

Board of Visitors

Enclosure \_\_\_\_\_

September 26-28, 2018

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**COLLEGE OF WILLIAM & MARY  
SIX-YEAR PLAN (2018-20 through 2022-24):**

**Part II NARRATIVE**

William & Mary provides an outstanding education for Virginia students as the Commonwealth’s “Distinctive Public Ivy” while expanding its global relevance, increasing interdisciplinary approach to research and education, and strengthening research capabilities. Going forward, the university intends to maintain and enhance an extraordinary form of education, offered by no other institution in the Commonwealth and few others in the country. In developing its six-year plan, the university strives to build on existing strengths, preserving an exceptional public educational experience while contributing to the Commonwealth’s educational and economic development needs.

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Each of the following sections provides a brief summary of key elements of William & Mary’s six-year plan and related strategies as well as efforts to meet specified state policy goals.

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**A. INSTITUTIONAL MISSION**

**The William & Mary Mission Statement:**

*The College of William & Mary, a public university in Williamsburg, Virginia, is the second-oldest institution of higher learning in The United States. Established in 1693 by British royal charter, William & Mary is proud of its role as the alma mater of generations of American patriots, leaders and public servants. Now, in its fourth century, it continues this tradition of excellence by combining the best features of an undergraduate college with the opportunities offered by a modern research university. Its moderate size, dedicated faculty, and distinctive history give William & Mary a unique character among public institutions, and create a learning environment that fosters close interaction among students and teachers.*

*The university’s predominantly residential undergraduate program provides a broad liberal education in a stimulating academic environment enhanced by a talented and diverse student body. This nationally acclaimed undergraduate program is integrated with selected graduate and professional programs in five faculties -- Arts and Sciences, Business, Education, Law, and Marine Science. Master’s and doctoral programs in the humanities, the sciences, the social sciences, business, education, and law provide a wide variety of intellectual opportunities for students at both graduate and undergraduate levels.*

*At William & Mary, teaching, research, and public service are linked through programs designed to preserve, transmit, and expand knowledge. Effective teaching imparts knowledge and encourages the intellectual development of both student and teacher. Quality research supports*

*the educational program by introducing students to the challenge and excitement of original discovery, and is a source of the knowledge and understanding needed for a better society. The university recognizes its special responsibility to the citizens of Virginia through public and community service to the Commonwealth as well as to national and international communities. Teaching, research, and public service are all integral parts of the mission of William & Mary.*

In fulfilling its mission, William & Mary adopts the following specific goals:

- to attract outstanding students from diverse backgrounds;
- to develop a diverse faculty which is nationally and internationally recognized for excellence in both teaching and research;
- to provide a challenging undergraduate program with a liberal arts and sciences curriculum that encourages creativity, independent thought, intellectual depth, breadth, and curiosity;
- to offer high quality graduate and professional programs that prepare students for intellectual, professional, and public leadership;
- to use the scholarship and skills of its faculty and students to further human knowledge and understanding, and to address specific problems confronting the Commonwealth of Virginia, the nation, and the world; and
- to instill in its students an appreciation for the human condition, a concern for the public well-being, and a life-long commitment to learning.

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Note: There are no planned changes in the university’s mission statement for the planning period FY18 through FY24.

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**B. 2018-2024 STRATEGIES**

*The following narratives support the various strategies included in the university’s academic and financial plan.*

**Priority 1—William & Mary Promise (mitigate impact of tuition and fee increases on low- and middle-income students and their families, while continuing its “public Ivy” education)**

William & Mary continues to implement the “The William & Mary Promise,” which was approved by the Board of Visitors on April 19, 2013. The Promise created an operating model that provides vitally needed resources to secure the future of Virginia’s distinctive “public ivy” while markedly enhancing predictability, affordability and access for Virginia students. Intended to improve **predictability** in tuition through a four-year tuition guarantee, **affordability** by increasing the university’s investment in need-based financial aid and reduced assumptions about student use of loans, and **accessibility** by providing additional slots for in-state undergraduates, the Promise and the six-year plan continue the university’s investment in need-based student financial aid, increasing the availability of grant funds in lieu of loans, thereby reducing student debt.

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Intended to support both low- and middle-income families, the definition of “middle income” used in the William & Mary Promise encompasses more than 70% of Virginia households and reflects the recommendation of the Higher Education Advisory Committee established under TJ21. As adopted by the General Assembly, TJ21 stressed the need to improve middle-income affordability and directed the Higher Education Advisory Committee to provide a definition of the target group. The Committee did so, defining “middle income” as extending to 400% of the federal “poverty” definition, or to roughly \$100,000 in annual income for a family of four with two children.

The results have been noteworthy. Since the William & Mary Promise was adopted in 2013, the average “net price” for Virginia families making less than \$75,000 has dropped more than 20 percent, and the university consistently ranks as having one of the lowest net price averages for in-state students among public institutions nationally. Among public universities in Virginia, the university offers among the lowest net price for in-state students from families with incomes of \$75,000 or less. Further, William & Mary is the only public university in Virginia that has replaced all loans with grants for in-state students with family incomes under \$40,000.

