SECTION 1: INTRODUCTION AND OVERVIEW

MISSION STATEMENT
As stated in the Board of Visitors statement of athletic policy, the College of William and Mary is committed to the development of its students as whole human beings, in mind, body and spirit. The College offers a broad-based intercollegiate athletic program in the belief that athletic participation promotes sound physical being, fosters strength of character, builds leadership qualities and contributes positively to the College community. The athletic program is built around the concept of the student-athlete where intellectual and athletic achievement is complementary and supportive. In athletics, competitive excellence is paramount but will not be achieved without a proper balance with the academic and social elements of the collegiate experience.

The athletic department recognizes and embraces the opportunity to contribute to the campus community through the recruitment and retention of dedicated and highly qualified students and staff. The department supports the institution’s vision of a diverse, equitable, tolerant and open campus community. The admissions profile, retention and graduation rates for student-athletes shall not deviate significantly from the general student population. Coaches are educators and all athletic department personnel must be individuals of integrity and sound character.

The athletic enterprise is one focus in a diverse and rich university culture. The operational challenge is to provide academically qualified student-athletes with the best quantitative and qualitative athletic experience within the available resources. Further, through events and competitions, competitive athletics provides a unique opportunity for individuals to come together, fostering a sense of camaraderie, institutional pride, and for alumni and friends a positive and direct link to the university community.

OBJECTIVES
1. Maintain a NCAA Division I athletic program which values athletic excellence.
2. In support of a diverse campus environment, recruit academically qualified student-athletes, without bias or prejudice, who are fully integrated in the campus community and who graduate at a rate comparable to all students.
3. Contribute to the strength and diversity of the campus through the recruitment and retention of highly qualified coaches and staff who value the William and Mary experience.
4. Maintain fiscal responsibility through conscientious budget management and coordinated efforts to increase private support restricted to intercollegiate athletics.
5. Enhance the community culture by providing opportunities for entertainment, enrichment and the development of a shared identity.
ATHLETIC DEPARTMENT GOALS

1. OBJECTIVE I: Maintain an NCAA Division I athletic program which values athletic excellence.
   a. All teams to compete in the top 4 of their respective conference.
   b. Maintain representation in 10 NCAA post-season competitions, team and/or individuals.
   c. Maintain a national presence among NCAA Division I with a Directors Cup Ranking within the top 20% of all Division I schools.

2. OBJECTIVE II: In support of a diverse campus environment, recruit academically qualified student-athletes, without bias or prejudices, who are fully integrated in the campus community and who graduate at a rate comparable to all students.
   a. The academic profile of freshman student-athletes shall not deviate significantly from that of all students.
   b. The NCAA graduation rate for student-athletes shall be within 5% points of the comparable rate for all students and the rate calculated for student-athletes who have exhausted eligibility shall be 100%.
   c. The NCAA Academic Progress Report rate for each individual sport should be above 950 and all sports at or above the 80 percentile mark for their sport.

3. OBJECTIVE III: Contribute to the strength and diversity of the campus through the recruitment and retention of highly qualified coaches and staff who value the William and Mary experience.
   a. Create and distribute a standard charge to all search committees that notes the departmental priority for an open search process that mandates consideration of equity and diversity in the review and selection process.
   b. All department personnel rated effective in their position in the annual review process.
   c. Salaries rank at 60th percentile of peers.

4. OBJECTIVE IV: Maintain fiscal responsibility through conscientious budget management and coordinated efforts to increase annual and endowment funds in support of athletics.
   a. Budget managed to assure an annual balanced fiscal position.
   b. Meet the annual revenue goals in all budget areas.
   c. Private support of athletics to increase by a 5 year average of 7%, exclusive of capital projects.
   d. Long range, 20 year goal, to fully endow the expense for athletic grants-in-aid.

5. OBJECTIVE V: Enhance the community culture by providing opportunities for entertainment, enrichment and the development of a shared identity.
   a. Provide athletic venues that are both customer friendly and safe.
   b. Game day atmosphere which emphasizes family entertainment, a fun environment for W&M students and mandates good sportsmanship from all participants and spectators.
c. Where possible, increase awareness of athletic events through the coordination of scheduling with other campus activities to attract broad interest.

GOVERNING AUTHORITIES AND ADVISORY BOARDS

1. Board of Visitors (BOV): As a state institution, the responsibility of oversight of the institution rests with the BOV. Members to the board are appointed by the Governor. Although the BOV acts primarily as a committee of the whole, there is a Subcommittee on Athletic Policy which serves as the first level of review for issues or policies specific to athletics. The BOV Statement of Athletic Policy is noted in Appendix 1-A.

2. Athletic Policy Advisory Committee (APAC): The Athletic Policy Advisory Committee serves to advise the President, Athletic Director and Faculty Assembly on athletic department issues and policies. Further, the APAC annually monitors the academic progress of student-athletes. Faculty and student members are selected by the Faculty Assembly through the same procedures used to select individuals for all campus wide committee’s. See Appendix 1-B for a full description of the committee.

