

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

Due: July 12, 2018

Institution:

Institution UNITID:

Individual responsible for plan

Name:

Email address:

Telephone number:

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

The College of William and Mary

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)										Narrative	Narrative		
	Biennium 2018-2020 (7/1/18-6/30/20)													
	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		2018-2019 (revised)		2019-2020 (revised)					
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	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 Savings: \$0 Reallocation: \$0	\$2,400,000 \$0 \$0	\$4,800,000 \$0 \$0	\$4,800,000 \$0 \$0	\$5,572,800 \$0 \$0	\$5,505,600 \$0 \$0	\$9,572,800 \$0 \$0	\$9,155,100 \$0 \$0	Continue the William & Mary Promise	Continue the William & Mary Promise		
4	Undergraduate curriculum. Implement a new undergraduate general education curriculum in support of 21st Century workforce.	2	Incremental: \$300,000 Savings: \$0 Reallocation: \$0	\$300,000 \$0 \$0	\$300,000 \$0 \$0	\$300,000 \$0 \$0	\$300,000 \$0 \$0	\$300,000 \$0 \$0	\$300,000 \$0 \$0	\$300,000 \$0 \$0	Sustain new curriculum.	Sustain new curriculum.		
D	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 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$500,000 \$0 \$0	\$500,000 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	Portion of dollars originally associated with this initiative have been combined with the GF dollars related to degree production because of their similar focus. With GF dollars being added remainder went to reducing tuition rate.	Portion of dollars originally associated with this initiative have been combined with the GF dollars related to degree production because of their similar focus. With GF dollars being added remainder went to reducing tuition rate.		
A5	Degree Production in High Demand Fields, Including Engineering and Design	2.4	Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$1,488,900 \$0 \$0	\$267,200 \$0 \$0	Added initiative included in the Appropriation Act combined with revised NGF investment in our Engineering and Design initiative to support achieving these goals.	Added initiative included in the Appropriation Act combined with revised NGF investment in our Engineering and Design initiative to support achieving these goals.		
A5A	Expansion of Data Science Programs	2.4	Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$990,000 \$0 \$0	\$0 \$0 \$0	Additional GF budget request to expand data science program.	Additional GF budget request to expand data science program.		
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 Savings: \$0 Reallocation: \$0	\$180,000 \$0 \$0	\$410,000 \$0 \$0	\$410,000 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$229,400 \$0 \$0	\$229,400 \$0 \$0	Expand eLearning opportunities using established platform.	Expand eLearning opportunities using established platform.		
A7	RBC-W&M Promise Scholars	1.3	Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$42,000 \$0 \$0	\$42,000 \$0 \$0	\$42,000 \$0 \$0	\$42,000 \$0 \$0	New initiative to ease transfer from Richard Bland while making entry to William & Mary more affordable for high ability, low income students.	New initiative to ease transfer from Richard Bland while making entry to William & Mary more affordable for high ability, low income students.		
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 Savings: \$0 Reallocation: \$0	\$200,700 \$0 \$0	\$200,700 \$0 \$0	\$200,700 \$0 \$0	\$68,800 \$0 \$0	\$68,800 \$0 \$0	\$68,800 \$0 \$0	\$68,800 \$0 \$0	Revised NGF support for student services	Revised NGF support for student services		
9	Academic program support- supports growth in School of Business enrollment and programs	2	Incremental: \$245,000 Savings: \$0 Reallocation: \$0	\$245,000 \$0 \$0	\$245,000 \$0 \$0	\$245,000 \$0 \$0	\$245,000 \$0 \$0	\$245,000 \$0 \$0	\$245,000 \$0 \$0	\$245,000 \$0 \$0	Academic program support	Academic program support		
10	Creative Adaptation Fund: implementation of initiatives generated through the Creative Adaptation process.	3	Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	Identify new opportunities for Creative Adaptation within instructional programs/activities.	Identify new opportunities for Creative Adaptation within instructional programs/activities.		
11	Base Operations and Business Innovation: support academic, administrative (including campus safety and compliance) and plant operations	2	Incremental: \$583,100 Savings: \$0 Reallocation: \$1,343,700	\$583,100 \$0 \$1,343,700	\$1,443,300 \$0 \$2,003,500	\$1,443,300 \$0 \$2,003,500	\$1,038,000 \$0 \$1,376,100	\$1,038,000 \$0 \$1,376,100	\$1,038,000 \$0 \$1,376,100	\$1,038,000 \$0 \$1,376,100	Base Operations and Business Innovation	Base Operations and Business Innovation		
A12	Whole of Government	2.3	Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$126,300 \$0 \$0	\$126,300 \$0 \$0	\$376,300 \$0 \$0	\$126,300 \$0 \$0	Initiative designed to better serve the needs of prospective students by providing a hybrid two year track with one year online and one year in residence for the Whole of Government track in the Masters' of Public Policy Program	Initiative designed to better serve the needs of prospective students by providing a hybrid two year track with one year online and one year in residence for the Whole of Government track in the Masters' of Public Policy Program		
A13	Veterans Counseling Program	2.4	Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$287,900 \$0 \$0	\$0 \$0 \$0	Develop a specialization in the Counselor Education Program in Military & Veterans Counseling to help serve the behavioral health needs of active duty military and military veterans.	Develop a specialization in the Counselor Education Program in Military & Veterans Counseling to help serve the behavioral health needs of active duty military and military veterans.		
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0				
			Incremental: \$0 Savings: \$0 Reallocation: \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0								