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For the 2017-2018 academic year, the incoming class was notable. Not only was the Fall 2017 freshmen class the largest in William & Mary’s history – with a total of 1,534 students – it included the largest number of in-state freshmen ever at 998 students. The Promise had a significant impact on the university’s ability to attract in-state freshmen, with the university bringing in its most socio-economically diverse incoming class in history. In total, the combined in-state and out-of-state figures for Pell-eligible freshmen increased by 18.6% over the prior year, and when looking at all incoming students – both freshmen and transfers – the increase in Pell-eligible students was up over 20% for the year and up 30% over three years prior. In addition, the Fall 2017 incoming class included an 11% increase in first-generation college students over the prior year.

Recognizing the importance of ensuring that William & Mary remains an affordable option for low- and middle-income students, the university continues to balance the need for incremental financial aid with other priority initiatives given available revenues. Since inception of the Promise, William & Mary historically has increased its allocation of nongeneral funds to support need-based, in-state undergraduate financial aid between \$1.6 million and \$2.4 million. For FY18, the university increased need-based undergraduate aid by \$5.8 million or \$3.5 million more than originally budgeted. The incremental support was the result not only of the increased socio-economic diversity of the incoming class, but changes in the federal financial aid application process and calculations of need. The plan’s increase for FY19 reflects an adjustment to base funding to fully absorb FY18 actual costs as well as incremental funding of approximately \$4.0 million for new aid-eligible students this year. For FY20 and beyond, the university expects annual increases in financial aid as a result of the Promise to hover around \$4 million as William & Mary continues to recruit highly qualified, low- and middle-income Virginians.

**Priority 2—Increase Faculty Salaries**

In addition to promoting access and affordability, the Promise’s financial model has allowed W&M to put significant resources into its faculty and staff. Prior to the Promise, average salaries for teaching and research faculty at William & Mary lagged behind its peer institutions by more than 20%. Since the inception of the Promise, the university has increased faculty salaries 4.4% per year on average, which has helped to close the gap. Given the progress W&M has made and the increased need for in-state, undergraduate financial aid in FY18 and FY19, the FY19 operating budget does not include salary increases, as shown in the updated six-year plan. The university anticipates a two-percent across-the-board increase for FY20 as directed by the 2018-2020 Appropriation Act.

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**Priority 3—Provide Competitive Staff Salaries**

As with faculty, the Board of Visitors has emphasized the need to increase staff salaries to a competitive, market-based level since the inception of the Promise. Between FY13 and FY18, salaries for administrative and professional faculty and university (operational) staff have increased, on average, 3% with classified staff salaries increasing by an estimated 1.5% as authorized by the state. The revised six-year plan includes no salary increase for FY19, consistent with the Governor and General Assembly’s actions for state employees. For FY20, the revised plan includes a 2% across-the-board increase for administrative and professional faculty and all (classified and operational) staff. The plan also anticipates an additional 2% merit increase for classified staff based on the 2018-2020 Appropriation Act.

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**Priority 4— New Undergraduate Curriculum**

Funding provided in FY19 as part of this six-year plan will provide the last incremental increase to support the full adoption of the university’s new curriculum. First adopted with the incoming class in the Fall 2015, the curriculum reflects William & Mary’s new general education requirements, which continue its commitment to a liberal arts education while providing the skills necessary to succeed in the 21<sup>st</sup>-century workforce.

**Deleted:** This six-year plan also continues the university’s commitment to provide competitive salaries to its administrative, professional and support staff (classified and operational) by providing a 2% annual increase. To the extent allowed by the Commonwealth, all salary increases will be merit based within market-based pay bands. ¶

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**Priority 5— Degree Production in Data Science and Technology, Science and Engineering, Healthcare, and Education.**

The 2018-2020 Appropriation Act provides \$1.2 million in state general fund (GF) support in FY20 to increase the production of degrees in high demand fields, including Engineering and Design. The Provost has begun working with the university’s deans to ensure that, once available, these funds are used to leverage and enhance our existing programs to meet the degree targets outlined in the Appropriation Act. In addition, the university will invest at least \$267,500 of institutional resources in FY20 to continue the planned expansion of its Engineering and Design Initiative – an essential component of degree production in these areas.

The Engineering and Design Initiative exposes students to the tools, programs, and methods used in traditional engineering and design degree programs and expects them to become familiar with “design thinking” so that they can work comfortably in design studios or entrepreneurial incubators across a broad array of industries. The programs are designed so that students can identify the essence of important problems, parse the tasks and workloads associated with solutions whether working alone or in teams, design those solutions using the latest computer-aided tools, and render those designs into working material objects using the latest methods, in labs, shops, studios, or maker-spaces around our campus.

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Once relegated to the information technology field, “big data” has become increasingly important in a vast array of industries. The Data Sciences Minor, which was launched in Fall 2017, has already shown the level of student interest in these programs with 19 students declaring minors in the first year. The Engineering, Physics, and Applied Sciences curriculum—adopted as a track within the Physics major, effective in Fall 2018 – blends key elements of existing physics and applied sciences curricula with a focus on team-based, experiential problem-solving.

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Although the targets set out in the Appropriation Act are ambitious given the short ramp-up time, William & Mary anticipates that these investments will result in more degrees being awarded in Data Science and Technology, Science and Engineering and Education. Further, the university continues to work on developing long-term, sustainable relationships with industry leaders who can partner with William & Mary in ways that will meaningfully accelerate programs in other key STEM areas essential to the growth of the Commonwealth’s economy.

