



# Campus Comprehensive Plan

## Phase 1 | Interim Analysis Findings

July 11, 2024



WILLIAM & MARY

CHARTERED 1693



## Agenda

- 1 Introduction
- 2 Institutional Overview & What We Heard
- 3 Campus Past & Present
- 4 Interim Analysis Findings
- 5 Learning Space Analysis
- 6 Questions & Discussion

1

# Introduction

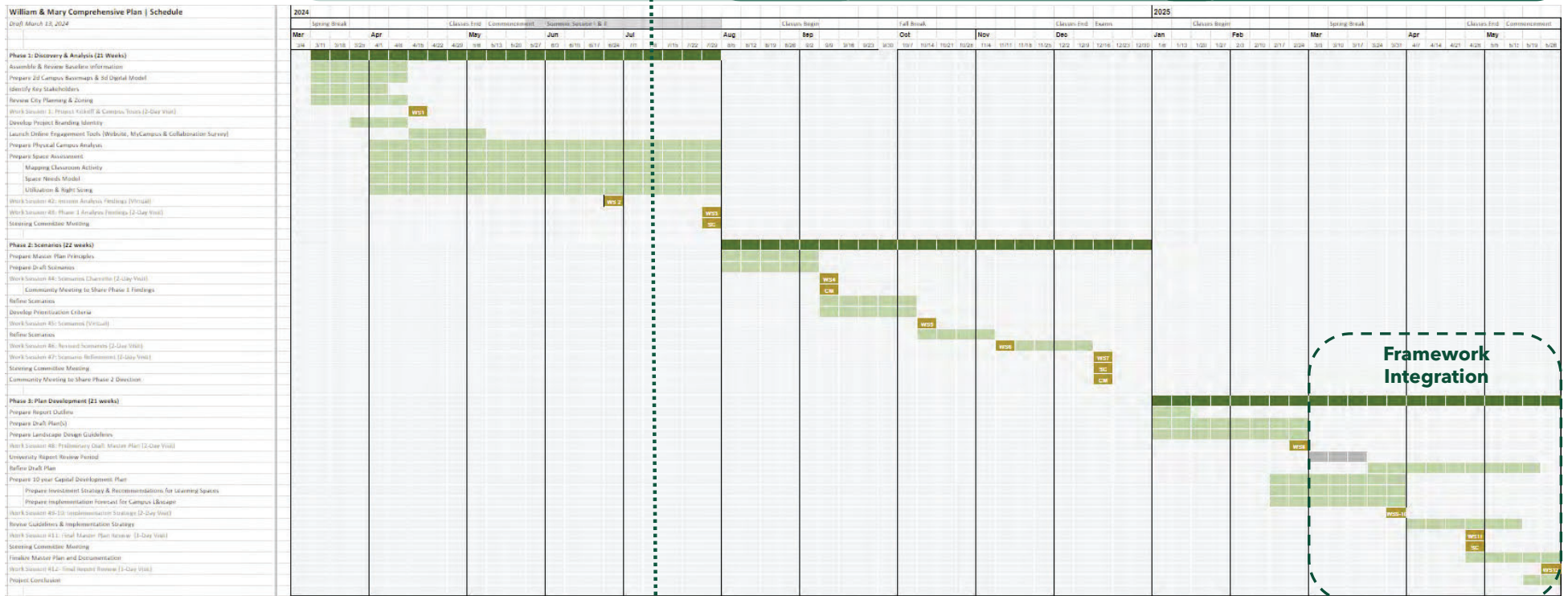


# Schedule

**Phase 1**  
Discovery and Analysis

**Phase 2**  
Scenarios

**Phase 3**  
Recommendations + Implementation



**Framework Integration**

# FRAMEWORK PLAN



## Analysis Components

- Existing Conditions
- History and Campus Development
- Regional Context
- Land Use and Zoning
- Urban Design and Campus Character
- Landscape Characteristics
- Existing Learning Space and Future Needs
- Space Utilization
- Facilities Conditions
- Mobility & Wayfinding
- Accessibility & Inclusion
- Sustainability, Resilience & Climate

2

## Institutional Overview & What We Heard



# University Vision & Mission

## Vision

William & Mary **transcends the boundaries** between research and teaching, teaching and learning, learning and living. People come to William & Mary wanting to understand and change the world – and together we do.