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

The College of William and Mary

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)										Narrative	Narrative
	Biennium 2018-2020 (7/1/18-6/30/20)											
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation									
			2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
										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)	
	Additional NGF Admin. Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)											
3	Increase Classified Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column		\$178,900	\$171,600	\$370,200	\$362,900	\$18,600	\$14,700	\$388,200	\$266,000		
	Increase Classified Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns											
	Classified Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)		2.00%	2.00%	2.00%	2.00%	0.00%	0.00%	4.00%	0.00%		
	Additional NGF Classified Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)											
3	Increase University Staff Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column		\$461,000	\$442,900	\$951,200	\$933,100	\$39,900	\$31,500	\$513,900	\$360,700		
	Increase University Staff Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns											
	University Staff Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)		2.00%	2.00%	2.00%	2.00%	0.00%	0.00%	2.00%	0.00%		
	Additional NGF University Staff Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)											
	Increase Number of Full-Time T&R Faculty ⁴ (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Increase Number of Full-Time T&R Faculty ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
	Increase Number of Full-Time Admin. Faculty ⁴ (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Increase Number of Full-Time Admin. Faculty ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
	Increase Number of Part-Time Faculty ⁴ (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Increase Number of Part-Time Faculty ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
	Increase Number of Classified Staff ⁴ (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Increase Number of Classified Staff ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
	Increase Number of University Staff ⁴ (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Increase Number of University Staff ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
11	Library Enhancement ⁴ (\$)		\$351,900	\$351,900	\$446,900	\$446,900	\$266,900	\$266,900	\$361,900	\$361,900		
	Library Enhancement ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
11	Technology Enhancement ⁴ (\$)		\$725,000	\$725,000	\$725,000	\$725,000	\$165,000	\$165,000	\$725,000	\$725,000		
	Technology Enhancement ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
11	O&M for New Facilities ⁴ (\$)		\$198,800	\$198,800	\$1,037,700	\$1,037,700	\$0	\$0	\$1,037,700	\$1,037,700		
	O&M for New Facilities ⁴ (FTE)		0	0	0	0	0	0	0	0	0	0
	Utility Cost Increase		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	NGF share of state authorized salary increase/bonus		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Fringe/health insurance benefits increase		\$0	\$0	\$0	\$0	\$1,335,000	\$855,000	\$3,212,600	\$2,202,600		
	VRS increase		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Additional In-State Student Financial Aid From Tuition Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Others (Specify, insert lines below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Research Commitment		\$270,000	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000
	Total Additional Funding Need		\$8,838,400	\$8,720,900	\$17,475,600	\$17,358,100	\$9,911,800	\$9,287,100	\$22,918,200	\$18,642,600		

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.

*FY 19 Salary increase amounts are for annualization of prior year increase, which was GF supported.

