

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON INSTITUTIONAL ADVANCEMENT
DRAFT MINUTES
NOVEMBER 16, 2023
GRIMSLEY BOARD ROOM – BLOW MEMORIAL HALL

COMMITTEE MEMBERS PRESENT

Mr. S. Douglas Bunch, Chair
Mr. J.E. Lincoln Saunders, Vice Chair
Mr. Kendrick F. Ashton, Jr.
Ms. AnnaMaria DeSalva
Ms. Anne Leigh Kerr

Mr. Courtney M. Malveaux
Mr. Brian P. Woolfolk
Dr. Marc Sher, Faculty Representative
Ms. Marley Fishburn, Student Representative

OTHER BOARD MEMBERS PRESENT

Ms. Barbara L. Johnson
Hon. Charles E. Poston, Rector
Mr. John P. Rathbone
Ms. Laura Keehner Rigas

Ms. Sydney Thayer, Student Representative
Dr. David Armstrong, Faculty Representative
Dr. Taylor Brings, Staff Liaison

OTHERS PRESENT

Dr. Peggy Agouris, Provost
Ms. Carrie S. Nee, University Counsel
Dr. Virginia M. Ambler, Vice President for Student Affairs
Ms. Heather E. Golden, Chief Marketing Officer
Dr. Jeremy P. Martin, Vice President for Strategy & Innovation
Mr. Brian W. Whitson, Chief Communications Officer
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Kristie Colón, SimpsonScarborough Director of Business Development (via Zoom)
Ms. Nia Bolden, SimpsonScarborough Account Manager (via Zoom)
Ms. Meredith Simpson, SimpsonScarborough VP of Research (via Zoom)
Members of the President's Cabinet
W&M Staff and Faculty

CALL TO ORDER

Mr. S. Douglas Bunch, Chair, called the Committee on Institutional Advancement to order at 3:15 p.m.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Bunch made a motion to approve the minutes of the September 28, 2023, meeting. The motion was seconded by Mr. Courtney M. Malveaux and approved by voice vote.

ENROLLMENT: EARLY DECISION

Dr. Jeremy P. Martin, Vice President for Strategy & Innovation provided an admissions update. Dr. Martin informed the committee that the early decision admissions pool (ED1) is up 15% from this time last year.

Dr. Martin reported 340 nominations for the William & Mary Scholars award were received to date through the Commonwealth Impact Partner initiative. Through this initiative, principals and counselors at schools identified through SCHEV's Virginia College Application Week Program, which identifies schools at which the majority of students receive free or reduced lunch, were invited to submit nominations of students they think likely to succeed at William & Mary. The initial goal for the Commonwealth Impact program was 250 nominations and Undergraduate Admissions continues to receive nominations from partner schools.

WORKING GROUP ON VALUES & RANKINGS

Dr. Martin provided an update on the progress of the working group's effort to identify an approach to rankings that affirms the university's mission. The draft statement is in its final stage. Once finalized, the final draft will be submitted to President Katherine A. Rowe

KEY PERFORMANCE INDICATORS

Dr. Martin provided an update on efforts to establish the Key Performance Indicator (KPIs) dashboard to be used by the Board of Visitors as context for decision-making. Dr. Martin informed the committee the final version is available in the meeting materials and thanked the committee for its feedback refining the selected KPIs during the September meeting.

POSITIONING STUDY

Ms. Heather E. Golden, Chief Marketing Officer, opened the presentation by providing an overview of the initial positioning study conducted by SimpsonScarborough in 2019 and the recent replication survey conducted in October 2023. Results from these studies are helping to inform strategic planning, the university's brand strategy and undergraduate enrollment efforts.

Ms. Golden noted that the recent study targeted current and prospective students with a high number of respondents being juniors and out-of-state students. Final results from the survey are expected from SimpsonScarborough by mid-December, but the study's early takeaways include an increased emphasis on return on investment, career outcomes and quality job placements as key drivers in prospective students' college decisions. Additionally, there has been increased interest in STEM related majors and programs and a decreased interest in the humanities among prospective students. Early reads suggest that there is increased association with William & Mary as a strong public liberal arts and sciences university. The study illustrates an ongoing need to emphasize accessibility and affordability; to position STEM as a vital component of the liberal arts and sciences; to illustrate W&M's commitment to research and applied learning, including internships; to demonstrate a clear path between a degree and a successful career; to enhance perceptions about the student experience; and to expand awareness nationally and globally.

W&M MASTERBRAND

Ms. Golden updated the committee on the university's Masterbrand. Ms. Golden explained that building a comprehensive Masterbrand will allow William & Mary to implement a coordinated strategy to promote the university's goals and priorities over the next decade. In addition to the positioning study, process inputs for developing the Masterbrand have included listening sessions for strategic planning and numerous discussions with key partners to identify what is distinctive about W&M and how the university wants to be known. Based on all the feedback gathered throughout this process, imperatives were identified for the brand. The ultimate concept of "Interconnection" was introduced through a concept statement, a range of adcepts and illustrative assets. The masterbrand process is entering its final phases

of refinement, which will include qualitative testing, a sharpened focus on the university's positioning statement, and development of a style guide.

At the conclusion of Ms. Golden's presentation, she invited feedback on the concept statement and creative assets. Committee members commented on what resonated with them (or not), where the Masterbrand works well and where it might push more, and how William & Mary needs to position itself to break through a crowded and competitive marketplace.

ADJOURNMENT

There being no further business, Mr. Bunch adjourned the meeting at 3:58 p.m.