## Mission

A **preeminent, public research university**, grounded in the liberal arts and sciences since 1693, William & Mary is a vibrant and inclusive community. Through close mentoring and collaboration, we **inspire lifelong learning, generate new knowledge, and expand understanding**. We cultivate creative thinkers, principled leaders, and compassionate global citizens equipped for lives of meaning and distinction. William & Mary convenes great minds and hearts to meet the most pressing needs of our time.



# Statement of Values

## Belonging

We create a **welcoming and caring community** that embraces diverse people and perspectives.

## Curiosity

We foster an **open academic environment** that champions intellectual agility and inspires creativity in the discovery, preservation, application, and advancement of knowledge.

## Excellence

We **aim for the extraordinary**, recognizing that personal growth and meaningful accomplishment require bold and innovative aspirations, courageous risk-taking, and focused effort.

## Flourishing

We create conditions that **ensure William & Mary will thrive** for all time coming, and we empower those who live, learn, and work here to make choices toward a healthy and fulfilling life.

## Integrity

We are **honorable, equitable, trustworthy**, and committed to the highest ethical standards in all that we do.

## Respect

We **treat one another with mutual respect**, recognizing and upholding each person's inherent dignity and worth.

## Service

We **engage with individuals and communities both near and far**, devoting our knowledge, skills, and time to serving the greater good.



## Vision 2026 Goals



### 1 Expand W&M's Reach

Address global challenges, forge dynamic partnerships to fuel positive change and model democratic ideals to extend its influence in the world.



### 2 Educate for Impact

Reimagine the liberal arts and professional education in the 21st century to ensure the lifelong success of our graduates.