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

The College of William and Mary

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

Items	Revised																	
	2016-2017 (Estimated)		2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)			2017-18 (Est.)	2018-2019 (Estimated)			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	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	61,485,700		%	66,669,400		%	71,688,900
Undergraduate, In-State (new FY 2015)	\$12,564		\$12,564											%				
Undergraduate, In-State (new FY 2016)	\$14,114		\$14,114			\$14,114							\$14,114	0.0%				
Undergraduate, In-State (new FY 2017)	\$15,810		\$15,810			\$15,810			\$15,810				\$15,810	0.0%		\$15,810	0.0%	
Undergraduate, In-State (new FY 2018)			\$16,506	4.4%		\$16,506			\$16,506				\$16,506	0.0%		\$16,506	0.0%	
Undergraduate, In-State (new FY 2019)						\$17,570	6.4%		\$17,570				\$17,570	6.4%		\$17,570	0.0%	
Undergraduate, In-State (new FY 2020)									\$18,703					%		\$18,511	5.4%	
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	78,236,000	\$39,442	3.4%	81,087,000	\$40,798	3.4%	83,877,700
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	13,018,600	\$10,199	4.4%	13,663,900	\$10,652	4.4%	14,190,400
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	12,999,800	\$27,793	4.4%	13,598,800	\$29,012	4.4%	14,149,400
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	5,236,600	\$28,097	2.6%	5,390,300	\$28,863	2.3%	5,538,000
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	14,921,800	\$37,097	1.9%	15,261,200	\$37,321	0.3%	15,581,700
Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF		\$6,677,600			\$6,620,400			\$6,620,400			\$6,620,400	\$7,383,700			\$6,898,700			\$6,898,700
Total E&G Revenue - Gross		\$181,591,300			\$190,555,700			\$199,276,600			\$207,913,800	\$193,282,200			\$202,569,300			\$211,924,800
Total E&G Revenue - Net of Financial Aid		\$148,710,100			\$155,033,100			\$162,771,600			\$169,008,800	\$158,331,500			\$162,113,000			\$167,819,000
E&G Revenue Used for Faculty Salary Increases		\$0			\$0			\$2,020,700			\$2,330,000			295,700				1,061,300
Average T&R Faculty Salary Increase Rate		3.00%			3.00%			3.00%			3.00%			0%				2.00%
Auxiliary Program																		
Mandatory Non-E&G Fees																		
Undergraduate	\$5,388		\$5,538	2.8%	\$5,760	4.0%		\$5,990	4.0%		\$5,830	5.3%		\$6,063	4.0%		\$6,063	4.0%
Graduate	\$5,087		\$5,237	2.9%	\$5,446	4.0%		\$5,664	4.0%		\$5,561	6.2%		\$5,783	4.0%		\$5,783	4.0%
Law	\$5,418		\$5,568	2.8%	\$5,791	4.0%		\$6,023	4.0%		\$5,903	6.0%		\$6,139	4.0%		\$6,139	4.0%
Medicine	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Dentistry	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
PharmD	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Veterinary Medicine	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Total Auxiliary Revenue (ALL including room and board)		\$78,664,500			\$81,359,700			\$84,614,100			\$87,998,700	80,801,800			84,800,800			88,192,800
Total Tuition and Fees																		
Undergraduate, In-State	\$21,198		\$22,044	4.0%	\$23,330	5.8%		\$24,693	5.8%		\$24,400	6.2%		\$24,574	5.0%		\$24,574	5.0%
Undergraduate, Out-of-State	\$42,238		\$43,670	3.4%	\$45,202	3.5%		\$46,788	3.5%		\$45,272	3.7%		\$46,861	3.5%		\$46,861	3.5%
Graduate, In-State	\$14,222		\$15,002	5.5%	\$15,645	4.3%		\$16,316	4.3%		\$15,760	5.1%		\$16,435	4.3%		\$16,435	4.3%
Graduate, Out-of-State	\$30,465		\$31,864	4.6%	\$33,239	4.3%		\$34,676	4.3%		\$33,354	4.7%		\$34,795	4.3%		\$34,795	4.3%
Law, In-State	\$31,964		\$32,964	3.1%	\$34,000	3.1%		\$35,000	2.9%		\$34,000	3.1%		\$35,002	2.9%		\$35,002	2.9%
Law, Out-of-State	\$40,964		\$41,964	2.4%	\$43,000	2.5%		\$44,000	2.3%		\$43,000	2.5%		\$43,460	1.1%		\$43,460	1.1%
Medicine, In-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Medicine, Out-of-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Dentistry, In-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Dentistry, Out-of-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
PharmD, In-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
PharmD, Out-of-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Veterinary Medicine, In-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Veterinary Medicine, Out-of-State	\$0		\$0	%	\$0	%		\$0	%		\$0	%		\$0	%		\$0	%
Student Financial Aid (Program 108)		\$32,881,200			\$35,522,600			\$36,505,000			\$38,905,000	\$34,950,700			\$40,456,300			\$44,105,800
Sponsored Programs (Program 110)		\$31,925,000			\$31,725,000			\$31,725,000			\$31,725,000	\$32,250,000			\$32,050,000			\$32,050,000
Unique Military Activities		\$0			\$0			\$0			\$0			\$0				\$0
Workforce Development		\$0			\$0			\$0			\$0			\$0				\$0
Other (Specify)		\$0			\$0			\$0			\$0			\$0				\$0

