



WILLIAM & MARY

CHARTERED 1693

OFFICE OF FINANCE AND ADMINISTRATION

September 29, 2017

MEMORANDUM

To: Six-Year Plan Review Committee

FROM: Samuel E. Jones 
Senior Vice President for Finance and Administration

On behalf of the College of William & Mary, please find attached the university's final six-year plan consisting of the Academic and Financial Narrative and associated spreadsheets as approved by the Board of Visitors at its September 15, 2017 meeting.

Highlights of the draft plan include:

- On-going implementation of the William & Mary Promise;
- Continued investment in faculty and staff salaries, allowing the university to attract and retain the highest quality workforce;
- Academic enhancements including continued investments in eLearning opportunities and an engineering and design initiative; and
- Academic and administrative productivity improvements through our Business Innovation and Creative Adaptation programs.

We have modified the plan from the draft plan that was submitted on June 30, 2017 to reflect the Board's action. Specifically, we have:

- **Removed enrollment growth for FY2019 and FY2020.** The final plan maintains student enrollment at its current (FY2018) levels, consistent with the enrollment projections submitted on May 1, 2017. As a result, the final plan adjusts nongeneral fund revenue projections to reflect no incremental growth during the 2018-20 biennium and eliminates incremental expenditures for enrollment growth. This change reflects on-going discussions by the Board as part of a broader strategic planning initiative. The Board began those discussions at its annual retreat in July 2017 and anticipates those discussions will continue into the spring of 2018. To the extent the Board determines that enrollment growth is an initiative they wish to pursue going forward, growth will be included in our revised six-year plan due July 1, 2018.

- **Updated investments in Engineering & Design.** The draft plan included incremental funding of \$500,000 NGF in FY2019 and an additional \$500,000 NGF in FY2020 (for a total base increase of \$1,000,000 by the end of the biennium). The final plan reflects an increased investment of \$500,000 in FY2020 in recognition that faculty recruitments will likely start during FY2019, but that the on-going costs of adding new faculty will not be realized until FY2020.
- **Updated the nongeneral fund of anticipated O&M costs for new facilities coming on-line.** The draft plan included anticipated nongeneral fund costs for West Utilities Plant, Fine Arts - Phase I, partial funding for Fine Arts - Phase II, and partial funding for the new Population Lab in FY2020 if that project is appropriated as part of the 2018-20 biennial budget. Based on updated construction schedules, Fine Arts -- Phases I & II will not be completed until FY2021, so those costs have been removed from the plan.
- **Eliminated incremental funding for Technology Enhancements in FY2020.** The draft plan included new investments in technology in both FY2019 and FY2020. With the elimination of incremental enrollment, FY2020 investments in technology enhancements were eliminated to bring projected expenditures in line with projected revenues.

In addition to these changes, we received three comments/questions from you related to our draft submission. Responses to each are provided below:

Comment 1: "It would be beneficial if the Whole of Government Center for Excellence included state and local members as well."

Response: The Whole of Government program builds on the university's international track in public policy with specific programming aimed towards students who work (or plan to work) primarily with the federal government. However, as part of the broader program, as we look to expand on-line offerings related to our core Master of Public Policy degree and/or establish a one-year certificate or degree more tailored to mid-career professionals, we will continue looking for students who wish to pursue careers in all levels of government.

Comment 2: "Our understanding is that CWM will be updating its enrollment projections."

Response: With the Board's decision not to include enrollment growth in the final submission, our May 1 enrollment growth submission will not need to be revised.

Comment 3: The committee noted that the Financial Aid submission did not reflect the amounts included in the Appropriation Act for FY2018 and asked for clarification.

Response: The financial aid amounts submitted in the draft plan reflected financial aid were consistent with an administrative increase approved by the Department of Planning and Budget in late spring 2017, which explains the noted difference. In addition, we have revised the final plan to reflect only financial aid supported by tuition revenue, excluding financial aid funded by the general fund or through private funds, which were in our original submission. All changes have been coordinated with SCHEV and DPB.

We appreciate your continued interest in and support of William & Mary. If you have any questions regarding the final submission, please let me know.

cc: W. Taylor Reveley III
Michael R. Halleran
Amy S. Sebring

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Due: July 1, 2017

Institution:

Institution UNITID:

Individual responsible for plan

Name:

Email address:

Telephone number:

