

## Six-Year Plans (2011) University of Mary Washington

### ACADEMIC PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)						
Biennium 2012-2014 (7/1/12-6/30/14)			Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)	
Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation		Strategies	Strategies	
		2012-2013	2013-2014			
<b>Science Outreach Initiative:</b> A new outreach program in the STEM disciplines that targets culturally diverse students will be developed for area high school juniors. In particular, students will be recruited from UMW's existing James Farmer and Rappahannock Scholars programs to participate in a 4-week summer research experience in conjunction with the second half of our existing Summer Science Institute. Weekend research opportunities will also be offered throughout the academic year for these outreach interns.	B, D, E1, E6, E12	Incremental:	\$45,000	\$45,000	Evaluate program success in increasing the number of culturally diverse students entering STEM disciplines at UMW and modify as appropriate.	Evaluate program success in increasing the number of culturally diverse students entering STEM disciplines at UMW and modify as appropriate.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>Summer "Bridge" Science Program:</b> This initiative is designed to better prepare new STEM students to transition effectively into high-performing university level-STEM majors. This will be accomplished through a summer program dedicated to providing students with the necessary background and skills they need in critical gateway STEM courses (General Chemistry and Calculus) where assessment data indicate students often struggle academically.	B, D, E5, E6, E12	Incremental:	\$20,000	\$20,000	Evaluate the program in transitioning students into successful STEM majors and in improved classroom learning outcomes for General Chemistry and Calculus.	Evaluate the program in transitioning students into successful STEM majors and in improved classroom learning outcomes for General Chemistry and Calculus.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>Center for Spatial Analysis and Research (CeSAR):</b> This initiative will support development of an interdisciplinary research center focused on education, research and application development in the field of geographic information science. The center will serve as a leader and catalyst for the advancement of geospatial thinking and analysis for academic institutions, private industry, and the public sector.	D, E6, E7, E8, E12, E13	Incremental:	\$10,000	\$125,000	Evaluate the Center's operation and revenue generating potential and modify funding and staffing levels as appropriate.	Evaluate the Center's operation and revenue generating potential and modify funding and staffing levels as appropriate.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>Intensive Summer Semester Initiative:</b> This new program will select academic departments to develop a five-course package that will enable students to take the equivalent of a full semester's course load in the summer. This initiative will enable students to meet academic requirements, take high-impact major electives, and conduct faculty-mentored research projects that will advance students toward graduation in a shorter overall time period. Two departments will be selected in year one and then one new department in each subsequent year.	B, D, E3, E5, E9, E12	Incremental:	\$100,000	\$150,000	Add one additional academic department at \$50,000 in each year of the biennium. The number of students participating will be tracked as well as the length of time to graduation.	Add one additional academic departments at \$50,000 in the first year of biennium. This will fully fund the program with a total of six academic departments. The number of students participating will be tracked as well as the length of time to graduation.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>BS Nursing Degree Completion Program:</b> The university will explore the feasibility of initiating a BSN completion program to serve students who hold an RN and are graduates of two-year community college programs. Nurses holding a BSN often move into higher levels of responsibility, independent practice, and management, generally not possible with a two year degree. Cooperative arrangements with local hospitals and community colleges will also be explored.	D, E2, E4, E6, E7, E8, E11, E13	Incremental:	\$45,000	\$0	Evaluate the program's enrollment and student demand levels and adjust faculty and staff support as appropriate.	Evaluate the program's enrollment and student demand levels and adjust faculty and staff support as appropriate.
		Savings:				
		Reallocation:				
<b>Expanded Online and Blended Course Development Initiative:</b> The goal of this initiative is to significantly expand the number of courses delivered online and in an approach consistent with the distinctive UMW experience. This initiative involves comprehensive redesign and conversion of existing courses as well as initial design of new courses. Courses may	C, D, E10, E12, E13	Incremental:	\$55,000	\$170,000	Assess the program's success and viability and explore partnership opportunities with other institutions based on institutional expertise.	Assess the program's success and viability and modify as appropriate.
		Savings:	\$0	\$0		