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**Deleted:** The university has provided initial seed funding for this program with an annual budget of \$500,000 for FY 2018. This plan continues those investments adding an incremental \$500,000 in FY 2020 as we look to add additional faculty based on anticipated student demand. The ongoing investment of resources will help further this unique program and more fully implement it across disciplines. As we continue to expand our efforts in these areas, we anticipate this program will increase our partnerships with high-tech industries, further strengthen our relationships with Jefferson Labs, NASA, TRADOC/Army, Air Force and Navy commands in our region, and make our programs in marine science more competitive. ¶

**Priority 6— Expand eLearning**

The university has continued to expand both its online course offerings and programs. At the program level, the School of Business has been most aggressive with the launch of the Online Master of Business Administration (OMBA) in Fall 2015 and the planned online launch of the new master’s degree in Business Analytics (MSBA) in Fall 2018. In Summer 2017, the School of Business also started a hybrid program for undergraduate business minors that includes an online component. In addition, the School of Education has an existing online presence with its Executive Doctorate of Education (Ed.D.) program, and in Spring 2018 started an online master’s program in counselling. Although not yet offering any degree programs, Arts and Sciences now offers a number of online summer term courses with enrollment in these programs having grown from a student headcount of 183 in Summer 2016 to 407 in Summer 2018 – an increase of 122%. Finally, in Spring 2018, the Law School established an online certificate in Military and Veterans Health, Policy and Advocacy. The university continues to explore new programs across all of its academic units to the extent online delivery can meet student demand effectively. The six-year plan provides funding to expand our existing infrastructure, which will allow us to develop our online offerings more fully.

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**Deleted:** 37% in the last year alone. The university is currently exploring new programs including an online certificate through the Law School, additional concentrations through the Ed.D. program, a hybrid program for undergraduate business minors, master’s level programs in selected fields within Arts & Sciences, and other online opportunities in continuing education.

**Priority 7 – RBC Promise Scholars**

The RBC-W&M Promise Scholars program is a new initiative that will include the teaching of William & Mary courses at Richard Bland, scholarship funds, guaranteed housing, peer-to-peer support, and mentorship to high-achieving, low-income RBC students who have committed to transferring to William & Mary.

In spring 2018, Richard Bland College conducted a selective process to identify the first cohort of 10 honors-caliber, first-year, in-state students who are Pell grant recipients and committed to attending William & Mary. Beginning in Fall 2018, these students will be designated as RBC-W&M Promise Scholars who will be provisionally admitted to William & Mary for their third and fourth years, pending successful completion of an associate's degree and meeting minimum GPA requirements as per the existing articulation agreement.

Promise Scholars will receive a \$2,000 merit scholarship from William & Mary in their second year at Richard Bland and will be guaranteed housing designated for Promise Scholars. This community of peers will share their academic aspirations and accompany one another to Williamsburg for their upper-class years. Beginning in Fall 2019, Richard Bland also will begin awarding a new scholarship of the same amount to first-year students selected for the program.

William & Mary has selected two faculty members as inaugural Promise Fellows who will go to Petersburg to teach a general education course, giving Promise Scholars the opportunity to experience William & Mary classes while at Richard Bland. Beginning in the 2018-19 academic year, each faculty member will travel twice weekly to Richard Bland to teach William & Mary's signature COLL 100 and COLL 150 classes. These courses are required for all traditional William & Mary freshmen. Students in COLL 100 courses investigate the significant concepts, beliefs and creative visions, theories and discoveries that have shaped understanding of the world. They become more adept at presenting and defending ideas in ways that go beyond writing. Students in COLL 150 courses learn methods of scholarly research and practice and strengthen writing skills.

Once the scholars transfer to William & Mary, they will be guaranteed on-campus housing their junior year. Additionally, they will receive annual \$3,500 scholarships to offset student loans during their last two years. These scholarships will be in addition to any financial aid for which the students qualify, which will equate to a no-loan, all-grant financial aid package, enabling these students to finish their degrees at William & Mary without student debt.

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**Priority 8 – Improve Student Services**

Recent and continuing enrollment growth, combined with William & Mary's focus on financial aid and enhancing the student experience have contributed to the need for additional resources to support the financial aid office and student affairs activities.

**Priority 9 – Increase Academic Support**

The Mason School of Business has instituted a number of new programs including the Online MBA and MSBA mentioned in eLearning above over the past couple of years. The enrollment at the Mason School continues to grow as these programs are still introducing new cohorts. This investment will provide additional academic support within the Mason School to help meet growing student demand.

**Priority 10 – Creative Adaption Program**

This plan continues to encourage and support creative adaptation across the academic enterprise using both incremental and reallocated funds. As the scale of projects increases additional investment may be required to fully implement pilot projects. A more detailed discussion of creative adaptation and projects recently supported follows in Section D – Evaluation of Prior Six-Year Plan.

**Priority 11—Support Base Operations and Continue Business Innovation**

Base Operations provides funding to support essential services in selected areas, including academic support, student services, administrative functions, and plant operations, as well as incremental funding needed to support the nongeneral fund share of fringe benefit increases. Not reflected in the revised six-year plan is the new “surcharge” established as part of the 2018-2020 Appropriation Act for university employees hired on or after January 1, 2014 who are participating in the university’s optional retirement plan (Item 464, Paragraph O). William & Mary is awaiting guidance from the Virginia Retirement System as to how this surcharge will be assessed, but based on preliminary discussions the impact is anticipated to be significant and on-going.