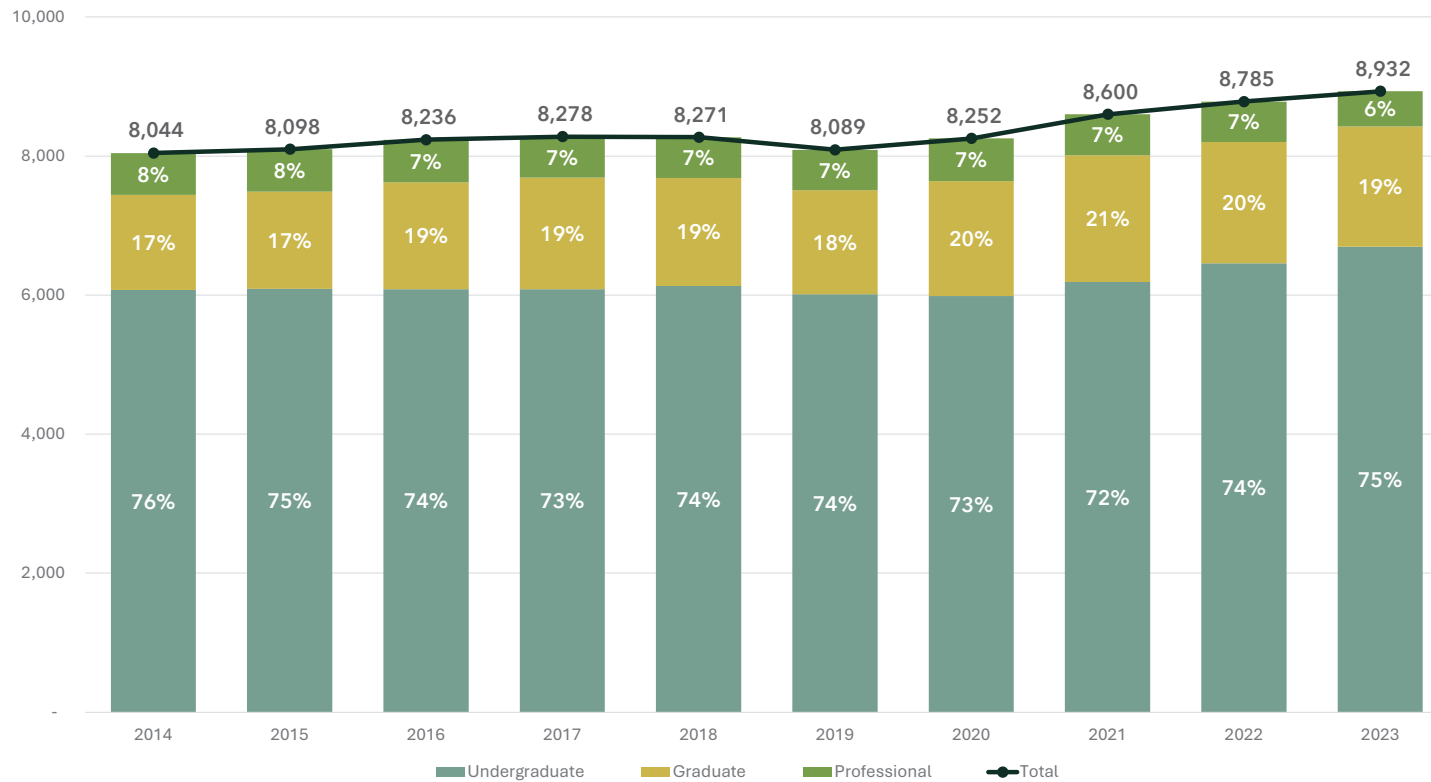


### 3 Evolve to Excel

Embrace change to achieve our full potential in environmental and financial sustainability, in