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		2012-2013	2013-2014			
be synchronously or asynchronously delivered in a fully online or blended format. As part of this project, collaborations with other institutions in sharing online courses will be explored. UMW's goal is to initiate two new online versions of existing courses and share one online course with a sister institution each year of the 2012-14 biennium.		Reallocation:	\$0	\$0		
<b>First-Year Experience Program:</b> This initiative will support an ongoing analysis and development of curricular and co-curricular programs and services for first-year students. Building upon a successful first-year seminar requirement, new programs will be designed to enhance student experiences and successes in a number of areas such as enhanced writing and oral communication skills, expanded service and experiential learning opportunities, improved critical thinking skill development, and enhanced understanding and application of sophisticated learning technologies.	D, E3, E5, E12, E13	Incremental:	\$100,000	\$105,000	Evaluate the program and modify as appropriate.	Evaluate the program and modify as appropriate.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>Support Changes in Enrollment and Academic Program Needs:</b> This initiative will fund five new faculty positions in 2012-13 and four new faculty positions in 2013-14 in order to support enrollment growth and academic program needs. In 2012-13, two new faculty in the sciences, two in math, and one in computer science will be funded. In 2013-14, two new graduate faculty will be supported in national security studies, one in graduate education, and one in information systems. This initiative will support additional STEM enrollments, enhance UMW's graduate programs, and provide opportunities for undergraduate research.	D, E1, E6, E7	Incremental:	\$530,000	\$1,138,000	Assess related enrollment mix and degree productivity and adjust as appropriate.	Assess related enrollment mix and degree productivity and adjust as appropriate.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>Increase Funding for UMW Financial Aid Programs:</b> Provide additional funding for in-state, undergraduate, need-based student aid targeted to low- and middle-income students and their families.		Incremental:	\$100,000	\$200,000	Continue to allocate a portion of incremental revenue from tuition rate increases to provide additional need-based aid to in-state undergraduate students.	Continue to allocate a portion of incremental revenue from tuition rate increases to provide additional need-based aid to in-state undergraduate students.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>Develop Five-Year Masters Program in Secondary Education:</b> This initiative will develop a five-year masters degree program within the College of Education. This new degree program will support math and science teacher preparation for secondary education and will help address the Commonwealth's goal of increasing STEM enrollments. Three new faculty will be added over three years in the College of Education.	D, E7, E12, E13	Incremental:	\$87,000	\$174,000	Add one additional faculty position in the College of Education in 2014-15.	Evaluate the initiative's effectiveness and adapt as appropriate.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
<b>Create Interdisciplinary STEM Major:</b> This new major will be designed for students certifying to teach at the elementary (K-6) grades. Interdisciplinary courses will be developed with	D, E6, E7, E13	Incremental:	\$10,000	\$50,000	Evaluate enrollment levels and make modifications as appropriate.	Evaluate enrollment levels and make modifications as appropriate.

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a content emphasis in math and sciences, as well as science and math pedagogy. The goal will be to produce teachers at the elementary level who will have the capacity to encourage an interest in math and science studies at an early stage in the child's academic development. Funding will be provided to support adjunct faculty positions to provide release time for full-time faculty to develop the curriculum.		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Develop Five-Year Masters Program in Special Education:</b> This initiative will develop a five-year masters degree program within the College of Education. This new degree program will assist the Commonwealth in addressing an increasing need for Special Education teachers. Two new faculty will be added in the College of Education in the next biennium.	D, E7, E12, E13	Incremental:	\$87,000	\$174,000	Evaluate the initiative's effectiveness and adapt as appropriate.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Expand Existing Non-Traditional Degree Programs:</b> This initiative will expand existing degree programs and academic services to non-traditional students. A needs assessment will be undertaken to identify potential non-traditional student populations in the Fredericksburg area and to identify degree credit courses and other requirements necessary to assist these returning students in completing their degrees. New funding requirements include additional faculty, advisors, counselors, and general operating costs.	E2, E4, E12, E13	Incremental:	\$256,000	\$482,000	Evaluate program effectiveness in terms of non-traditional enrollments and degree completions and make program modifications as appropriate.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Achieve AACSB Accreditation for the College of Business:</b> Consistent with its strategic plan, UMW will seek and achieve AACSB accreditation for its new College of Business. The process is well underway with the recent hiring of a new dean, the implementation of organizational changes and academic curriculum restructuring. In order to meet AACSB requirements and successfully recruit new faculty, budgeted salaries will need to be increased in four vacant faculty lines, which were reduced to address state budget cuts. In addition, sixteen existing faculty positions will need to be upgraded over a four year period beginning in 2013-14.	E13	Incremental:	\$342,000	\$486,000	Upgrade four faculty positions in the College of Business in 2014-15 and 2015-16 at \$30,000 (plus benefits) for each position.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Establish a University Grants Office:</b> UMW's strategic plan calls for the establishment of a University Grants Office to assist faculty in securing research grant funding and in effectively managing those resources. The initiative funding provides for a director position in 2012-13 and the addition of support staff and grant accounting positions in 2013-14. In addition to generating more research funding for UMW and the Commonwealth, the long term expectation is that the incremental grant revenues will cover the associated overhead costs.	E8, E11	Incremental:	\$130,000	\$246,000	Evaluate the success of the University Grants Office and modify its organizational structure and/or funding as appropriate.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Enhance University Career Services for Students and Alumni:</b> This initiative will create two new positions in the Office of Career Services to strengthen relationships with the business community, enhance alumni networking and provide career support services to alumni.	E13	Incremental:	\$0	\$116,000	Assess the effectiveness of the additional counselor positions and modify initiative as appropriate. Graduating students will be tracked with regard to success in obtaining employment or attending graduate school.
		Savings:	\$0	\$0	