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Institution Name

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)								
Priority Ranking	Biennium 2018-2020 (7/1/18-6/30/20)				Narrative		Narrative	
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)
			2018-2019		2019-2020			
			Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue		
1	William & Mary Promise. Mitigate the impact of tuition and fee increases on low and middle income students and their families.	1	Incremental: \$2,400,000	\$2,400,000	\$4,800,000	\$4,800,000	Continue the William & Mary Promise	Continue the William & Mary Promise
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
4	Undergraduate curriculum. Implement a new undergraduate general education curriculum in support of 21st Century workforce.	2	Incremental: \$300,000	\$300,000	\$300,000	\$300,000	Sustain new curriculum.	Sustain new curriculum.
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
5	Engineering and Design initiative. Broaden opportunities for students and faculty to make ideas into physical/functional form, allowing students to become conversant with engineering tools, methods, and programs.	2	Incremental: \$0	\$0	\$500,000	\$500,000	Evaluate program and expand as appropriate based on student demand and employer interest..	Evaluate program and expand as appropriate based on student demand and employer interest.
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
6	eLearning Platform. Continue to establish and grow the infrastructure necessary to support on-line and hybrid programming in selected disciplines.	3	Incremental: \$180,000	\$180,000	\$410,000	\$410,000	Expand eLearning opportunities using established platform.	Expand eLearning opportunities using established platform.
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
7	Academic program support- supports growth in School of Business enrollment and programs	2	Incremental: \$245,000	\$245,000	\$245,000	\$245,000	Academic program support	Academic program support
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
8	Improve Student Services: Increase support services and software systems to improve student registration, career services and other student-focused programs.	2	Incremental: \$200,700	\$200,700	\$200,700	\$200,700	Improve Student Services	Improve Student Services
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
9	Creative Adaptation Fund: implementation of initiatives generated through the Creative Adaptation process.	3	Incremental: \$0	\$0	\$0	\$0	Identify new opportunities for Creative Adaptation within instructional programs/activities.	Identify new opportunities for Creative Adaptation within instructional programs/activities.
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$200,000	\$200,000	\$200,000	\$200,000		
10	Base Operations and Business Innovation- support academic, administrative and plant operations	2	Incremental: \$583,100	\$583,100	\$1,443,300	\$1,443,300	Base Operations and Business Innovation	Base Operations and Business Innovation
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$1,343,700	\$1,343,700	\$2,003,500	\$2,003,500		
			Incremental: \$0	\$0	\$0	\$0		
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
			Incremental: \$0	\$0	\$0	\$0		
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
			Incremental: \$0	\$0	\$0	\$0		
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
			Incremental: \$0	\$0	\$0	\$0		
			Savings: \$0	\$0	\$0	\$0		
			Reallocation: \$0	\$0	\$0	\$0		
Total 2018-2020 Costs								
Incremental (Included in Financial Plan line 61)			\$3,908,800	\$3,908,800	\$7,899,000	\$7,899,000		
Savings			\$0	\$0	\$0	\$0		
Reallocation			\$1,543,700	\$1,543,700	\$2,203,500	\$2,203,500		

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Institution Name

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)							
	Biennium 2018-2020 (7/1/18-6/30/20)				Narrative		Narrative	
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)
			2018-2019		2019-2020			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
	Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2018-2020 Biennium (Assuming No Additional General Fund)							
		2018-2019		2019-2020		2016-17	2017-18	
	Items	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Salary Increase Rate and Tuition Amount	Total Amount	Amount From Tuition Revenue
	Total Incremental Cost from Academic Plan¹	\$3,908,800	\$3,908,800	\$7,899,000	\$7,899,000			
2	Increase T&R Faculty Salaries ²	\$2,085,300	\$2,020,700	\$4,415,300	\$4,350,700	\$1,084,200	\$3,185,000	\$2,474,800
	T&R Faculty Salary Increase Rate ³	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	1.00%
3	Increase Admin. Faculty Salaries ²	\$658,700	\$631,200	\$1,360,300	\$1,332,800	\$446,100	\$1,366,000	\$1,063,200
	Admin. Faculty Salary Increase Rate	2.00%	2.00%	2.00%	2.00%	3.00%	3.00%	0.00%
3	Increase Classified Staff Salaries ²	\$178,900	\$171,600	\$370,200	\$362,900	\$0	\$250,600	\$170,200
	Classified Salary Increase Rate	2.00%	2.00%	2.00%	2.00%	0.00%	3.00%	0.00%
3	Increase University Staff Salaries ²	\$461,000	\$442,900	\$951,200	\$933,100	\$307,900	\$959,100	\$759,600
	University Staff Salary Increase Rate	2.00%	2.00%	2.00%	2.00%	3.00%	3.00%	0.00%
	Increase Number of Full-Time T&R Faculty ⁴ (\$)	\$0	\$0	\$0	\$0			
	Increase Number of Full-Time T&R Faculty ⁴ (FTE)	0	0	0	0			
	Increase Number of Full-Time Admin. Faculty ⁴ (\$)	\$0	\$0	\$0	\$0			
	Increase Number of Full-Time Admin. Faculty ⁴ (FTE)	0	0	0	0			
	Increase Number of Part-Time Faculty ⁴ (\$)	\$0	\$0	\$0	\$0			
	Increase Number of Part-Time Faculty ⁴ (FTE)	0	0	0	0			
	Increase Number of Classified Staff ⁴ (\$)	\$0	\$0	\$0	\$0			
	Increase Number of Classified Staff ⁴ (FTE)	0	0	0	0			
	Increase Number of University Staff ⁴ (\$)	\$0	\$0	\$0	\$0			
	Increase Number of University Staff ⁴ (FTE)	0	0	0	0			
10	Library Enhancement ⁴ (\$)	\$351,900	\$351,900	\$446,900	\$446,900			
	Library Enhancement ⁴ (FTE)	0	0	0	0			
10	Technology Enhancement ⁴ (\$)	\$725,000	\$725,000	\$725,000	\$725,000			
	Technology Enhancement ⁴ (FTE)	0	0	0	0			
10	O&M for New Facilities ⁴ (\$)	\$198,800	\$198,800	\$1,037,700	\$1,037,700			
	O&M for New Facilities ⁴ (FTE)	0	0	0	0			
	Utility Cost Increase	\$0	\$0	\$0	\$0			
	NGF share of state authorized salary increase/bonus	\$0	\$0	\$0	\$0			
	Fringe/health insurance benefits increase	\$0	\$0	\$0	\$0			
	VRS increase	\$0	\$0	\$0	\$0			
	Additional In-State Student Financial Aid From Tuition Revenue	\$0	\$0	\$0	\$0			
	Others (Specify, insert lines below)	\$0	\$0	\$0	\$0			
10	Research Commitment	\$270,000	\$270,000	\$270,000	\$270,000			
	Total Additional Funding Need	\$8,838,400	\$8,720,900	\$17,475,600	\$17,358,100			