diversity, equity and inclusion, and in operational excellence.

# Enrollment

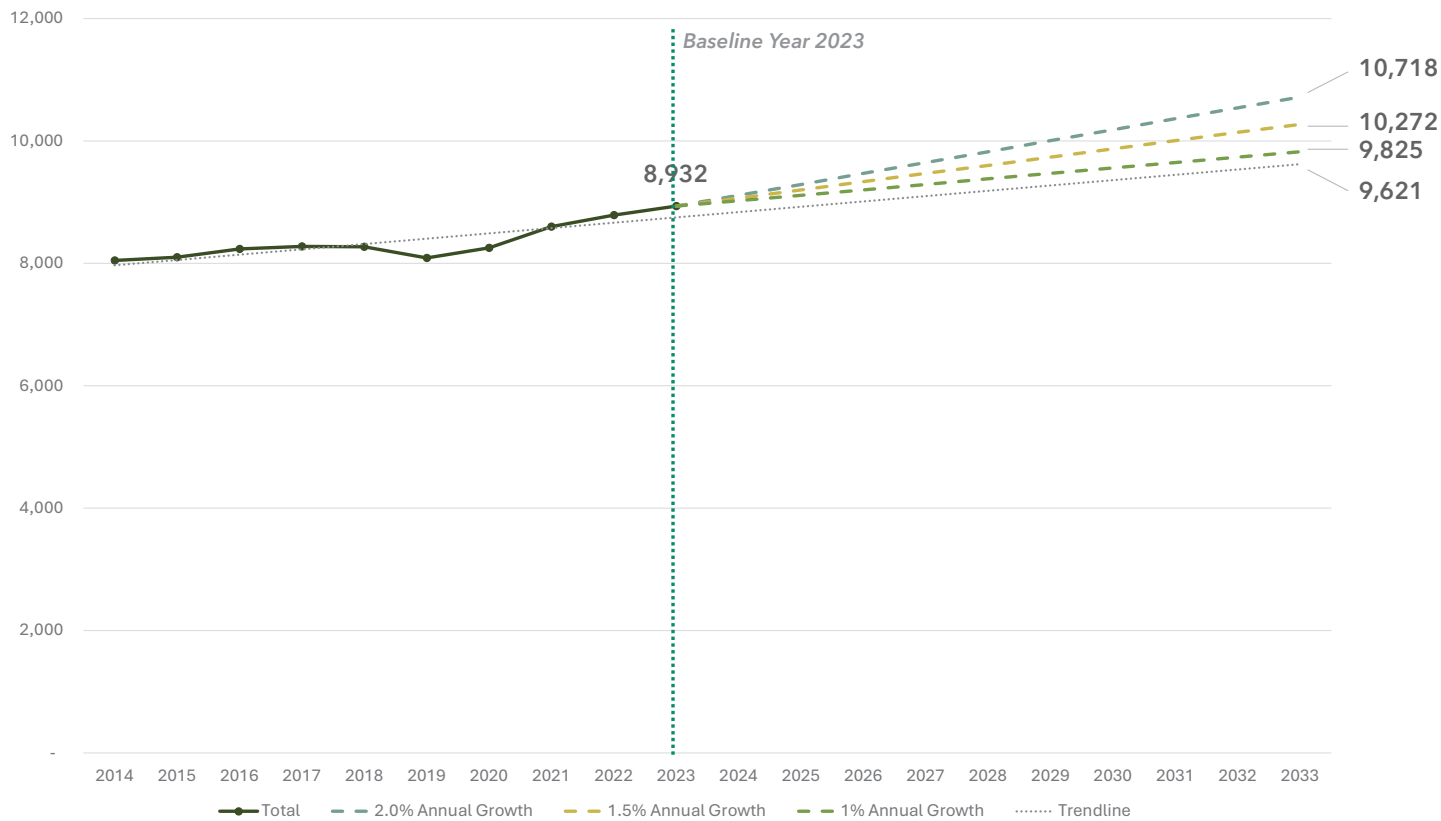
## Historic Enrollment by Level (FTE)