Six-Year Plans - Part I (2018): 2018-20 through 2022-24
The College of William and Mary

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

***2016-17 (Actual) 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%	\$14,966,600
Undergraduate, Out-of-State	\$76,079,000	\$11,524,600	15.1%	\$4,895,300
Graduate, In-State	\$12,614,500	\$3,115,400	24.7%	\$1,714,400
Graduate, Out-of-State	\$9,733,700	\$2,403,900	24.7%	\$3,804,900
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	\$32,881,200	18.8%	\$32,881,200
Total from Finance-T&F worksheet	\$181,591,300	\$32,881,200	18.1%	
In-State Sub-Total	\$72,228,100	\$13,052,600	18.1%	\$18,090,200

Update 2016-17 Financial Aid if you have the actual data, and change the title from "Estimated" to "Actual".

2017-18 (Planned)					2017-18 (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	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	\$61,485,700	\$10,121,000	16.5%	\$17,762,000
Undergraduate, Out-of-State	\$78,847,700	\$12,768,800	16.2%	\$5,350,000	\$78,236,000	\$12,878,300	16.5%	\$5,237,300
Graduate, In-State	\$12,989,300	\$3,119,900	24.0%	\$3,158,600	\$13,018,600	\$2,232,000	17.1%	\$1,044,900
Graduate, Out-of-State	\$9,989,500	\$2,399,300	24.0%	\$2,360,600	\$12,999,800	\$2,228,700	17.1%	\$3,415,800
First Professional, In-State	\$4,722,400	\$1,610,100	34.1%	\$1,409,200	\$5,236,600	\$1,945,900	37.2%	\$1,685,300
First Professional, Out-of-State	\$17,274,900	\$5,889,900	34.1%	\$6,090,800	\$14,921,800	\$5,544,800	37.2%	\$5,805,400
Total	\$183,935,300	\$35,522,600	19.3%	\$35,522,600	\$185,898,500	\$34,950,700	18.8%	\$34,950,700
Total from Finance-T&F worksheet	\$190,555,700	\$35,522,600	18.6%		\$193,282,200	\$34,950,700	18.1%	
In-State Sub-Total	\$77,823,200	\$14,464,600	18.6%	\$21,721,200	\$79,740,900	\$14,298,900	17.9%	\$20,492,200
Additional In-State	\$5,595,100	\$1,412,000	25.2%	\$3,631,000	\$7,512,800	\$1,246,300	16.6%	\$2,402,000

2018-19 (Planned)					2018-19 (Estimated)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of 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	\$66,669,400	\$12,861,700	19.3%	\$22,639,100
Undergraduate, Out-of-State	\$81,613,500	\$13,924,200	17.1%	\$5,944,400	\$81,087,000	\$15,643,200	19.3%	\$5,865,800
Graduate, In-State	\$13,323,100	\$2,261,700	17.0%	\$2,744,400	\$13,663,900	\$2,235,700	16.4%	\$1,044,900
Graduate, Out-of-State	\$10,249,500	\$1,739,900	17.0%	\$1,257,200	\$13,598,800	\$2,225,000	16.4%	\$3,415,800
First Professional, In-State	\$4,863,100	\$1,618,800	33.3%	\$1,409,200	\$5,390,300	\$1,955,200	36.3%	\$1,685,300
First Professional, Out-of-State	\$17,668,400	\$5,881,200	33.3%	\$6,090,800	\$15,261,200	\$5,535,500	36.3%	\$5,805,400
Total	\$192,656,200	\$36,505,000	18.9%	\$36,505,000	\$195,670,600	\$40,456,300	20.7%	\$40,456,300
Total from Finance-T&F worksheet	\$199,276,600	\$36,505,000	18.3%		\$202,569,300	\$40,456,300	20.0%	
In-State Sub-Total	\$83,124,800	\$14,959,700	18.0%	\$23,212,600	\$85,723,600	\$17,052,600	19.9%	\$25,369,300
Additional In-State	\$5,301,600	\$495,100	9.3%	\$1,491,400	\$5,982,700	\$2,753,700	46.0%	\$21,738,300
Additional In-State from Financial Plan		\$0	%			\$0		