Given that many of the cost escalations in this area are unavoidable or outside of the university’s control, William & Mary attempts, to the extent possible, to identify incremental new dollars through internal reallocations as part of on-going efforts to reprioritize existing dollars through Business Innovation. The Business Innovation project, launched as part of the William & Mary Promise and led by the Provost and the Vice President for Strategic Initiatives, develops and implements plans for more efficient business processes and revenue generating activities in order to reallocate dollars to support the university’s highest priority needs. The university will continue to implement recommendations made by its outside consultant (organizational structure, business processes, and operating efficiencies) while identifying additional opportunities through an internal evaluation process.

**Priority 12 - Whole of Government**

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In 2015, Virginia’s Secretary of Veterans Affairs commissioned a report, “Growing the Military Mission in the Commonwealth of Virginia”, which called for the creation of a “Whole of Government” Center of Excellence (COE) at William & Mary. The report envisioned this effort as the foundation of what could become the Harvard Kennedy School of the South, bringing a focus to issues particularly of interest to the military. The COE would bring to bear the best of William & Mary’s academic efforts in public policy, law, business, and other areas and build on strong connection to the military and its facilities in the region. This effort, in part, would help the military recruit, retain and develop the next generation of military and civilian talent in defense of our nation. With support from the Secretary’s office, the Hampton Roads Military and Federal Facilities Alliance (HRMFFA) and the reallocation of university funding, William & Mary has begun to implement the report’s call to action. Faster than many predicted, William & Mary began an on-campus track in its Master of Public Policy (M.P.P.) program in Fall 2017. Enrollments were lower than anticipated, however, due largely to the program’s two-year, full-time, on-campus curriculum. The 2018-2020 Appropriation Act includes funding in FY20 for W&M to develop the first-year curriculum online, which will reduce the on-campus requirements for the program to one year. Once implemented, W&M anticipates that the online, first-year curriculum will also increase interest for potential students in other M.P.P. tracks who cannot currently commit to a two-year, full-time, on-campus program.

**Priority 13 - Counseling Veterans and Their Families:**

The 2018-2020 Appropriation Act includes funding for William & Mary to develop a veterans and military concentration in its Master’s in Counseling program at the School of Education and to create a certificate program for those already certified as counselors but who want to work specifically with military members, veterans and their families.

**C. FINANCIAL AID**

Continuing the university’s commitment under the Promise (see narrative under Priority 1) to ensure that a William & Mary education remains affordable for low- and middle-income Virginia families, this six-year plan includes \$5.5 million in FY19 and a cumulative \$9.2 million in FY20 from institutional resources to support in-state, undergraduate, need-based financial aid.

**D. EVALUATION OF PREVIOUS SIX-YEAR PLAN**

To the extent that funds were available, the 2016-18 biennia saw implementation of six-year plans submitted under the TJ21 legislation. While many of the elements of those initial plans continue in this current submission, highlights of progress made on prior strategies include the following:

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- Deleted:** is working closely with the Commissioner of Veterans Affairs to find ways to support those already in the counseling profession or those seeking to become counselors who would like additional training to work specifically with veterans and their families. To that end, the Commissioner will likely request funding to be included in the Governor’s budget to support: 1) the development of
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- Deleted:** The first year funding would be used to develop both the concentration and certificate, while the second year funding would support the recruitment of students, and implementation. There is potential for either or both to be offered on-line at a future time. Research by the Department of Veterans Affairs indicates a strong interest in both the concentration and certificate and William & Mary believes that once up and running they could be self-supporting.
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- **William & Mary Promise**— As described above, the “The William & Mary Promise” established an operating model that provides vitally needed resources to secure its future while markedly enhancing predictability, affordability and access for Virginia students. Elements of the Promise include:

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- **Predictability through a Four-year Tuition Guarantee:** The Promise provides Virginia families with financial predictability through a commitment that tuition will remain constant through all four years of the students’ undergraduate study. Since its inception in Fall 2013, entering Virginia students and their families have known exactly what their tuition would be for all four years at William & Mary, with assurance that tuition would not rise year to year.

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- **Affordability for Middle-Income Families:** As noted above, the Promise reduces “net tuition” paid by middle-income families, as defined by the state’s Higher Education Advisory Committee (HEAC). Based on FY15 data, average net price for families earning \$30,000 or less was \$4,046. For families earning between \$30,000 and \$48,000, average net price was \$4,997. For those earning between \$48,000 and \$75,000, average net price was \$10,982. Among families earning at least \$75,001 but less than \$110,000, average net price remained flat during this time period despite tuition increases implemented under the Promise.

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- **Affordability by Reducing Debt for William & Mary Graduates:** The Promise reduces the loan burden for middle-income in-state undergraduate students who have demonstrated financial need. The William & Mary Promise lowers the maximum amount of loans required to meet full need for an in-state financial aid package by 36% (\$2,000 annually) for families with an income between \$40,000 and \$60,000, and by 18% (\$1,000 annually) for all other families with demonstrated financial need. Students from Virginia families with a household income of less than \$40,000 continue to receive financial aid that covers 100% of their need with grants. William & Mary is the only public university in Virginia to have replaced all loans with grants for in-state students with need whose families earn \$40,000 or less annually.