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		2012-2013	2013-2014		
		Reallocation:	\$0	\$0	
<b>Support Economic Development Programs:</b> This initiative will support collaboration between the university, UMW's Small Business Development Center, the Fredericksburg Regional Alliance, and the Rappahannock Economic Development Council on local and regional economic development issues.	E8, E13	Incremental:	\$30,000	\$60,000	Additional funding allocations of \$30,000 are planned in each year of the 2014-16 biennium, which will bring total ongoing support to \$120,000.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Expand Summer Enrichment Programs:</b> This initiative will provide the staffing infrastructure needed to support an expansion of UMW's summer enrichment programs, including language institutes for the Department of Defense and Homeland Security. UMW anticipates that the expanded programming will cover costs and provide a net revenue gain in later biennia.	E11, E13	Incremental:	\$25,000	\$25,000	Annually evaluate program effectiveness based on net incremental revenue trends and modify programs as appropriate.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Increase Information Security Staff:</b> Currently, UMW has only one position devoted to the oversight of its comprehensive information security program, information security awareness education and training, and investigations of security incidents. This initiative adds one IT Security Analyst position and includes salary and benefit costs.	D, E12, E13	Incremental:	\$90,000	\$90,000	Evaluate university information security needs on an annual and continuing basis.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Increase Management Capabilities in Use of Administrative Systems:</b> IT systems analysts are generally trained to manage administrative software at a high level and typically have only limited working knowledge of the day-to-day business needs of the departmental users or the data tables against which reports are run. Likewise, departmental administrators lack the programming expertise to get what they need from the administrative system. As such, the university's management and data reporting capabilities are currently not fully realized. In order to make full and efficient use of its administrative system, the university will deploy IT staff within the key administrative areas (academic, student, business and finance, and institutional effectiveness) who possess a strong background and business understanding of their assigned area. These IT liaisons will enable the university to improve and expand access to the management data these areas need to perform with greater effectiveness and efficiency. New and expanded use of information technology and reporting will be documented.	E11, E13	Incremental:	\$100,000	\$200,000	Add one new IT Liaison in each year in 2014-16. This will result in a full complement of four new positions by the end of the 2014-16 biennium.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Achieve NCATE Accreditation for the College of Education:</b> Consistent with its strategic plan, which calls for the creation of a College of Education (CoE), UMW will seek	D, E12	Incremental:	\$0	\$0	Determine accreditation reporting and assessment needs and identify additional funding requirements as required.
					Implement NCATE recommendations as appropriate.

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		2012-2013	2013-2014		
accreditation for the CoE through the National Council of Accreditation for Teacher Education (NCATE). Although no new funding is needed in 2012-14, the process will be well underway in 2014-16 and will require additional resources for various assessment requirements.		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Establish Continuous Review Program:</b> UMW will formalize an ongoing, data driven, review process of departmental (both instructional and administrative) operating and staff support budgets. Initially, this review process will include a detailed comparative analysis of departmental budgets and expenditures and will identify potential opportunities for savings and reallocations. This process will be one additional tool for university administrators to use at key decision points, such as filling vacancies that occur through attrition and in budget development.	D, E9, E12	Incremental:	\$0	\$0	Evaluate program effectiveness on an annual basis and modify as appropriate.
		Savings:	\$0	\$0	
		Reallocation:	\$0	\$0	
<b>Total 2012-2014 Costs</b>					
<b>Incremental (Included in Financial Plan line 17)</b>			\$2,162,000	\$4,056,000	
<b>Savings</b>			\$0	\$0	
<b>Reallocation</b>			\$0	\$0	

# Six-Year Plans (2011)

## University of Mary Washington

### Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need

2012-2014 Biennium

(Assuming No Additional General Fund)

Items	2012-2013		2013-2014	
	Add'l FTE <sup>1</sup>	\$ Amount	Add'l FTE <sup>1</sup>	\$ Amount
Increase Faculty Salaries <sup>2</sup>		\$785,000		\$1,570,000
Increase Number of Full-Time Faculty <sup>3</sup>				
Increase Number of Part-Time Faculty <sup>3</sup>				
Increase Number of Support Staff	4.00	\$276,000	9.00	\$660,000
Library Enhancement		\$250,000		\$500,000
Technology Enhancement		\$779,000		\$575,000
O&M for New Facilities		\$286,000	1.50	\$382,000
Utility Cost Increase		\$150,000		\$300,000
<b>Total Incremental Cost from Academic Plan<sup>3</sup></b>		\$2,162,000		\$4,056,000
Add'l In-State Student Financial Aid From Tuition Revenue				
Others (Specify, insert lines below)				
<b>Total Additional Funding Need</b>	<b>4.00</b>	<b>\$4,688,000</b>	<b>10.50</b>	<b>\$8,043,000</b>
Faculty Salary Increase Rate <sup>4</sup>	4.0%		4.0%	

Notes:

(1) Enter staff FTE change over the FY2012 level in appropriate columns.