2019-20 (Planned)					2019-20 (Estimated)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of 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	\$71,688,900	\$14,843,400	20.7%	\$25,584,700
Undergraduate, Out-of-State	\$84,476,200	\$15,021,400	17.8%	\$6,515,000	\$83,877,700	\$17,311,000	20.6%	\$6,569,700
Graduate, In-State	\$13,658,500	\$2,260,700	16.6%	\$2,744,400	\$14,190,400	\$2,233,600	15.7%	\$1,044,900
Graduate, Out-of-State	\$10,517,700	\$1,740,900	16.6%	\$1,257,200	\$14,149,400	\$2,227,100	15.7%	\$3,415,800
First Professional, In-State	\$4,996,100	\$1,628,600	32.6%	\$1,409,200	\$5,538,000	\$1,964,200	35.5%	\$1,685,300
First Professional, Out-of-State	\$18,011,500	\$5,871,400	32.6%	\$6,090,800	\$15,581,700	\$5,526,500	35.5%	\$5,805,400
Total	\$201,293,400	\$38,905,000	19.3%	\$38,905,000	\$205,026,100	\$44,105,800	21.5%	\$44,105,800
Total from Finance-T&F worksheet	\$207,913,800	\$38,905,000	18.7%		\$211,924,800	\$44,105,800	20.8%	
In-State Sub-Total	\$88,288,000	\$16,271,300	18.4%	\$25,042,000	\$91,417,300	\$19,041,200	20.8%	\$28,314,900
Additional In-State	\$5,163,200	\$1,311,600	25.4%	\$1,829,400	\$5,693,700	\$1,988,600	34.9%	\$28,314,900
Additional In-State from Financial Plan		\$0	%			\$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 (2018): FY2017-2018
The College of William and Mary
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 Notes: The reporting period is FY18. The metrics serve as a menu of items that institutions should respond to as applicable and when information is available to them. Leave fields blank, if information is unavailable. Please note the narrative question at the bottom of the page. The response should be provided in a separate WORD or PDF document, as an attachment, if the Part II (Narrative) is not being updated.

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	\$14,713,400	\$4,628,400	\$19,341,800
	State and Local Government	\$656,860	\$780,588	\$1,437,448
	Institution Funds	\$3,648,646	\$2,552,823	\$6,201,469
	Business	\$241,182	\$39,128	\$280,310
	Nonprofit Organizations	\$2,427,184	\$1,462,563	\$3,889,747
	All Other Sources	\$0	\$0	\$0
	Total	\$21,687,272	\$9,463,502	\$31,150,774

* 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 contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Category				Sub-agreements	
		Grants		Contracts		No.	\$ Value
4.3		No.	\$ Value	No.	\$ Value	No.	\$ Value
	Engineering	0	\$0	0	\$0	0	\$0
	Physical Science	35	\$5,105,536	5	\$257,429	4	\$99,963
	Environmental Science	0	\$0	0	\$0	0	\$0
	Computer Science	11	\$942,051	1	\$45,000	1	\$100,000
	Life Sciences	10	\$1,995,953	14	\$332,155	0	\$0
	Psych/Social	10	\$219,742	22	\$4,355,687	0	\$0
	Other Science	0	\$0	0	\$0	0	\$0
	Non-Science and Engineering (non-S&E)	9	\$1,375,369	5	\$284,404	12	\$3,883,127
	Total	75	\$9,638,651	47	\$5,274,675	17	\$4,083,090