Overall, only 38% of William & Mary graduates carry debt, a percentage well below that of other public universities in Virginia or across the nation. They also borrow less than the state or national averages. And, William & Mary graduates pay back their student loans at far higher rates with less than 1% of William & Mary borrowers defaulting on their student loans.

- **Increased Accessibility for Virginia Students:** The Promise provided for 150 additional in-state undergraduate students to be enrolled at William & Mary over

four years. The university’s enrollment projections demonstrate that [they](#) have met this commitment. This growth is in addition to [a](#) previous 2011 commitment to increase overall undergraduate enrollment by 150 in-state undergraduate slots.

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- **Faculty Salaries**—Supplementing bonus and base salary funding provided by the Commonwealth, the Board of Visitors authorized merit-based increases to base salary for faculty averaging 2% in [FY13](#), 6% in [FY14](#), 5.5% in [FY15](#), 4.5% in [FY16](#) and 3% in [FY17](#). Although William & Mary lost some ground in the last year relative to peers, the collective actions have helped [the university to](#) continue moving towards the Commonwealth’s 60<sup>th</sup> percentile goal (peer group based).

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- **Undergraduate Enrollment Growth**—By Fall 2014, the university met its 2011 commitment to the Commonwealth to grow in-state undergraduate enrollment by 150 over four years. The university met its growth goals in the 2016-18 biennium, using funds dedicated to maintaining the quality of education while growing the student population to a sustainable size.

- **New Undergraduate Curriculum** — William & Mary's new general education College Curriculum (COLL) constitutes a continued commitment to the liberal arts mission of the College while providing the skills necessary to succeed in the 21<sup>st</sup> [century](#) workforce. The COLL curriculum integrates the study of substantive knowledge with inquiry-based learning and the opportunity to apply new knowledge actively through individual research projects conducted under faculty supervision. It spans all four years, with the first and fourth year tipped towards critical thinking and inquiry, while the second year favors subject-matter distribution and the third year [expands](#) global and cross-cultural knowledge and experience. It continues to emphasize writing and communication as [it prepares](#) graduates to become agile thinkers who can communicate persuasively and collaborate productively. [William & Mary maintains](#) required proficiency in digital literacy (to be fulfilled with [an online](#) course) and a foreign language and [an added](#) mathematics proficiency. The university committed significant resources over the biennia to support the faculty and resources needed to implement this new curriculum.

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- **Engineering and Design Initiative** – As described above, the Engineering and Design Initiative is intended to bring tools, programs and methods traditionally employed in engineering and design programs to students in a way that allows them to analyze problems and develop solutions with the critical thinking skills inherent in a liberal arts education. William & Mary launched this initiative in [FY17](#) with initial funding to stimulate activity across disciplines at William & Mary. The initial investment has helped to [create](#) makerspaces for [faculty and students](#) to collaborate and share resources and knowledge, [and aided the establishment of a minor in Data Science and a major track within Physics](#)

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[in Engineering Physics and Applied Design](#). These spaces provide the tools needed to advance engineering and [design-based](#) projects.

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- **eLearning Platform**—Using [state](#) and institutional funds, the university established a baseline eLearning platform supporting blended and [online](#) instruction [especially](#) in professional schools and graduate programs. [William & Mary](#) have also identified high-quality digital educational resources that can be used in [courses](#) and continue to explore opportunities to provide certificates, continuing education, and other online activities and programming.

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- **Academic Program Initiatives and Improving Student Services**—Funding in these areas during the 2016-18 biennium helped to provide resources to support the academic mission of the university as well as improve the student experience. Specifically within student services, resources were directed to career services to address growing student demand. In addition, funding supported systems that have not kept up with demand due to limited resources.

- **Creative Adaptation Fund** – The university continues to set aside \$150,000 annually to engage and unleash [the](#) creative energy in [academic areas](#). [The program encourages the development of](#) innovative adaptations that improve the quality of [educational programs](#) either directly or indirectly, by reducing costs or generating new revenues that can be reinvested in people and programs. This fund, designated for academic units, complements an on-going effort to improve university business practices through innovation and efficiency actions.

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[FY17 and FY18 projects include:](#)

1. **Innovation Lab Summer Initiative**—[Develops](#) the content resources and implementation plan to offer a series of institutes and workshops in the Professional Development Center in the School of Education to equip K-12 school leaders with the tools and processes to foster innovation in teaching and learning. [Offers](#) multiple week-long, small group institutes and a larger conference format event. Based on similar institutes and other topics designed for K-12 participants. Developing these resources will allow the School to generate additional revenue.

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¶  
FY 17 and FY 18 projects include:¶  
¶

2. **BUAD 443 - Entrepreneurial Ventures Redesign - Blended Learning**—This course fulfills a requirement for the undergraduate [Bachelor of Business Administration](#) concentration in entrepreneurship and provides students with an introduction to the essential concepts in entrepreneurship. A course refresh was needed to build on the success of the in-person course format by pairing rigorous online content with rich in-

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person entrepreneurial ecosystem experiences. This effort allows W&M to expose the students to the growing entrepreneurial ecosystem, broaden the reach of course content by using an online format, expand exposure of entrepreneurship to non-business school students, and generate revenues through certificate programs open to audiences beyond the student population.