(2) If planned, enter the cost of any institution-wide increase.

**(3) Please ensure that these items shall not be double counted if they are already included in the incremental cost of the academic plan.**

(4) Enter planned annual faculty salary increase rate in Cell B22 and D22. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.

# Six-Year Plans (2011)

## University of Mary Washington

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

Items	2011-2012		2012-2013			2013-2014			2014-2015	2015-2016	2016-2017	2017-2018
	Student Charge	Total Revenue	Student Charge	Rate Increase*	Total Revenue	Student Charge	Rate Increase*	Total Revenue				
<b>E&amp;G Programs</b>												
In-State Undergraduate	\$6,160	\$19,820,000	\$7,022	14.0%	\$22,378,000	\$7,640	8.8%	\$24,300,000				
Out-Of-State Undergraduate	\$17,888	\$15,345,000	\$20,392	14.0%	\$17,100,000	\$22,186	8.8%	\$18,308,000				
In-State Graduate	\$5,922	\$2,950,000	\$6,750	14.0%	\$3,300,000	\$7,344	8.8%	\$3,500,000				
Out-Of-State Graduate	\$13,122	\$400,000	\$14,960	14.0%	\$425,000	\$16,276	8.8%	\$450,000				
In-State Law				%			%					
Out-Of-State Law				%			%					
In-State Medicine				%			%					
Out-Of-State Medicine				%			%					
In-State Dentistry				%			%					
Out-Of-State Dentistry				%			%					
In-State PharmD				%			%					
Out-Of-State PharmD				%			%					
In-State Veterinary Medicine				%			%					
Out-Of-State Veterinary Medicine				%			%					
Other NGF		\$1,100,000			\$1,100,000			\$1,100,000				
<b>Total E&amp;G Revenue</b>		<b>\$39,615,000</b>			<b>\$44,303,000</b>			<b>\$47,658,000</b>	<b>\$50,040,000</b>	<b>\$52,500,000</b>	<b>\$55,125,000</b>	<b>\$57,900,000</b>
<b>Auxiliary Program</b>												
Undergraduate	\$2,646		\$2,884	9.0%		\$3,172	10.0%					
Graduate	\$1,368		\$1,490	8.9%		\$1,638	9.9%					
Law				%			%					
Medicine				%			%					
Dentistry				%			%					
PharmD				%			%					
Veterinary Medicine				%			%					
<b>Total Auxiliary Revenue</b>		<b>\$32,425,000</b>			<b>\$35,340,000</b>			<b>\$38,500,000</b>	<b>\$40,425,000</b>	<b>\$42,446,000</b>	<b>\$44,565,000</b>	<b>\$46,790,000</b>
<b>Total Tuition and Fees</b>												
In-State Undergraduate	\$8,806		\$9,906	12.5%		\$10,812	9.1%					
Out-Of-State Undergraduate	\$20,534		\$23,276	13.4%		\$25,358	8.9%					
In-State Graduate	\$7,290		\$8,240	13.0%		\$8,982	9.0%					
Out-Of-State Graduate	\$14,490		\$16,450	13.5%		\$17,914	8.9%					
In-State Law	\$0		\$0	%		\$0	%					
Out-Of-State Law	\$0		\$0	%		\$0	%					
In-State Medicine	\$0		\$0	%		\$0	%					
Out-Of-State Medicine	\$0		\$0	%		\$0	%					
In-State Dentistry	\$0		\$0	%		\$0	%					
Out-Of-State Dentistry	\$0		\$0	%		\$0	%					
In-State PharmD	\$0		\$0	%		\$0	%					
Out-Of-State PharmD	\$0		\$0	%		\$0	%					
In-State Veterinary Medicine	\$0		\$0	%		\$0	%					
Out-Of-State Veterinary Medicine	\$0		\$0	%		\$0	%					
<b>Student Financial Aid (Program 108)</b>												
<b>Sponsored Programs (Program 110)</b>		\$700,000			\$800,000			\$900,000	\$1,000,000	\$1,100,000	\$1,200,000	\$1,300,000
<b>Unique Military Activities</b>												
<b>Workforce Development</b>												
<b>Other (Specify)</b>												

\*Note: The tuition rates shown are based on planning costs without general fund increases and for modeling purposes only. It is not the University's intent to implement all strategies without general fund support, thus tuition increases will be modified.