifelong ties with alumni. Our students come wanting to change the world and will leave with the tools to do it.

WILLIAM & MARY

A LIBERAL ARTS UNIVERSITY OF
COMPELLING ACADEMIC DISTINCTION

Selected Strategic Planning Steps 2009-2010

April 2009	BOV approved planning framework
September 2009	Progress report to BOV Steps and metrics for FY10 Evolving framework for FY11-14 Draft dashboard
Fall 2009	Reviewing implementation steps with constituencies -- e.g., Faculty Assembly, Alumni Board, W&M Foundation Board Initiated FY10 implementation step tracking VPs, deans, selected directors – add FY11-15 ideas
February 2010	BOV discusses implementation update and emerging issues
March 2010	PSC recommends FY11 steps and FY12-15 framework President reviews and recommends to BOV
April 2010	BOV discusses FY10 implementation; reviews FY11 steps and FY12-15 framework