- 3. **Online Master’s Degree Program in Counseling**—In collaboration with Everspring, [our third-party partner in online programs](#), the counseling faculty in the School of Education will launch an [online](#) master’s degree program with emphases in school counseling, marriage and family counseling, and clinical mental health counseling. The Creative Adaptation Fund will provide support for the development of the initial four courses of the program. There are few accredited online master’s degree programs in counseling and this represents an opportunity to grow W&M’s program.

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- 4. **Well-Aligned Classes for a Well-Rounded Education in the Life Sciences and Computer Science**—This project seeks to provide an improved learning experience for students that scales with the large student populations seen in both disciplines. It also addresses the need for biology majors to be confident and competent in the application of computational methods and for computer science majors to learn how abstract computational methods apply to real-world challenges in the life sciences. eLearning techniques will be employed and carefully evaluated to provide a high-quality learning experience for courses that cater to hundreds of students each semester. Two new courses will be developed that introduce life science students to basic computer science and its power to solve a wide range of problems in biology and medicine. In addition, traditional wet lab exercises throughout the introductory biology curriculum will be [replaced](#) with a series of computer science exercises that address important issues in contemporary computational biology.

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- 5. **Expanding Online Learning Modules for the Principles of Economics Course**—The Principles of Economics courses are large courses that are required for majors in Economics, Business, International Relations, and Public Policy. In 2012, Principles was redesigned by developing 17 online learning modules that substitute for lectures. The project was successful, but it is time to revise the modules, add new ones and write an instructor’s manual to help others use the modules which will help meet high demand and allow enrollments to grow.

- 6. **Creation of a Dual-Purpose GIS Certificate Program to Support Expansion of the Center for Geospatial Analysis (CGA)**—Almost every arts and sciences discipline has been heavily influenced, if not wholly transformed, by the adoption of geospatial research and analysis techniques. Whether it be the politics of drawing congressional district boundaries or the geographical spread of dialects, folklore motifs, or invasive plant species, all employ similar techniques for gathering and analyzing spatially

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referenced information. This project [focused on the development of](#) a dual-purpose Geographic Information Systems (GIS) Certificate Program run by CGA. The program [serves](#) the needs of existing students by adding a GIS certificate option and by bringing post-baccalaureate students to campus for an intensive on-year program in GIS.

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- **Fringe Benefits and State Funding Reduction**—The university allocated funds to support its share of significant increases in health insurance costs. While our original plan assumed some growth in fringe benefit costs, actual increases significantly exceeded estimates. At the same time, in [FY18](#), the university is absorbing a 5% base reduction in state funding.

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- **Business Innovation**—A less publicized aspect of the William & Mary Promise was a commitment to improved efficiency and effectiveness across both academic and administrative units. The university continues to look for ways to reallocate funds through its business innovation efforts. William & Mary has a standing committee of senior leadership who look for opportunities across campus with an eye towards the best usage of our limited resources. Since [FY14](#), the university has reallocated over \$4 million in recurring funds that have been redirected to support [the](#) highest priority needs. In addition to the \$4 million, the Provost asked deans to reallocate 5% of their budgets to higher priority items including salaries over this same time period.

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**E. TUITION RATE INCREASES**

This [original](#) six-year plan [included](#) a 6.4% increase in tuition and mandatory E&G fees for incoming, [in-state](#) undergraduate students in [FY19](#) and [FY20](#) under the William & Mary Promise. As described above, under the Promise, in-state, undergraduate tuition is set for each cohort of incoming Virginia students and does not increase during their four years at William & Mary. [Recognizing the incremental investment the state has planned for William & Mary in FY20, the university has updated the plan to reduce the proposed tuition increase for in-state students in FY20 to 5.4% over the current freshmen class. Given the four-year guarantee, this increase equates to less than a 1.4% annual increase if compounded over the four year time period. By lowering tuition, the university is able to leverage the state’s additional support and reduce the impact on students and their families while still ensuring that the university has sufficient resources to make strategic investments in high priority programs like its Engineering & Design initiative and data science programs. As shown in the plan, the university plans to invest an incremental \\$267,500 in institutional resources along with the \\$1.2 million provided by the state in general fund support to increase the production of degrees in high demand fields.](#)

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The proposed six-year plan also includes a 3.4% increase in tuition and mandatory E&G fees for out-of-state undergraduate students.

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For graduate students, [William & Mary has](#) assumed a 4.4% increase for both in-state and out-of-state. In-state law student tuition assumes increases of [2.6%](#) in [FY19](#) and [2.3%](#) in [FY20](#), with out-of-state being [1.9%](#) and [0.3%](#) respectively.