Notes:

- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
- (2) If planned, enter the cost of any institution-wide increase.
- (3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
- (4) Enter number of FTE change over the FY2018 level in appropriate columns.

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Institution Name

ACADEMIC AND FINANCIAL PLAN

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	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation		Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)		
			2018-2019				2019-2020	
			Total Amount	Amount From Tuition Revenue			Total Amount	Amount From Tuition Revenue

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Institution Name

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2016-2017 (Estimated)		2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs											
Undergraduate, In-State (new FY 2014)	\$10,564	\$55,038,100			\$60,111,500		%	\$64,938,600			\$69,633,400
Undergraduate, In-State (new FY 2015)	\$12,564		\$12,564								
Undergraduate, In-State (new FY 2016)	\$14,114		\$14,114			\$14,114					
Undergraduate, In-State (new FY 2017)	\$15,810		\$15,810			\$15,810			\$15,810		
Undergraduate, In-State (new FY 2018)			\$16,506	4.4%		\$16,506			\$16,506		
Undergraduate, In-State (new FY 2019)						\$17,570	6.4%		\$17,570		
Undergraduate, In-State (new FY 2020)									\$18,703	6.4%	
Undergraduate, Out-of-State	\$36,850	\$76,079,000	\$38,132	3.5%	\$78,847,700	\$39,442	3.4%	\$81,613,500	\$40,798	3.4%	\$84,476,200
Graduate, In-State	\$9,135	\$12,614,500	\$9,765	6.9%	\$12,989,300	\$10,199	4.4%	\$13,323,100	\$10,652	4.4%	\$13,658,500
Graduate, Out-of-State	\$25,378	\$9,733,700	\$26,627	4.9%	\$9,989,500	\$27,793	4.4%	\$10,249,500	\$29,012	4.4%	\$10,517,700
Law, In-State	\$26,546	\$4,575,500	\$27,396	3.2%	\$4,722,400	\$28,209	3.0%	\$4,863,100	\$28,977	2.7%	\$4,996,100
Law, Out-of-State	\$35,546	\$16,872,900	\$36,396	2.4%	\$17,274,900	\$37,209	2.2%	\$17,668,400	\$37,977	2.1%	\$18,011,500
Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF		\$6,677,600			\$6,620,400			\$6,620,400			\$6,620,400
Total E&G Revenue - Gross		\$181,591,300			\$190,555,700			\$199,276,600			\$207,913,800
Total E&G Revenue - Net of Financial Aid		\$148,710,200			\$155,033,100			\$162,771,600			\$169,008,800
E&G Revenue Used for Faculty Salary Increases		\$1,084,200			\$2,474,800			\$2,020,700			\$2,330,000
Average T&R Faculty Salary Increase Rate		3.00%			3.00%			3.00%			3.00%
Auxiliary Program											
Mandatory Non-E&G Fees											
Undergraduate	\$5,388		\$5,538	2.8%		\$5,760	4.0%		\$5,990	4.0%	
Graduate	\$5,087		\$5,237	2.9%		\$5,446	4.0%		\$5,664	4.0%	
Law	\$5,418		\$5,568	2.8%		\$5,791	4.0%		\$6,023	4.0%	
Medicine	\$0		\$0	%		\$0	%		\$0	%	
Dentistry	\$0		\$0	%		\$0	%		\$0	%	
PharmD	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine	\$0		\$0	%		\$0	%		\$0	%	
Total Auxiliary Revenue (ALL including room and board)		\$78,664,500			\$81,359,700			\$84,614,100			\$87,998,700
Total Tuition and Fees											
Undergraduate, In-State	\$15,952		\$5,538	-65.3%		\$5,760	4.0%		\$5,990	4.0%	
Undergraduate, Out-of-State	\$42,238		\$43,670	3.4%		\$45,202	3.5%		\$46,788	3.5%	
Graduate, In-State	\$14,222		\$15,002	5.5%		\$15,645	4.3%		\$16,316	4.3%	
Graduate, Out-of-State	\$30,465		\$31,864	4.6%		\$33,239	4.3%		\$34,676	4.3%	
Law, In-State	\$31,964		\$32,964	3.1%		\$34,000	3.1%		\$35,000	2.9%	
Law, Out-of-State	\$40,964		\$41,964	2.4%		\$43,000	2.5%		\$44,000	2.3%	
Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%	
Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Dentistry, In-State	\$0		\$0	%		\$0	%		\$0	%	
Dentistry, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
PharmD, In-State	\$0		\$0	%		\$0	%		\$0	%	
PharmD, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Student Financial Aid (Program 108)		\$32,881,100			\$35,522,600			\$36,505,000			\$38,905,000
Sponsored Programs (Program 110)		\$31,925,000			\$31,725,000			\$31,725,000			\$31,725,000
Unique Military Activities		\$0			\$0			\$0			\$0
Workforce Development		\$0			\$0			\$0			\$0
Other (Specify)		\$0			\$0			\$0			\$0