- **Total enrollment** (FTE) for William & Mary in 2023 was **11% higher** than in 2014 (+888 students), with substantial growth since 2020
- Since 2014, undergraduate students have steadily comprised **~74%** of the student body, as have graduate students at **~19%** and doctorate students at **~7%** (FTE)

# Enrollment

## 10-Year Enrollment Projection (FTE)

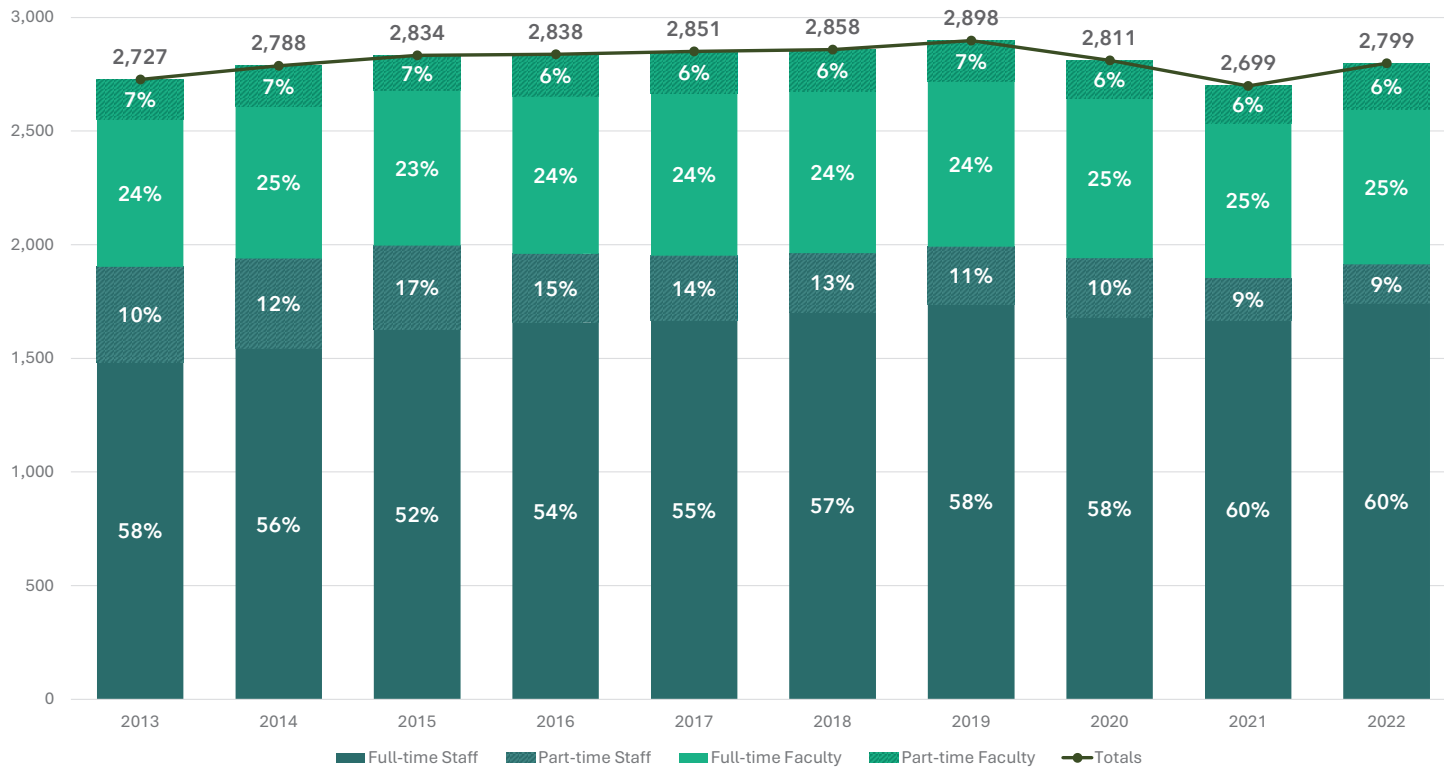


- 2.0% annual growth, equivalent to **+179 students per year**, would bring W&M FTE enrollment to 10,718 in 2033
- 1.5% annual growth, equivalent to **+134 students per year**, would bring W&M FTE enrollment to 10,272 in 2033
- 1% annual growth, equivalent to **+89 students per year**, would bring W&M FTE enrollment to 9,825 in 2033
- Should the W&M's campus' growth follow trends since 2014, W&M FTE enrollment would increase by **+157 students per year**, reaching 9,621 in 2033
- The 2022 Housing and Dining Master Plan anticipated that the undergraduate population would stabilize at approximately 6,400 students by Fall 2025, however undergraduate enrollment in Fall 2023 exceeded that at 6,698 FTE
- **What enrollment level should the campus plan target?**

Note: Annual growth projections are not year-on-year; they use 2023 as a baseline to calculate a linear enrollment increase ("annual growth")

# Employees

## Historic Employee Headcount by Type & Status



- Employee headcount remained relatively flat 2014-2022, with a **2.6% increase** (+72 employees)
- What are the growth plans for faculty and staff?