[The revised six-year plan also includes a 5.3% increase in mandatory non-E&G fees in FY19 and a 4.0% increase in FY20. Increases for graduate and law students range between 6.0% and 6.2% in FY19, with an expected increase of 4.0% for both student types in FY20. The FY19 increases were slightly higher than originally projected for the six-year plan due to debt service requirements for capital projects, including the opening of the new Integrated Wellness Center, limited increases in staffing for new programs or activities, contractual obligations, and increases in the indirect cost recovery rate to E&G programs. All proposed fee increases are consistent with the new provisions under Section 4-2.01 b\) 8. after accounting for debt service, student health services, and required changes in compensation. Specific to the FY19 actions, the opening of the new Integrated Wellness Center in September has been accompanied not only with additional debt service which is supported by student fees, but also additional student health programming. In FY20, the proposed fee increase anticipates mandated salary and fringe benefit actions, debt service needs, and a full year of program support for new student health services.](#)

[As indicated above, current tuition and fees do not take into account the potential impact of the new "surcharge" established as part of the 2018-2020 Appropriation Act for university employees hired on or after January 1, 2014 who are participating in the university's optional retirement plan \(Item 464, Paragraph O\). W&M is in on-going discussions with the Virginia Retirement System and legislative staff to determine how this surcharge will be assessed. Implementation of that surcharge may impact future tuition and fee rates.](#)

**F. CONTRIBUTIONS TO ECONOMIC DEVELOPMENT**

Employing more than 2,700 faculty and staff, and enrolling more than 8,500 students, William & Mary is a strong contributor to the state's economy. According to a recent Weldon-Cooper study conducted by the Virginia Business Higher Education Council (VBHEC), the total economic contribution resulting from William & Mary operations during [FY15 was](#) \$955 million in GDP and the total state revenue contribution [was](#) \$101 million. The university also contributes to economic development efforts through the following groups and organizations:

- [University Based Economic Development officers \(UBED\)](#)
- [Virginia Economic Developers Association \(VEDA\)](#)
- [Greater Williamsburg Partnership](#)
- [Launchpad, Greater Williamsburg Regional Business Incubator](#)
- [Historic Triangle Collaborative \(HTC\)](#)
- [Southeastern Universities Research Association \(SURA\)](#)

[William & Mary often serves as a leader and convener of programs benefiting the region and](#)

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state. Each year William & Mary students volunteer for more than 245,000 hours of service. Calculated at minimum wage that amounts to nearly \$2 million in contributed labor in areas of need, often financially distressed communities. William & Mary's School of Education offers graduate courses to provide in-depth training to teachers in preparation for serving as math specialists in K-5 schools. These school divisions are rural, have been [cited for deficiencies](#) in mathematics by the Virginia Department of Education, and are characterized as low socio-economic status areas. Further, as a university recognized as being military friendly, William & Mary not only encourages enrollment by veterans but also provides assistance to them through the Puller Veterans Benefits Clinic at the law school.

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William & Mary's Mason School of Business is home to the Alan B. Miller Entrepreneurship Center. The Center exists to educate, inspire, and support individuals in developing the skills and mindset of an entrepreneur. In its Field Consultancy programs, elected teams composed of second-year MBA students, third-year law students, and undergraduates work as consultants charged with identifying, researching and proposing a solution for a real business problem faced by their client organization. Each project team works under the guidance of a faculty member and Executive Partners.

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William & Mary graduates in the Class of [2017](#) are working in [58](#) different industries, including [high tech/information technology](#), consulting, education, financial services, government, healthcare, law, technology and many others. Those not joining the workforce enrolled in [132](#) distinct graduate programs. Through them, the more than 100 Executives in Residence collaborating with the Mason School of Business, and [10,810](#) employers actively participating in Tribe Careers, William & Mary has a broad reach that makes it an active, engaged partner in improving the economy of the Commonwealth.

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**G. KEY CAPITAL OUTLAY PROJECTS**

Over the last two years, the Governor and General Assembly have generously provided approval and funding for William & Mary's most pressing needs capital needs.

Recognizing existing authorizations, the Six-[Year](#) Plan as submitted including operating funds for the Fine & Performing Arts Complex (phases 1 & 2) and the West Utilities Plant. Planning is well underway for both of the projects and we expect them to be completed during the 2018-2020 biennium.

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The university's Six-Year Capital Plan as approved by the Board of Visitors includes the following projects which will require operating support in the out-years:

- **Construct:** [Integrated Science Center 4](#) **\$74,916,000 GF**

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Supports construction of a 124,000 GSF facility that will house [Mathematics](#), Computational Science, Kinesiology, and Engineering and Design. The new facility will be located on the site of the recently demolished Millington Hall, adjacent and tied in to the Integrated Science Center, requiring the renovation of approximately 10,000 GSF. The 2016 General Assembly added the project to the Commonwealth’s long-term capital plan, and authorized planning, using university funds if available.

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• **Construct: Fine & Performing Arts Complex, Phase 3** **\$39,080,000 GF**

As noted above, the Commonwealth has previously provided funding support for Fine and Performing Arts (phases 1 & 2). This request supports phase 3 of the “Arts Quarter”, which is the improvement of Andrews Hall for Fine Arts and Art History, and the construction of additional space to handle the industrial arts, such as sculpture.

• **Construct: Sadler Center, West Addition** **\$37,742,000 NGF**

Supports 76,000 GSF addition to the Sadler Center to house many of the Student Affairs functions currently housed in the old Campus Center. This addition is in accordance with the university’s 2015 Campus Master Plan. Preplanning for this project [has been completed and the project authorized by the 2018 General Assembly](#).

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The Six-Year Capital Plan also includes two relatively small, high priority projects that would require funding and authorization from the Governor and General Assembly. Those projects include:

• **Construct: Population Lab** **\$8,484,000 GF**

Supports the demolition and reconstruction of a new animal laboratory to replace the heavily-used lab and aviary adjacent to the Tennis Center. The project will meet national standards, improving university standing for National Science Foundation grants. This facility supports primarily biology and psychology curriculum and research.