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	1. Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?		x		
4.1	2. Does your institution offer startup incubation/accelerator programs? If yes, please comment if people/companies external to the institution can access them and, if so, how.		x		We do not have a formal incubator or accelerator, but do work closely with students who have started ventures. We provide ongoing counsel, connections and capital through our student venture seed fund - https://millercenter.mason.wm.edu/seed-funding/
4.2	3. Does your institution offer maker-space? If yes, please comment if people/companies external to the institution can access it and, if so, how.	x			The makerspace program is currently being developed, and we are working to establish a corporate sponsorship program for student research efforts. Additionally, we will be working closely with the new innovation & entrepreneurship minor track to practical prototyping opportunities for start-up efforts.
4.2	4. Does your institution have an entrepreneurship center? If yes, please comment if people/companies external to the institution can access it and, if so, how.	x			Our Entrepreneurship Center benefits our student population and people/companies external to the institution are frequently involved as mentors, workshop facilitators and competition judges.
4.2	5. Does your institution have Entrepreneur Executive(s)-in-Residence?		x		
4.1	6. Number of students paid through externally funded research grants or contracts.			170/\$3,451,344	
4.1	7. Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?			3/10	3 degrees (BBA with a concentration in Innovation and Entrepreneurship, MBA with a specialization in Innovation and Entrepreneurship, Innovation and Entrepreneurship Minor. https://millercenter.mason.wm.edu/curricular-programs/
4.1	8. Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.			All	Under the COLL curriculum, every student has to have a capstone experience. Further for the class of 2017, 61% reported participating in at least one internship, externship or research project.
4.1	9. 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	10. Does your institution offer a seed fund that awards money to start-ups? If yes, please comment on whether it awards funding only to university-based start-ups or to the general public as well?		x		
4.2	11. Does your institution offer translational research and/or proof of concept funding? If yes, please provide dollar amount available in FY18 in the number/amount field.		x		
4.1	12. 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.	x			The Center for Corporate Education provides university-based executive education in the areas of Leadership development, Design Thinking, Business Management, Business Analytics, Communication, and Strategic Retail Marketing & Planning. Programs are delivered in two designs: (1) custom-tailored for an organizations' unique business needs, (2) open-enrollment for individually directed professional development needs. These programs are open to anyone.

Section D: Provide information for research and commercialization grants by type, number, and dollar value with a breakdown by college and department. If additional rows are needed, please contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.

VA PLAN Strategy Reference	Section D: Research and Commercialization Grants	No.	\$ Value	College	Department
4.3	SBIR - Small Business Innovation Research				
	STTR - Small Technology Transfer Research				
	CRCF - Commonwealth Research Commercialization Fund	1	\$99,711	CWM	AppSci; Biol
	*VBHRC - The Catalyst				
	Commonwealth Health Research Board				
VRIF - Virginia Research Investment Fund					

*University must pay to be a member and collaborate with at least one other member university

Section E. The Intellectual Property (IP) section captures information on disclosure, patent, and licensing activities. It is divided into two tables. Table 1 captures information regardless of source of funds or nature of entity to whom IP is transferred. Table 2 is required by § 23.1-102 subdivision 2 of the Code of Virginia. It details 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. 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 table captures 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.

VA PLAN Strategy Reference	Section E: Part 1 - All Patent Activity for FY 2017-18	No.
4.2	1. Number of Intellectual Property disclosures received	9
	2. Number of Provisional Patent Applications filed during the year	3
	3. Number of Patent Applications filed during the year (by type)	
	Design	0
	Plant	0
	Utility	7
	Total	7
	4. Total number of Patent Applications pending (by type)	
	Design	0
	Plant	0
	Utility	15
	Total	15
	5. Number of Patents awarded during the year (by type)	
	Design	0
Plant	0	
Utility	3	
Total	3	

VA PLAN Strategy Reference	Section E: Part 2 - Other Information	Principal Place of Business in VA	Principal Place of Business outside VA
4.2	1. Value of funds from persons or nongovernmental entities to support intellectual property research	\$1,000,000	\$0
	2. Number of patents awarded during the year (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
	a. Design Patent	0	0
	b. Plant Patent	0	0
	c. Utility Patent	0	0
	d. Total	0	0
	3. Number of assignments of intellectual property interests to persons or nongovernmental entities	1	0
	4. Total number of intellectual property licenses executed in FY 17-18	1	0
	5. Number of start-ups created through IP licensing in FY17-18	1	0
	6. Amount of licensing revenue in FY17-18 resulting from all intellectual property licenses	0-\$500K	0-\$500K
7. Number of jobs created as a result of university start-ups.	0	0	