3. NCAA Faculty Athletic Representative (FAR): The FAR is appointed by the President of the College. The FAR serves as a member of APAC if so appointed by the faculty assembly. If not selected as a member of the committee, the FAR serves as an ex officio member of the committee. See Appendix 1-C for a summary description of the role and responsibilities of the NCAA Faculty Athletic Representative position.

4. Athletic Academic Support Advisory Board (AAB): The AAB was formed in the 2001-2002 academic year. The primary function of the board is to provide the Athletic Department Academic Coordinator with an advisory line of reporting outside of the athletic department. The Advisory Board is chaired by the NCAA Faculty Athletic Representative. A full description of the board responsibilities and membership is provided in Appendix 1-D.

5. The Student-Athlete Advisory Committee (SAAC): The SAAC provides a communications link between the student-athletes and the athletic administration. The committee serves to assist the athletic department in reviewing and developing policies affecting student-athletes. The group is advised and directed by the Coordinator of Life Skills. The student membership includes two representatives from each sport, and two cheerleaders. Each sport/cheerleading has one vote in all matters before the committee. See Appendix 1-E for the SAAC Guidelines.

SCOPE OF THE PROGRAM

1. Size: The intercollegiate athletic program offers 23 sports (11 men and 12 women) with approximately 500 student-athletes participating on an annual basis. The staff includes approximately 90 full and part-time employees to include coaches, administrators and support personnel.

2. Division: The College sponsors an NCAA Division I athletic program. The NCAA has a membership of some 1,000 universities and colleges with
approximately 326 competing at the Division I level. In football, W&M competes at the Division I Football Championship level, the second highest level, with approximately 125 other universities that compete for one of 20 spots in the Division I NCAA National Football Championship bracket.

3. Conference Affiliations:
   a. Colonial Athletic Association (CAA): William & Mary is a charter member of the CAA and helped bring the league to existence in 1986. In addition to William & Mary, the primary member institutions as of Fall 2014 include: College of Charleston, Delaware, Drexel, Elon, Hofstra, James Madison, North Carolina-Wilmington, Northeastern and Towson. Various institutions hold associate membership in the CAA to facilitate sport specific regular season and championship competition.
   b. Colonial Athletic Association Football (CAAF): CAAF began play in the fall of 2007. It replaced the Atlantic 10 Football Conference. The CAAF consists of five CAA conference members and seven other Football Championship (FCS) level institutions. The CAAF is considered among the best conferences in Division I FCS football.
   c. Eastern Collegiate Athletic Conference (ECAC): William & Mary participates in ECAC Championships in the sports of track, cross country, and men’s and women’s gymnastics.

INSTITUTIONAL STRATEGIC PLAN
President Taylor Reveley launched a new strategic planning process in academic year 2008-2009. The process engaged all parts of the William & Mary (W&M) community and produced a five-year strategic plan (Plan). The Plan identifies six “grand challenges” (see Appendix 1-F) of greatest importance to the future of the university, and includes goals and objectives for addressing each challenge. The implementation of the Plan will include assignment of responsibility for each objective, development of specific metrics to track outcomes, and reports of performance against objectives. As a result, planning and financial processes will become more transparent and more focused on strategic priorities. The College will review and update the Plan annually.

The centerpiece strategy is to define and showcase W&M as an outstanding “liberal arts university.” W&M's success in blending teaching and research is our great competitive advantage. All major actions and decisions moving forward will build on the College’s ability to combine the best elements of a liberal arts college and a research university with select graduate and professional programs. To an extraordinary degree the College effectively integrates teaching and scholarship, supports interdisciplinary and international programs, and provides powerful faculty-student interaction.

The College’s commitment to being a liberal arts university of compelling academic distinction is central to the strategy. All of the College’s other aspirations flow from this commitment.

The College recognizes the excellence that comes with inclusiveness, and is committed to building a welcoming and supportive university.
The College will focus as well on W&M as a lifelong experience. The College will build a stronger sense of stewardship among its students and alumni.

The College will create and implement a new financial model to fund adequately our exceptional liberal arts university and to build a solid foundation for the future.

To view William & Mary’s Strategic Planning website go to: http://www.wm.edu/about/administration/strategicplanning/.

NCAA ATHLETICS CERTIFICATION
The College completed in Spring 2005 all phases of the institutional self-study and peer review evaluation as part of the required NCAA Certification Program. The certification process involved an in-depth self-review of the athletic program in the areas of Governance and Commitment to Rules Compliance, Academic Integrity and Equity, Welfare and Sportsmanship. The project was chaired by former Vice President of Student Affairs, Mr. Sam Sadler.

1. Planning Documents: As a result of the Self Study and as a mandate of the certification process, the College established planning documents establishing goals and steps required to meet the goals for each of the review areas. A copy of the action plans is provided in Appendix 1-G.

2. Policy for Adding New Programs: As part of the review process the Equity Committee reviewed the existing athletic department policies and procedures for adding a new sport. The committee made revisions to this policy. A copy of the revised policy is provided in Appendix 1-H.