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
Institution Name

FINANCIAL AID PLAN

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

2015-16 (Actual)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$50,045,200	7,293,000	14.6%	\$13,672,000
Undergraduate, Out-of-State	\$71,713,400	10,450,700	14.6%	\$4,071,700
Graduate, In-State	\$10,182,100	\$2,405,000	23.6%	\$1,358,600
Graduate, Out-of-State	\$8,623,100	\$2,036,700	23.6%	\$3,083,100
First Professional, In-State	\$4,670,300	\$1,244,500	26.6%	\$1,519,400
First Professional, Out-of-State	\$13,898,900	\$3,703,700	26.6%	\$3,428,800
Total	\$159,133,000	\$27,133,600	17.1%	\$27,133,600
In-State Sub-Total	\$64,897,600	\$10,942,500	16.9%	\$16,550,000

***2016-17 (Estimated) Please see footnote below**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$55,038,100	\$8,337,300	15.1%	\$15,139,900
Undergraduate, Out-of-State	\$76,079,000	\$11,524,600	15.1%	\$4,722,000
Graduate, In-State	\$12,614,500	\$3,115,300	24.7%	\$3,158,600
Graduate, Out-of-State	\$9,733,700	\$2,403,900	24.7%	\$2,360,600
First Professional, In-State	\$4,575,500	\$1,599,900	35.0%	\$1,409,200
First Professional, Out-of-State	\$16,872,900	\$5,900,100	35.0%	\$6,090,800
Total	\$174,913,700	\$32,881,100	18.8%	\$32,881,100
Total from Finance-T&F worksheet	\$181,591,300	\$32,881,100	18.1%	
In-State Sub-Total	\$72,228,100	\$13,052,500	18.1%	\$19,707,700

2017-18 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$60,111,500	\$9,734,600	16.2%	\$17,153,400
Undergraduate, Out-of-State	\$78,847,700	\$12,768,800	16.2%	\$5,350,000
Graduate, In-State	\$12,989,300	\$3,119,900	24.0%	\$3,158,600
Graduate, Out-of-State	\$9,989,500	\$2,399,300	24.0%	\$2,360,600
First Professional, In-State	\$4,722,400	\$1,610,100	34.1%	\$1,409,200
First Professional, Out-of-State	\$17,274,900	\$5,889,900	34.1%	\$6,090,800
Total	\$183,935,300	\$35,522,600	19.3%	\$35,522,600
Total from Finance-T&F worksheet	\$190,555,700	\$35,522,600	18.6%	
In-State Sub-Total	\$77,823,200	\$14,464,600	18.6%	\$21,721,200
Additional In-State	\$5,595,100	\$1,412,100	25.2%	\$2,013,500

2018-19 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$64,938,600	\$11,079,200	17.1%	\$19,059,000
Undergraduate, Out-of-State	\$81,613,500	\$13,924,200	17.1%	\$5,944,400
Graduate, In-State	\$13,323,100	\$2,261,700	17.0%	\$2,744,400
Graduate, Out-of-State	\$10,249,500	\$1,739,900	17.0%	\$1,257,200
First Professional, In-State	\$4,863,100	\$1,618,800	33.3%	\$1,409,200
First Professional, Out-of-State	\$17,668,400	\$5,881,200	33.3%	\$6,090,800
Total	\$192,656,200	\$36,505,000	18.9%	\$36,505,000
Total from Finance-T&F worksheet	\$199,276,600	\$36,505,000	18.3%	
In-State Sub-Total	\$83,124,800	\$14,959,700	18.0%	\$23,212,600
Additional In-State	\$5,301,600	\$495,100	9.3%	\$1,491,400
Additional In-State from Financial Plan		\$0	%	

