



Institutional Advancement Committee

Board of Visitors
September 28, 2023

Meeting Agenda

1. Enrollment & Admissions Update
2. Briefing: Working Group on Values and Rankings
3. Positioning Study Timeline
4. University Advancement Updates
5. *All In* Campaign Update
6. KPI Discussion
7. Closed Session



Enrollment & Admissions Update

WILLIAM & MARY

- 1. OSI Structure**
- 2. Admission Process**
- 3. Enrollment Cycle**
- 4. Affordability**
- 5. Smart Growth**

W&M 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.

How do we fulfill W&M's mission in OSI?

We bolster preeminence and undergird a public research university while convening a vibrant and inclusive community.

Bolster Preeminence

- Reaching more broadly
- Informing multiple audiences
- Storytelling
- Distinctiveness

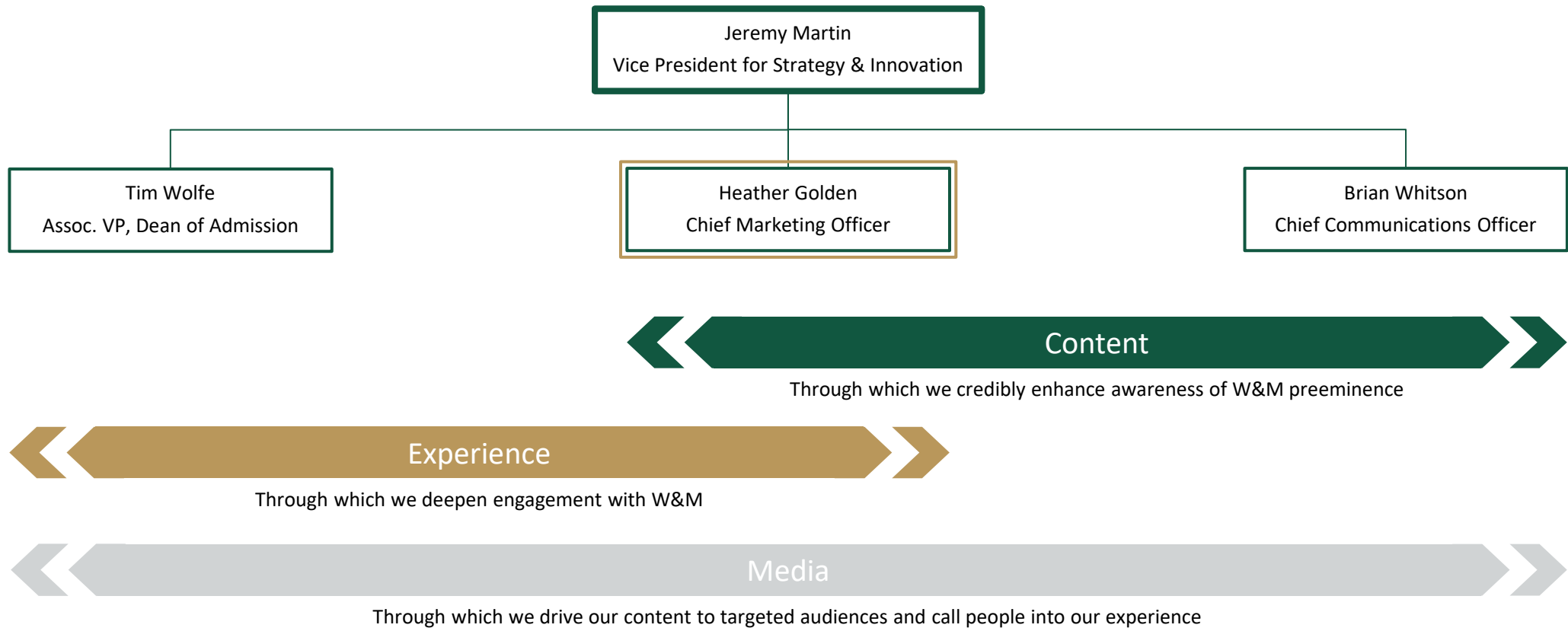
Undergird a Public Research University

- Generate financial resources
 - Enrollment
 - Philanthropy

Vibrant and Inclusive Community

- Convene
- Composition
- Capabilities
- Celebrate

In OSI, what are we trying to do together?