## What We Heard

**All space is  
William & Mary  
Space.**

**Flexible & shared  
space can help  
breakdown siloes**

**Landscape as  
learning environment**

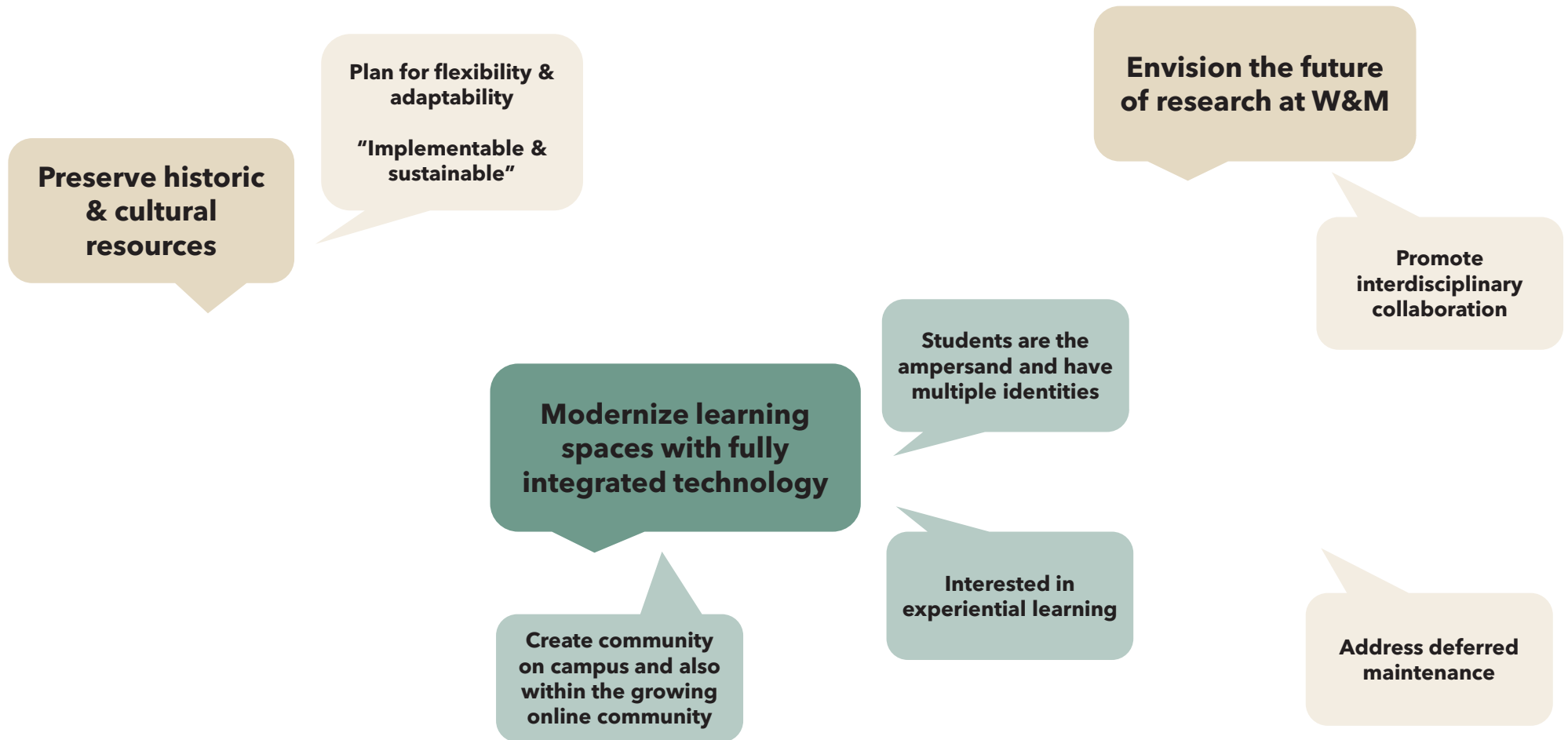
**Learning happens  
everywhere, including off  
campus.**

**Prioritize accessibility  
and walkability to  
promote health and  
wellness**

**"Applied, participatory &  
interdisciplinary"**

**Strengthen sense of  
inclusion and belonging  
for community and  
visitors**

## What We Heard



## Draft Planning Principles



Embrace all space as  
William & Mary space



Leverage the landscape



Foster a comprehensive living-  
learning-working environment



Connect to the community



Recognize the college's past,  
place, and space



Exemplify stewardship



Cultivate a campus for all

## Draft Planning Principles



### Embrace all space as William & Mary space

We will acknowledge that **space is a limited resource** that should be **shared** by all to further democratize space and serve as a **platform for advancing collaboration** amongst integrated disciplines.



### Foster a comprehensive living-learning-working environment

We will **nurture an inclusive environment** that supports the academic, creative, social, and professional needs of the entire William & Mary community. We will prioritize **access to hands-on experiences and high-impact, modern learning spaces**.



### Recognize the college's past, place, and space

We will honor our sense of place through design decisions that **respect the existing scale and character of the campus and its surrounding environment**, and acknowledge the elements that contribute to our understanding of the college's past.



## Draft Planning Principles



### Cultivate a campus for all

We will **represent and promote the values of accessibility, diversity, equity, inclusion, and well-being** throughout our built environment and the decision-making processes that shape it.



### Leverage the landscape

We will **protect and enhance the unique campus landscape** both as a learning environment and as a symbol of our commitment to ecological responsibility and climate resilience.



### Connect to the community

We will seek opportunities to **promote community-engaged teaching, research, learning, and partnerships** with Williamsburg, the Eastern Virginia region, and W&M's worldwide network.



### Exemplify stewardship

We will **advance environmental and financial sustainability** by making the most responsible possible use of resources.