2019-20 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$69,633,400	\$12,382,000	17.8%	\$20,888,400
Undergraduate, Out-of-State	\$84,476,200	\$15,021,400	17.8%	\$6,515,000
Graduate, In-State	\$13,658,500	\$2,260,700	16.6%	\$2,744,400
Graduate, Out-of-State	\$10,517,700	\$1,740,900	16.6%	\$1,257,200
First Professional, In-State	\$4,996,100	\$1,628,600	32.6%	\$1,409,200
First Professional, Out-of-State	\$18,011,500	\$5,871,400	32.6%	\$6,090,800
Total	\$201,293,400	\$38,905,000	19.3%	\$38,905,000
Total from Finance-T&F worksheet	\$207,913,800	\$38,905,000	18.7%	
In-State Sub-Total	\$88,288,000	\$16,271,300	18.4%	\$25,042,000
Additional In-State	\$5,163,200	\$1,311,600	25.4%	\$1,829,400
Additional In-State from Financial Plan		\$0	%	

* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.

Six-Year Plans - Part I (2017): FY2016-2017

Institution Name

INTELLECTUAL PROPERTY ASSIGNMENTS AND EXTERNALLY SPONSORED RESEARCH

Background

The intellectual property (IP) worksheet captures report information for the most recently ended fiscal year as required by § 23.1-102 subdivision 2 of the Code of Virginia. Assignment of IP interests to persons or nongovernmental entities and the value of externally sponsored research funds received during the year from a person or nongovernmental entity by the institution, any foundation supporting the IP research performed by the institution, or any entity affiliated with the institution are captured by the worksheet. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. The worksheet is structured to capture separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.

Data Collection

Special Note: The information requested below pertains to the institution as well as any affiliated entity.

FY 2016-2017	Principal Place of Business in VA	Principal Place of Business outside VA
Number of assignments of intellectual property interests to persons or nongovernmental entities	1	0
Value of funds from persons or nongovernmental entities to support intellectual property research	\$101,000	\$100,000
Number of patents (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
Patent Type - Design	0	0
Patent Type - Plant	0	0
Patent Type - Utility	0	0
Total	0	0

Definitions

Assignment: A transfer of ownership of Intellectual Property from one entity to another, including exclusive and royalty bearing licenses.

Design Patent: A patent that may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.

Intellectual Property: Creations of the mind – creative works or ideas embodied in a form that can be shared or can enable others to recreate, emulate, or manufacture them.

Nongovernmental Entities: An entity not associated with any federal, national or local government.

Patent: A property right granted by the Government of the United States of America to an inventor "to exclude others from making, using, offering for sale, or selling the invention throughout the United States or importing the invention into the United States" for a limited time in exchange for public disclosure of the invention when the patent is granted.

Plant Patent: A patent that may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant.

Sponsored Research: Research that is supported and compensated by a sponsoring agency.

Utility Patent: A patent that may be granted to anyone who invents or discovers any new, useful, and nonobvious process, machine, article of manufacture, or composition of matter, or any new and useful improvement thereof.

Value of Funds: Total value of all monetary and in-kind support provided by an external sponsor of Intellectual Property research.

Six-Year Plans - Part I (2017): FY2016-2017
Institution Name
ECONOMIC DEVELOPMENT: CONTRIBUTIONS (HB515)

Requirement: As per § 23.1-306 (A) of the Code of Virginia each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

Special Note: After a thorough review of existing documents and surveys, a workgroup comprised of mostly institutional members recommended that the following metrics be used to satisfy this reporting requirement. The reporting period is FY17. The metrics serve as a menu of items that institutions should respond to as applicable and available to them. Please leave fields blank, if information is unavailable.

Section A: Provide information for research and development (R&D) expenditures by source of fund with a breakdown by Science and Engineering (S&E) specific and non-S&E.

VA PLAN Strategy Reference	Section A: Research and Development (R&D) Expenditures by Source of Fund			
	Source of Funds	*S&E	Non S&E	Total
4.3	Federal Government	\$14,246,440.00	\$4,615,389.00	\$18,861,829.00
	State and Local Government	\$268,249.00	\$1,303,936.00	\$1,572,185.00
	Institution Funds	\$2,802,556.00	\$984,760.00	\$3,787,316.00
	Business	\$303,727.00	\$38,895.00	\$342,622.00
	Nonprofit Organizations	\$3,104,464.00	\$1,025,521.00	\$4,129,985.00
	All Other Sources			\$0.00
	Total	\$20,725,436.00	\$7,968,501.00	\$28,693,937.00
	* S&E - Science and Engineering			

Section B: Provide number and dollar value of grants, contracts and sub-agreements by discipline. If your institution prefers to report by industry, please modify table accordingly.