Shared Focus: OSI-wide Working Groups

Content

- A shared, consistently updated content calendar providing broad awareness of content under development and delivery timelines
- Develop a comprehensive content strategy aligned with university priorities

Co-Chairs

- Erin Jay
- Jen Wall

Experience

- A shared major events calendar providing broad awareness of experiences and their respective timing
- Develop major event programming aligned with university priorities

Co-Chairs

- Robbie Graham
- Kate Perry

Media

- A coordinated monthly content budget across all university channels with defined target audience for each channel
- Develop monthly metric reports to track earned media and content budget performance

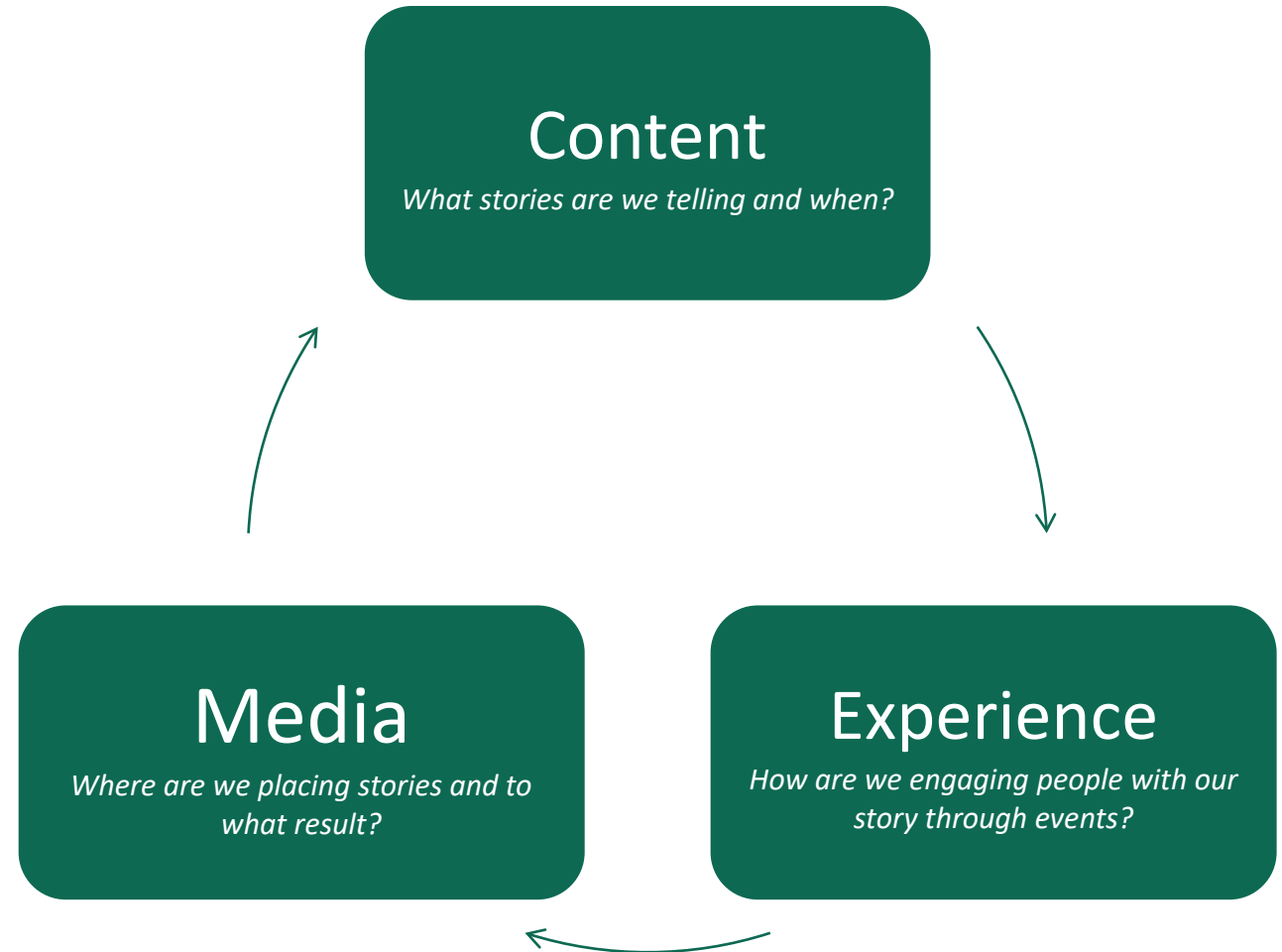
Co-Chairs

- Suzanne Clavet
- Pam Jowdy
- David Trott

Toward Integrated Marketing

What will integrated marketing look like for W&M?