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• **Improve: Swem Library** **\$10,715,000 GF**

Provides renovation of 26,000 GSF on the ground level of Swem Library in support of:  
1) the “Studio for Teaching and Research” including space for the Center for Liberal Arts;  
2) the Botetourt Gallery and theater; 3) a new home for “Content Services,” including Digital Collections and Inter-Library Loans; and 4) Omohundro research space.

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For the 2020-22 and 2022-24 biennia, the university has several major academic and student services buildings that are in need of repair or replacement. A brief description of those projects is included below:

• **Renovate: Ewell Hall** **\$21,565,000 GF**



The former home to Music, and the original Phi Beta Kappa Hall, much of Ewell will be vacated upon the completion of the new music facility (Fine Arts Phase 1) in summer of 2020. Preplanning to create a general classroom “swing-space” building would be an appropriate first step in design.

- **Renovate: Adair Hall** **\$20,744,000 NGF**  
 With the move of Kinesiology to ISC 4, Adair becomes a support facility for Rec Sports and Athletics, per the 2015 Campus Master Plan. This renovation will restore and rehabilitate the locker rooms, restore the main gym, and replace obsolete building systems with modern systems, including fire safety.
- **Construct: Jamestown Place** **\$46,666,000 GF**  
 Upon completion of the Sadler West Addition, and in accordance with the 2015 Campus Master Plan, a new facility or facilities, “Jamestown Place,” will replace the dilapidated Campus Center, Atrium, and Trinkle Hall to create a new mixed use and administrative edge along Jamestown Road.
- **Improve Kaplan Arena** **\$34,864,000 NGF**  
 Supports total building systems renovation, fire safety and ADA compliance.
- **Renovate: Dormitories** **\$14,900,000 NGF**  
 Continues the university’s third decade of investment in student residence hall improvements. Supports renovation projects for various dormitories, dependent on priority, urgency, and debt (fee) capacity. Next on the priority list are Green & Gold Village, and Botetourt Complex.

**H. RESTRUCTURING**

Since its implementation, restructuring has provided significant benefits to William & Mary, other Virginia institutions of higher education, and the Commonwealth. [The university continues](#) to support the goals of restructuring and encourage exploration of additional areas where operational flexibility can better serve both the institutions and the state.

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With more than a decade of experience under restructuring, William & Mary has identified at least five key areas where additional flexibility would improve business operations and benefit both the institution and the Commonwealth.

1. **Procurement.** Many of the procurement practices included within the management agreements pre-dated the state’s small purchase charge program, which has significantly influenced how and what William & Mary is purchasing. Similarly, performance standards and expectations around spending patterns and practices are still predicated on best

practices in the late 1990s and early 2000s, and no longer reflect current practice. Since that time, higher education institutions have become more sophisticated in managing their procurement spend and in identifying opportunities for strategic sourcing. Revisiting the assumptions, standards, and authorizations established under restructuring would be beneficial to ensuring that higher education institutions' procurement operations keep pace with industry best practices and that [scarce](#) resources are managed effectively. In addition, expanding the authority for all institutions – including Richard Bland College and other Tier I institutions – to use VASCUPP (Virginia Association of College and University Procurement Personnel) contracts without additional approval from the Department of General Services (DGS) would create additional efficiencies for those institutions as well as within DGS.

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2. **Employee Compensation.** The flexibility provided to William & Mary and other Tier III institutions to provide salary increases with institutional funds has been essential to the university's success over the last decade. William & Mary would welcome added flexibility to offer employees additional benefits options, including allowing both operational and classified employees the ability to participate in the university's optional retirement plan.
3. **Enrollment Management.** State policy requires the university to maintain its ratio of in-state and out-of-state undergraduate students at current levels. Although William & Mary remains committed to serving Virginia students, the university would welcome the opportunity, [as exists in many states](#), to increase the number of out-of-state students it serves **while ensuring that the number of in-state students served remains at or above current levels.** The state's requirement to maintain the current ratio between in-state and out-of-state students restricts the university's ability to manage its enrollment based on market demands and programmatic needs.
4. **Tuition Management.** Given fluctuations in state funding and declining growth in overall state support over the last decade, it is essential to William & Mary's financial health that the Board of Visitors maintains the ability to set tuition and fees for its students. The Board of Visitors is uniquely positioned to understand the institution's operational model, financial needs, and market position relative to peer institutions both within and outside of the Commonwealth.
5. **Carryforward of E&G Funds.** The university's ability to carry forward E&G funds from year to year is essential given the uncertainties of state funding and the volatility of higher education markets. Institutions must be able to manage funds prudently without fear of penalty if they spend less than budgeted in a given year. With that assurance, institutions can more effectively manage and establish reasonable reserves to ensure they remain financially solvent during economic downturns and do not have to seek additional state support or burden students with additional costs to cover those gaps. [New language](#)

Board of Visitors

Enclosure \_\_\_\_\_

September 26-28, 2018

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[included under Section 4-1.05c of the Appropriation Act recognizes the importance of this issue as universities seek to improve institutional planning and cost predictability for students and their families.](#)