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Category					
		Grants		Contracts			Sub-agreements
4.3	Total Award Value over the Life of the Award	No.	\$ Value	No.	\$ Value	No.	\$ Value
	Engineering						
	Physical Science	69	\$26,903,586.00	17	\$2,752,942.00	9	\$1,272,168.00
	Environmental Science						
	Computer Science	41	\$10,207,925.00	3	\$384,345.00	1	\$142,098.00
	Life Sciences	34	\$8,266,210.00	12	\$348,324.00	4	\$661,429.00
	Psych/Social	49	\$55,317,692.00	44	\$4,910,989.00	18	\$5,471,306.00
	Other Science	0	\$1,094,106.00	9		0	
	Non-Science and Engineering (non-S&E)	52	\$15,561,303.00	22	\$3,061,677.00	5	\$476,991.00
	Total	245	\$117,350,822.00	107	\$11,458,277.00	37	\$8,023,992.00

Section C: For the following items, provide responses in appropriate fields. Insert an X for yes/no responses. Use Number/Amount field for other information. A Comments field has been provided for any special information your institution may want to provide.

VA PLAN Strategy Reference	Section C: General Questions	Yes	No	Number/Amount	Comments
4.1	Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?		X		
4.1	Does your institution offer startup incubation/accelerator programs?	X		1	The Miller Center's programming provides startup incubation services and co-working. In addition, W&M participates in the regional incubator, The Launchpad. (www.gwlaunchpad.com)
4.2	Does your institution offer maker-space?	X		16	
4.2	Does your institution have an entrepreneurship center?	X			http://millerec.com/
4.2	Does your institution have Executive(s)-in-Residence?	X		100+	http://mason.wm.edu/executive_partners/index.php
4.1	Number of students paid through externally funded grants or contracts.			243	

4.1	Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?	X		11	Courses count towards concentrations in BBA and MBA programs. http://millerec.com/curricular-programs/
4.1	Pertaining to question above, number of participants of these degrees/courses/programs? Include degree programs with concentrations in entrepreneurship separately as well as special trainings for students and faculty.	X		86	24 BBA concentrators, 12 MBA concentrators, 50 students in workshops and other programs
4.1	Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.	X		All	Under the COLL curriculum, every student has to have a capstone experience. Further, for the class of 2016, 74% reported participating in at least one internship, externship or research project.
4.2	Number of intellectual property licenses executed.			1	
4.2	Amount of licensing revenue resulting from intellectual property licenses executed.			W&M IP Foundation received approximately \$400,000 in FY 17 for licensing revenue	W&M technology transfer is profitable after expenses and payouts to inventors. The majority of the income flows through our IP Foundation.
4.2	Number of university start-ups from faculty intellectual property.			1	
4.5	Number of jobs created as a result of university start-ups during the last fiscal year.			0	
4.5	Average wages of alumni living (in-state).			\$48,198 (5 years post-completion for 4 year bachelor's degree)	Source: SCHEV Graduates in 2004-05 to 2008-09
4.4	Number of outside organizations/businesses served, for example but not limited to companies working with your career center, companies sponsoring research, etc.			11,517	(Career Center Data. Includes Tribe Careers and Unique Employers Postings and Events)
4.4	Number of units offering K-12 STEM outreach programs.				
4.4	Count or estimate of K-12 STEM outreach program participants.			37,000	School of Education report
4.4	Number of units offering other outreach/extension/public service programs related to STEM-H.				Included above
4.4	Count or estimate of other outreach/extension/public service program participants.			Not Available	This data is not collected centrally or uniformly across the institution. For select information see the 2015-2016 Annual Report, Office of Community Engagement http://www.wm.edu/offices/oce/documents/annual-report.pdf
4.3	Number of Small Business Innovation Research Grants (SBIR and STTR).			0	
4.3	Dollar value of Small Business Innovation Research Grants (SBIR and STTR).			\$0.00	
4.3	Number of Commonwealth Research and Commercialization Fund awards (CRCF).			1	2016 Submissions - Schniepp
4.3	Dollar value of CRCF awards.			\$ 100,000	2016 Submissions Matching Funds - \$100,000
4.1	Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.	X			Our policies encourage commercialization insofar as the commercialization of research, especially in certain disciplines, is understood as one indicator of the research's impact.

4.2	Does your institution offer a seed fund and/or proof of concept fund? If yes, provide dollar amount available in FY17 in the number/amount field.	X			W&M does not have a formal fund designated for seed money. However, the AVP for Research maintains contingency funds at the university and through the IP Foundation to bridge principal investigators who are in between grants, support one-time purchases of equipment or scientific supplies not covered by HEETF or other funds sources, provide funding for other priority research efforts at the university. W&M researchers can request seed funding on an ad hoc basis, and the AVP conducts a cost-benefit analysis to determine whether and to what extent funding is available.
4.1	Does your institution offer continuing education programs to industry? If yes, please provide dollar value or headcount for such programs in the number/amount field.				