On-brand, unified messaging everywhere, every time driving business outcomes



2. Admission Process

W&M Admission: People-Intensive, Comprehensive and Competitive

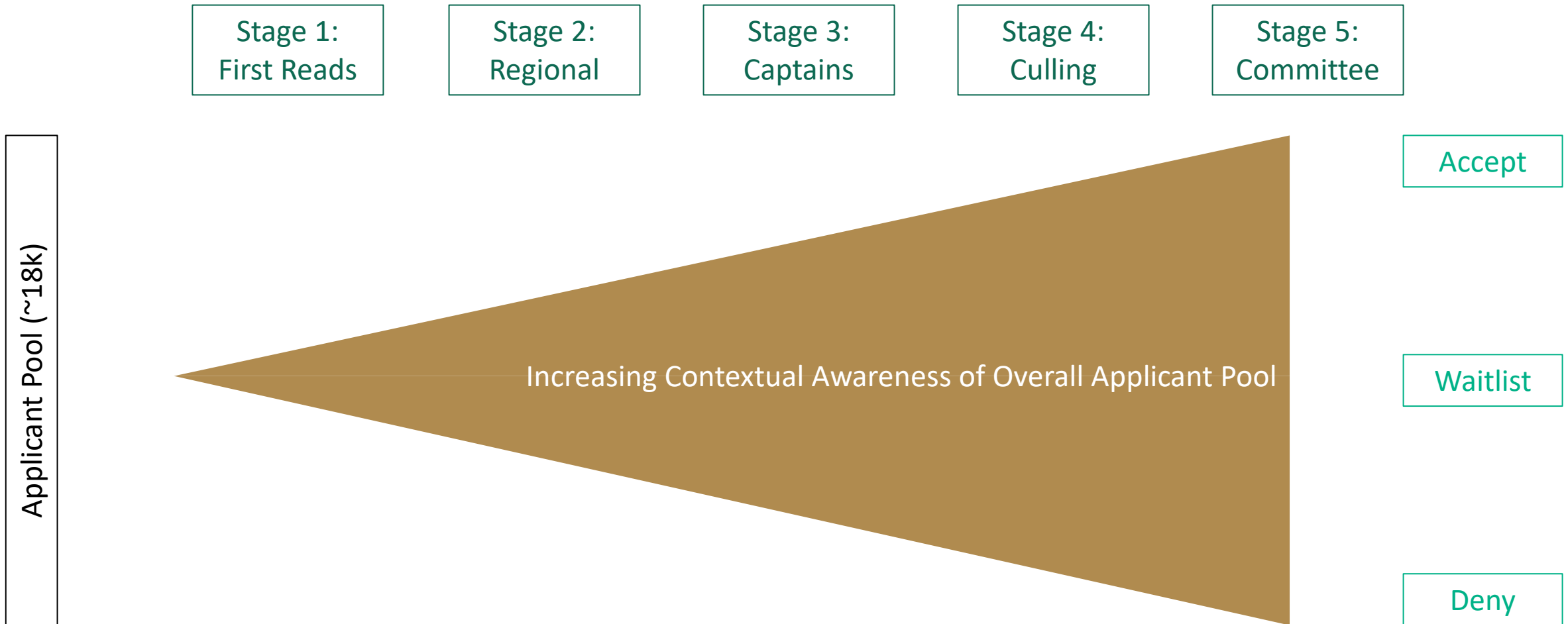
Flourishing

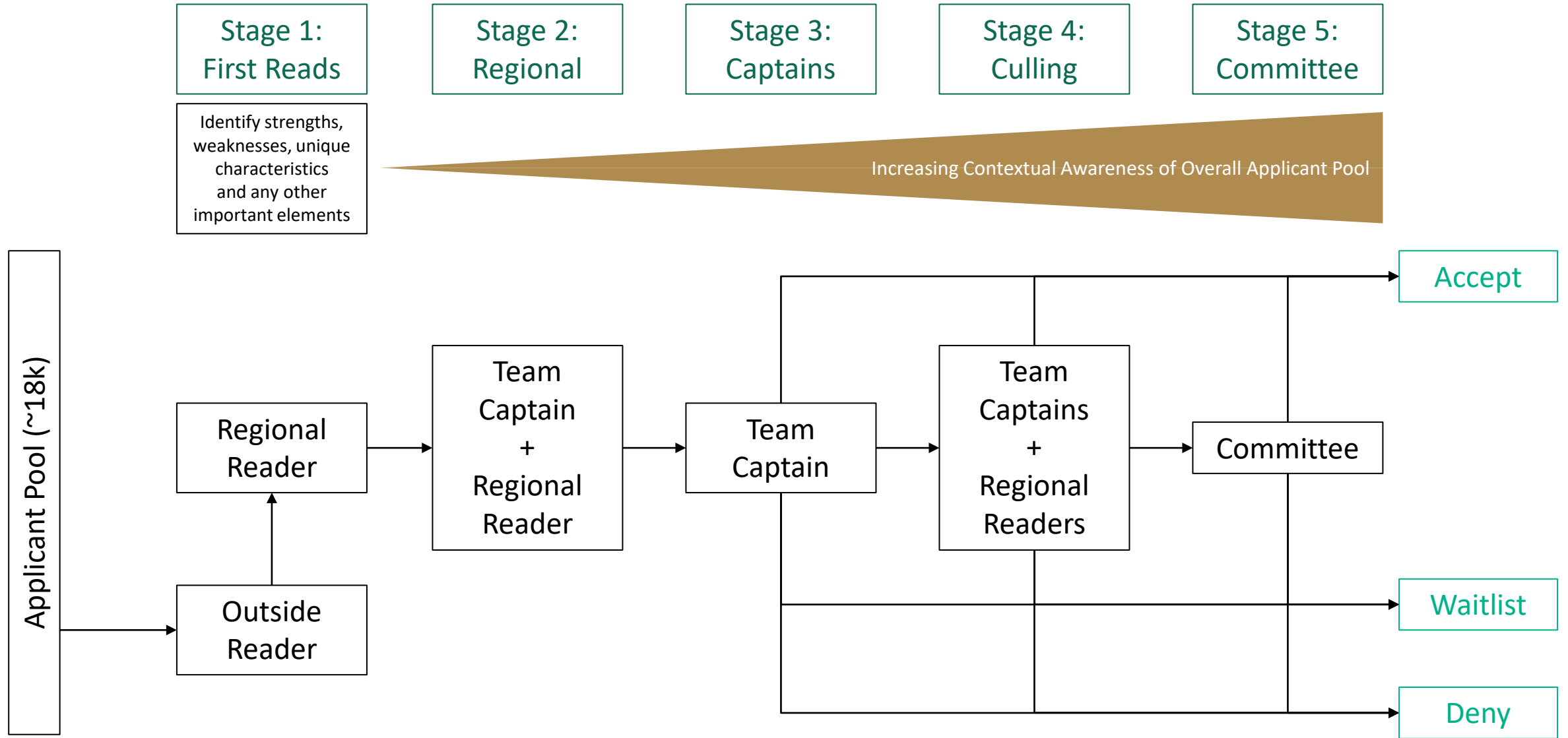
We create conditions that ensure William & Mary will thrive for all time coming, and we empower those who live, learn, and work here to make choices toward a healthy and fulfilling life.