Section F: 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 F: General Questions - VCCS Specific	Number	Value	Comments
4.1	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.			
	2. Number of training programs leading to workforce certifications and licensures.			
	3. Number of students who earned industry recognized credentials stemming from training programs.			
	4. Number of industry-recognized credentials obtained, including certifications and licenses.			
	5. Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			

NARRATIVE REQUIREMENT:

Contributions to Economic Development – Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable*, the information should include:

- a. University-led or public-private partnerships in real estate and/or community redevelopment.
- b. State industries to which the institution's research efforts have direct relevance.
- c. High-impact programs designed to meet the needs of local families, community partners, and businesses.
- d. Business management/consulting assistance.

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.

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.

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.

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

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.

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%, 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.

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 William & Mary 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

William & Mary 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 2% across-the-board increase for FY20 as directed by the 2018-2020 Appropriation Act.

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.

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 21st-century workforce.

Priority 5 and 5A— Degree Production in High Demand Fields and Expansion of Data Science Programs

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 \$267,200 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.

William & Mary has made significant progress in two key areas: 1) revamping its applied science curriculum, and 2) adding a data sciences minor. 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. 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.

A recent report by the McKinsey Global Institute (MGI) suggests that we cannot move too quickly in this arena. MGI found that most businesses and industries world-wide have only captured a fraction of the value that data analytics could bring to their operations. Retail, manufacturing, the public sector and health care, only capture between 10% and 40% of the potential existing data provides, according to the December 2016 report. One of the key obstacles facing these industries is the lack of available analytical talent. Further, beyond the need for analytical expertise is the development of “business translators” who can serve as a bridge between data and real world application. MGI estimates that in the United States alone, demand for business translators will reach between two and four million over the next decade.¹ William & Mary’s strong liberal arts training, coupled with its growing expertise in data and business analytics makes it well-positioned to lead the Commonwealth in developing the talent needed in these fields. In order to accelerate these efforts, William & Mary will request a budget amendment for FY20 that seeks \$950,000 and five full-time faculty positions to ramp up its programs in data science. This request has been included in the revised six-year plan.

William & Mary anticipates that the combined investments reflected by the 2018 General Assembly, continued use of university resources, and incremental funds requested for the Governor and General Assembly’s consideration in the 2019 legislative session 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.

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

¹ McKinsey Global Institute, *The Age of Analytics: Competing in a Data-Drive World*, December 2016, pages 2-5.

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.

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.

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 OMBA 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 Previous 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

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 (MPP) 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, William & Mary anticipates that the online, first-year curriculum will also increase interest for potential students in other MPP 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:

- **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 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.
- **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.
- **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.
- **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 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 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.
- **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 in Engineering Physics and Applied Design. 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 online instruction especially in professional schools and graduate programs. William & Mary has 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.
- **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.

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.
2. **BUAD 443 - Entrepreneurial Ventures Redesign - Blended Learning**—This course fulfills a requirement for the undergraduate Bachelors 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 William & Mary 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 William & Mary’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 replaced 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 Geographic Information Systems (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 referenced information. This project focused on the development of a dual-purpose 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 one-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 FY18, the university absorbed 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 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.

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 a 1.3% 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 \$267,200 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.

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, 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. 8a) of the Appropriation Act 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 required not only additional debt service which is supported by student fees, but also additional student health programming. After taking into account those costs, along with the other changes in debt service and required increases in health insurance, the effective increase in mandatory non-E&G fees in FY19 is 1.94% -- well below the 3% cap established in the Appropriation Act. 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). William & Mary is in on-going discussions with the Virginia Retirement System and legislative and executive 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 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.

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 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.

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: Integrated Science Center 4** **\$74,916,000 GF**
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.
- **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.

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 over 27,000 GSF on the ground level of Swem Library to develop a new Teaching and Learning hub that will catalyze innovative teaching across the university, building upon William & Mary’s rich tradition and dedication to exceptional teaching and transformative learning experiences. The new space will be programmed to foster peer to peer collaborations across disciplines, scale up best practices, and support faculty in utilizing traditional and next-generation digital resources for improving teaching, enhancing learning outcomes, and advancing scholarship in these areas. In addition, the Center will serve as a university-wide incubator for online learning.

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.

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, 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 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.