Section D: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.

VA PLAN Strategy Reference	Section D: General Questions - VCCS Specific	Number	Value	Comments
4.1	Number and value of federal, state or private grant resources to support development of, or access to, training programs leading to workforce credentials, certifications and licensures.			
4.1	Number of training programs leading to workforce certifications and licensures.			
4.1	Number of students who earned industry recognized credentials stemming from training programs.			
4.1	Number of industry-recognized credentials obtained, including certifications and licenses.			
4.1	Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			

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 our global relevance, increasing our interdisciplinary approach to research and education, and strengthening our research capabilities. Going forward, we intend 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 our six-year plan, we build on existing strengths, preserving an exceptional public educational experience while contributing to the Commonwealth's educational and economic development needs.

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

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, and intellectual depth, breadth, and curiosity;
- to offer high quality graduate and professional programs that prepare students for intellectual, professional, and public leadership;
- 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; and
- 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.

Note: There are no planned changes in the university's mission statement for the planning period FY 2018 through FY 2024.

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 a new 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 our investment in need-based student financial aid, increasing the availability of grant funds in lieu of loans, thereby reducing student debt.

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 notable. 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, we offer 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.

Priority 2—Increase Faculty Salaries

This six-year plan maintains the university’s commitment to providing competitive faculty salaries, which continue to lag behind our SCHEV-approved peer institutions. Despite that, the university closed the gap significantly between FY 2013 and FY 2016. For FY 2017, we anticipate a slight decline, but overall we have made considerable progress since the inception of the William & Mary Promise. The university’s commitment to faculty salaries -- along with the flexibility we have received in providing salary increases even in years when the Commonwealth was unable to provide general fund support for these efforts -- has been, and remains, essential to attracting and retaining the faculty talent that is crucial to our academic success.

To ensure that we continue to provide competitive faculty salaries, this six-year plan assumes a 3% annual average increase in the 2018-20 biennium. To the extent allowed by the Commonwealth, all increases will be merit based.

Priority 3—Provide Competitive Staff Salaries

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.

Priority 4— New Undergraduate Curriculum

Funding provided in FY 2019 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 our commitment to a liberal arts education while providing the skills necessary to succeed in the 21st Century workforce.

Priority 5— Engineering and Design Initiative

The university will launch two new areas of focus within the Engineering and Design Initiative during the 2018-20 biennium: 1) Data Sciences and 2) Engineering, Physics and Applied Design. 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.

Once relegated to the information technology field, “big data” has become increasingly important in a vast array of industries. The Data Sciences Minor – which will be launched this Fall -- has been developed to provide students with the computational, communication, and deliberative skills needed to address problems in business, health care, environmental sciences, transportation, population management, conflict resolution and in a number of fields they wish to pursue. The Engineering, Physics, and Applied Sciences curriculum – currently being piloted – blends key elements of existing physics and applied sciences curricula with a focus on team-based, experiential problem-solving.

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 on-line 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 on-line launch of the new master’s degree in Business Analytics (MSBA) in fall 2018. In addition, the School of Education has an existing online presence with its Executive Doctorate of Education (Ed.D.) program. Although not yet offering any degree programs, the School of Arts and Sciences now offers a number of online summer term courses with enrollment in these programs having grown 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. The six-year plan

provides funding to expand our existing infrastructure, which will allow us to develop our online offerings more fully.

Priority 7 — 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. Enrollment at the Mason School continues to grow as these programs continue to introduce new cohorts. This investment will provide additional academic support within the Mason School to meet growing student demand.

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 – 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 10—Support Base Operations and Continue Business

Base Operations provides funding to support essential services in selected areas, including academic support, student services, administrative functions, and plant operations. These allocations recognize the impact of prior budget reductions as well as the inflationary impact of contracted services, utilities, and other expenses. To the extent possible, incremental new dollars are offset by internal *reallocations* as part of our on-going efforts to reprioritize existing dollars through Business Innovation. The Business Innovation project, launched as part of the William & Mary Promise 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 College will continue to implement recommendations made by its outside consultant (organizational structure, business processes, and operating efficiencies) while identifying additional opportunities through our own evaluation process.

Other Emerging Opportunities Not Yet Included in the Six-Year Financial Plan

Whole of Government

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 will begin an on-campus track in its Master of Public Policy program this Fall (2017) with a small cohort of students. The university is committed to building on this program and is working closely with the Administration and General Assembly as we evaluate next steps. We anticipate the Secretary of Veterans Affairs will request funding to be included in the Governor’s budget as we continue to expand the COE and its programs.

Counseling our Veterans and Their Families:

William & Mary 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 a veterans and military concentration in William & Mary’s Masters in Counseling program at the School of Education, and 2) the creation of a certificate program for those already certified as counselors but who want to work specifically with military members, veterans and their families. 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.