People-Intensive: 3 reviewers before a decision

Comprehensive: most likely to flourish at W&M

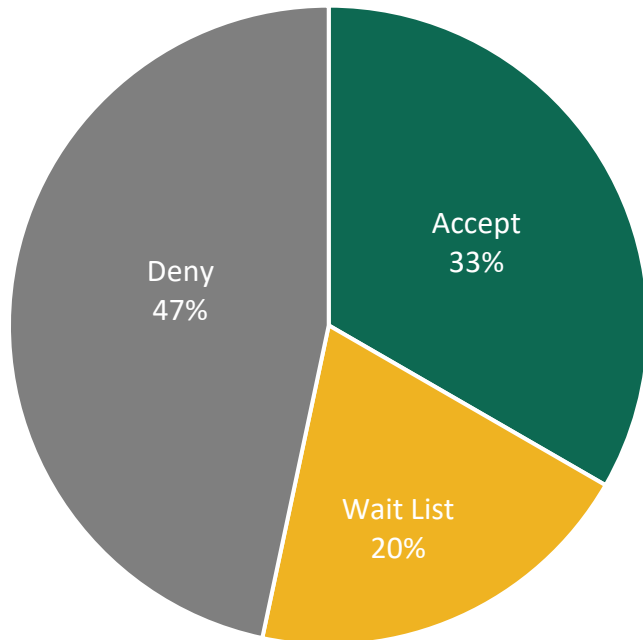
Competitive: “most likely” within the pool





Providing multiple pathways to a W&M education

General Breakdown of Pathway Outcomes



Accept: may enroll in the fall semester

Wait List: pathway offered to spring enrollment

Deny: may apply again as a transfer student

2023-24 Admission Process Adjustments

- **Race/ethnicity will not be available during application review**
- **Up to two shorter personal essays may be submitted by an applicant from among:**
 - Beyond your impressive academic credentials and extracurricular accomplishments, what else makes you unique and colorful?
 - Are there any particular communities that are important to you, and how do you see yourself being a part of our community?
 - How has your family, culture and/or background shaped your lived experience?
 - Share more about a personal academic interest or career goal.
 - Tell us about a challenge or adversity you've experienced and how that has impacted you as an individual.
 - If we visited your town, what would you want to show us?

Flourishing: Creating conditions for W&M to thrive

- In fulfilling the university mission’s mandate to be a “vibrant and inclusive community,” those involved in application review should be mindful that admitting a breadth of experiences enriches the vibrancy of our community.
- Experiences conveyed through application materials that are rarer within the applicant pool may be considered more enriching to the university’s vibrancy than conveyed experiences that are more common within the applicant pool.

“Healthy institutions in all kinds of realms of society tend to have people and families who feel a long-term connection to and investment in those institutions.”

David Leonhardt
New York Times



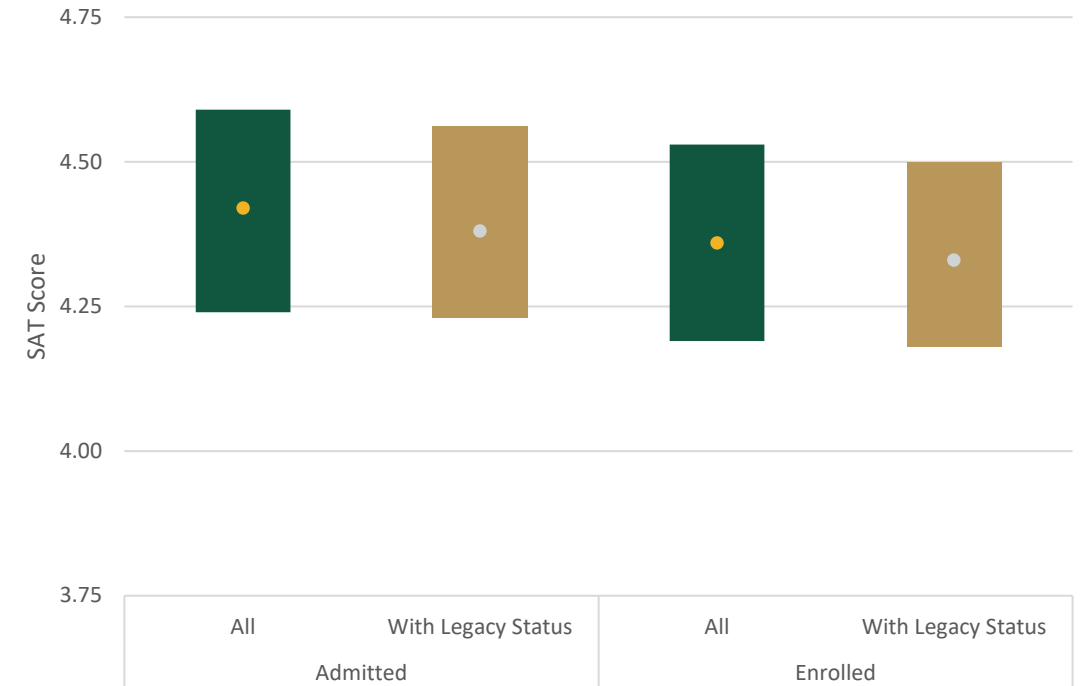
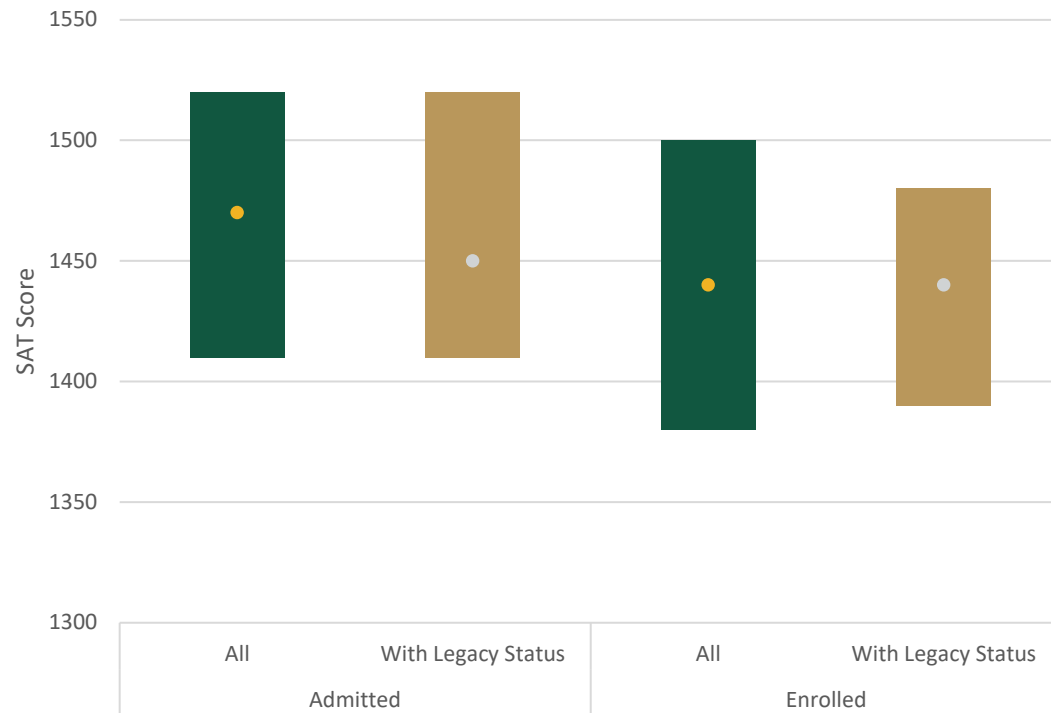
W&M enrolls highly talented students who are legacies