C. FINANCIAL AID

Continuing our commitment under the Promise (see narrative under Priority 1) to ensure that a William & Mary education remains affordable for low- and middle-income families, this six-year plan includes \$2.5 million in FY 2019 and a cumulative \$4.8 million in FY 2020 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:

- **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:

- **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 their 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.
- **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 FY 2015 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 less than \$110,000, average net price remained flat during this time period despite tuition increases implemented under the Promise.
- **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 we have met this commitment. This growth is in addition to our previous 2011 commitment to increase overall undergraduate enrollment by 150 in-state undergraduate slots.

- **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 FY 2013, 6% in FY 2014, 5.5% in FY 2015, 4.5% in FY 2016 and 3% in FY 2017. Although William & Mary lost some ground in the last year relative to our peers, the collective actions have helped us continue moving towards the Commonwealth's 60th percentile goal (peer group based).
- **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 21st 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 focuses on global and cross-cultural knowledge and experience. It continues to emphasize writing and communication as we prepare graduates to become agile thinkers who can communicate persuasively and collaborate productively. We maintain required proficiency in digital literacy (to be fulfilled with a new on-line course) and a foreign language and we add mathematics proficiency. The university committed significant resources over the biennia to support the faculty and resources needed to implement this new curriculum.
- **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 FY 2017 with initial funding to stimulate activity across disciplines at William & Mary. The initial investment has helped to establish makerspaces for people to collaborate and share resources and knowledge. These spaces provide the tools needed to advance engineering and design based projects.
- **eLearning Platform**—Using State and institutional funds, the university established a baseline eLearning platform supporting blended and on-line instruction in our professional schools and graduate programs. We have also identified high-quality digital

educational resources that can be used in William & Mary courses and continue to explore opportunities to provide certificates, continuing education, and other online activities and programming.

- **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 \$200,000 annually to engage and unleash creative energy in the academic areas to develop innovative adaptations that improve the quality of our educational programs either directly or indirectly, by reducing costs or generating new revenues and thereby providing funds 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.

This effort recognizes that the economy and higher education are going through a period of unusual change and that our success depends on a common effort towards a common goal – preparing our students through the best education possible to thrive in the 21st century. The university will succeed in this goal not by changing its fundamental commitment to a rigorous and vigorous education as a liberal arts university, but by making the needed changes and developing innovations to adapt to a new environment.

FY 17 and FY 18 projects include:

1. **Innovation Lab Summer Initiative**—Develop 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. Offer 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.
2. **BUAD 443- Entrepreneurial Ventures Redesign- Blended Learning**—This course fulfills a requirement for the undergraduate Bachelor's 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-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. **On-Line Master's Degree Program in Counseling**—In collaboration with Everspring, the counseling faculty in the School of Education will launch an on-line 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.
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 substituted with a series of computer science exercises that address important issues in contemporary computational biology.
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**—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 referenced information. This project will develop a dual-purpose Geographic Information Systems (GIS) Certificate Program run by CGA. The program will serve 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.

- **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 FY 2018, the university is absorbing a 5% base reduction in state funding.
- **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 FY 2014, we have reallocated over \$4 million in recurring funds that have been redirected to support our 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.

E. TUITION RATE INCREASES

This six-year plan includes a 6.4% increase in tuition and mandatory E&G fees for incoming, Virginia, undergraduate students in FY 2019 and FY 2020 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. A 6.4% increase over the current freshmen class equates to less than a 1.6% annual increase if compounded over the four year time period. The proposed six-year plan also includes a 3.4% increase in tuition and mandatory E&G fees for out-of-state, undergraduate students.

For graduate students, we have assumed a 4.4% increase for both in-state and out-of-state. In-state law student tuition assumes increases of 3.0% in FY 2019 and 2.7% in FY 2020, with out-of-state being 2.2% and 2.1% respectively.

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. W&M's institutional expenditures — including employee compensation, goods, and services and capital improvements — equal \$384 million, generating \$31 million to state revenues and contributing \$315 million to the state GDP. 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 FY 2015 is \$955 million in GDP and the total state revenue contribution is \$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)
- Applied Research Center in Newport News

William & Mary often serves as a leader and convener of programs benefiting the region and state. In August of 2016, for example, W&M held a Regional Economic Development Forum on the prospective emergence of a mega-region from Richmond to the oceanfront, and GO Virginia. 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 warned 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.

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.

William & Mary graduates in the Class of 2016 are working in 68 different industries, including communications, consulting, education, financial services, government, healthcare, law, marketing, technology and many others. Those not joining the workforce enrolled in 181 distinct graduate programs. Through them, the more than 100 Executives in Residence collaborating with the Mason School of Business, and the 10,294 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.

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.

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: ISC 4** **\$74,916,000 GF**
Supports construction of a 124,000 GSF facility that will house Math, 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.
- **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 is currently underway.

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.
- **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.

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. We continue to support the goals of restructuring and encourage exploration of additional areas where operational flexibility can better serve both the institutions and the state.

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.
- 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 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.