With comparable or higher SATs

And comparable/higher HS GPAs

SAT Score by Admission Stage, 2023 Entering Cohort
(25th-75th percentile range with median)

High School GPA by Admission Stage, Fall 2023 Entering Cohort
(25th-75th percentile range with median)



Providing multiple ways to show engagement with W&M

Propensity to Yield

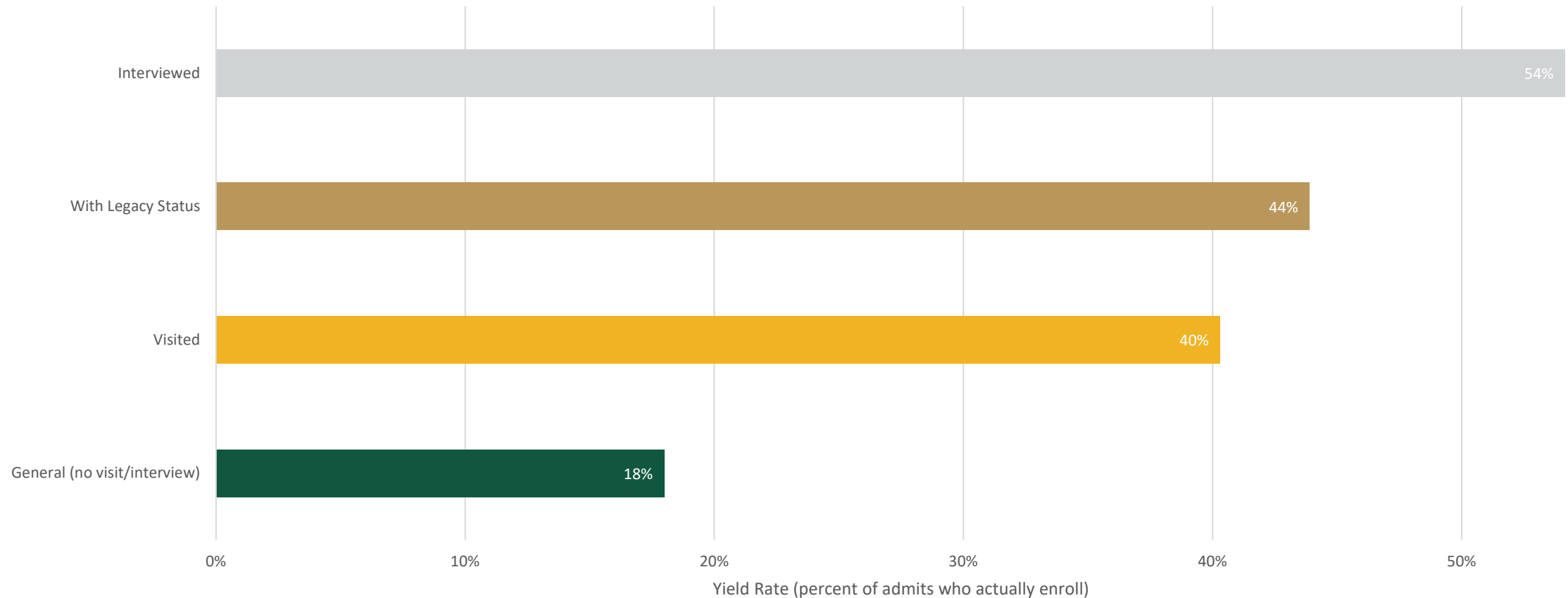
Indicators during the admission process that an applicant is more likely to enroll if admitted

How can an applicant engage?

- Admission tour or campus visit
- Senior interview (in-person or remote)
- Meet with an admission counselor, such as during a high school visit or college fair

Applicants' interest level is critical to enrolling the class

Applicants who visit, interview and have legacy status enroll at much higher rates



A research-driven approach to proactive outreach

Chetty, Deming & Friedman (2023, p. 51):

Highly selective public colleges also have a larger share of students from very high-income families than middle-class families, **but the gap there is driven by disparities in application rates rather than admissions rates.** Thus, increasing socioeconomic diversity going forward will require different approaches at different types of colleges. ...**At public colleges, interventions to increase application rates from qualified students,** such as the HAIL intervention at the University of Michigan , changes in out-of-state tuition, and outreach policies **are likely to be more impactful.**

Source: Chetty, R., Deming, D.J. & Friedman, J.N. (2023, July). *Diversifying society's leaders? The causal effects of admission to highly selective private colleges.* (NBER Working Paper No. 31492). National Bureau of Economic Research. <https://www.nber.org/papers/w31492>.

Proactive approaches to bolstering the applicant pool

Commonwealth Impact Admission Partners

- Statewide partnerships with high free and reduced lunch schools to provide their students with application fee waivers. Counselors at these schools will be invited to nominate up to 10 of their students for the W&M Scholars Program.

W&M Scholars

- Focused on identifying talented Pell recipients and first-generation students, this program includes a scholarship covering at least the full cost of in-state tuition and fees, along with the mentoring and advising opportunities available through the W&M Scholars Undergraduate Research Experience (WMSURE). Beginning in fall 2024, we will double the entering cohort to 100 students.

Digital Marketing and Web Enhancements

- For the first time, W&M is investing in digital marketing with a dual focus on expanding the application pipeline and sustained touchpoints among prospective students and their influencers throughout their search journey. Later this year, branded + unbranded paid search (SEM – search engine marketing) pilots will optimize the search journey and user experience.

Key messaging in outreach to limited-income audiences

A W&M education:

- Offers the lowest net price after financial aid for students from families earning less than \$110,000 – 42% less than at Virginia public universities.
- Provides the highest four-year graduation rate for Pell Grant recipients (87%) of any public university in Virginia.
- Leads graduates who received federal aid (e.g., Pell Grants) to earn 35% more in median income – nearly \$17,000 more per year – than the national median.

3. Enrollment Cycle

Annual Enrollment Cycle: Visit – Apply – Enroll

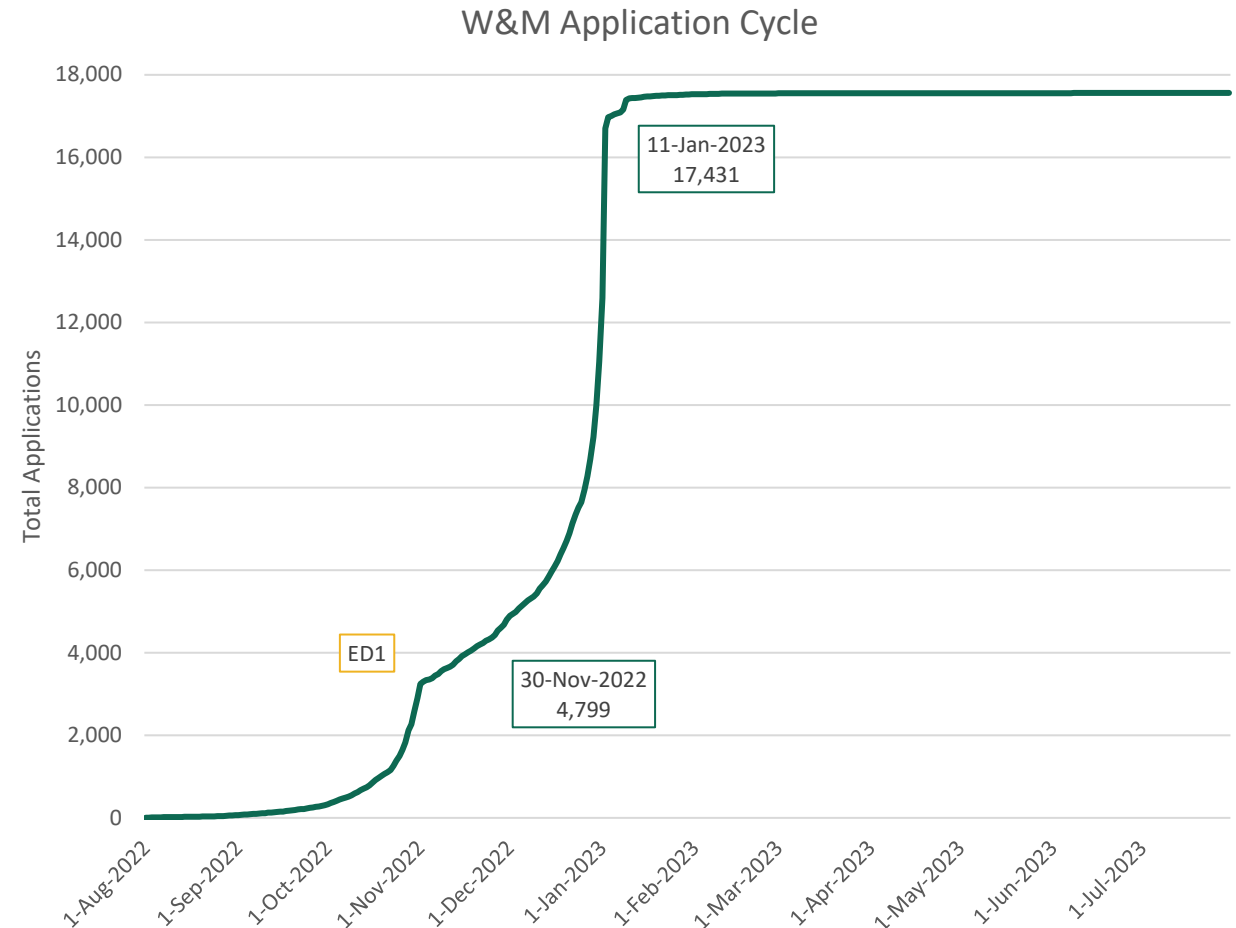
Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
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<p>Fall</p> <ul style="list-style-type: none"> • HS senior (potential applicant) communications and visits • Recruitment travel for school visits and college fairs. 	<p>Winter</p> <ul style="list-style-type: none"> • Application review and communicate admission decisions. • Financial Aid packaging and communications. 	<p>Spring</p> <ul style="list-style-type: none"> • Yield communications and events for admitted applicants. • Prospective student visits and communications for HS juniors and underclassmen. <p>[Note the overlap between enrolling admitted seniors and building the next pool of underclassmen – multiple admission pools in play during the spring.]</p>	<p>Summer</p> <ul style="list-style-type: none"> • Prospective student visits and communications for rising HS seniors and underclassmen.
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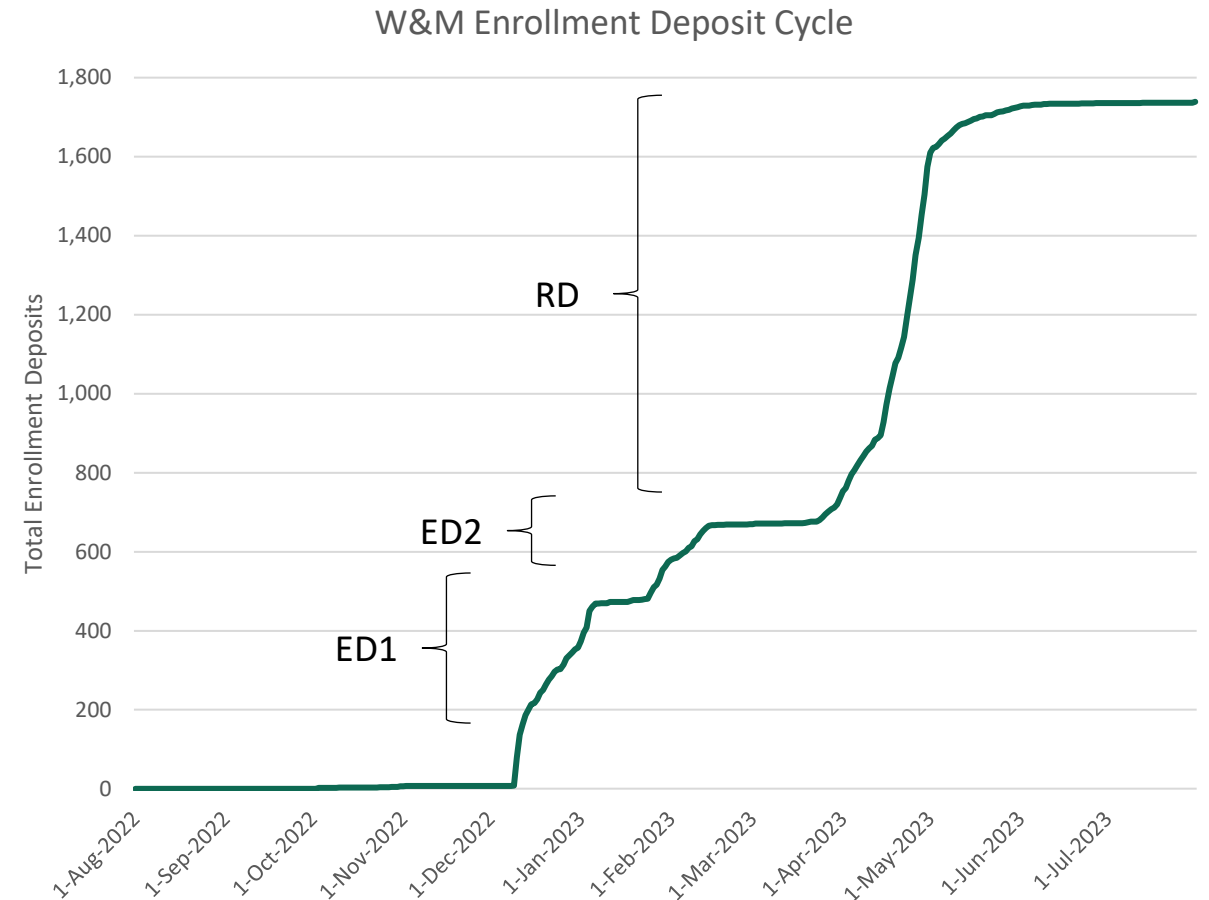
Applications: Cultivation over many months bears fruit in a matter of days

- Half of regular decision applications are submitted within five days of the regular decision (RD) deadline
- Two-thirds of all applications are received within 31 days of the regular decision deadline

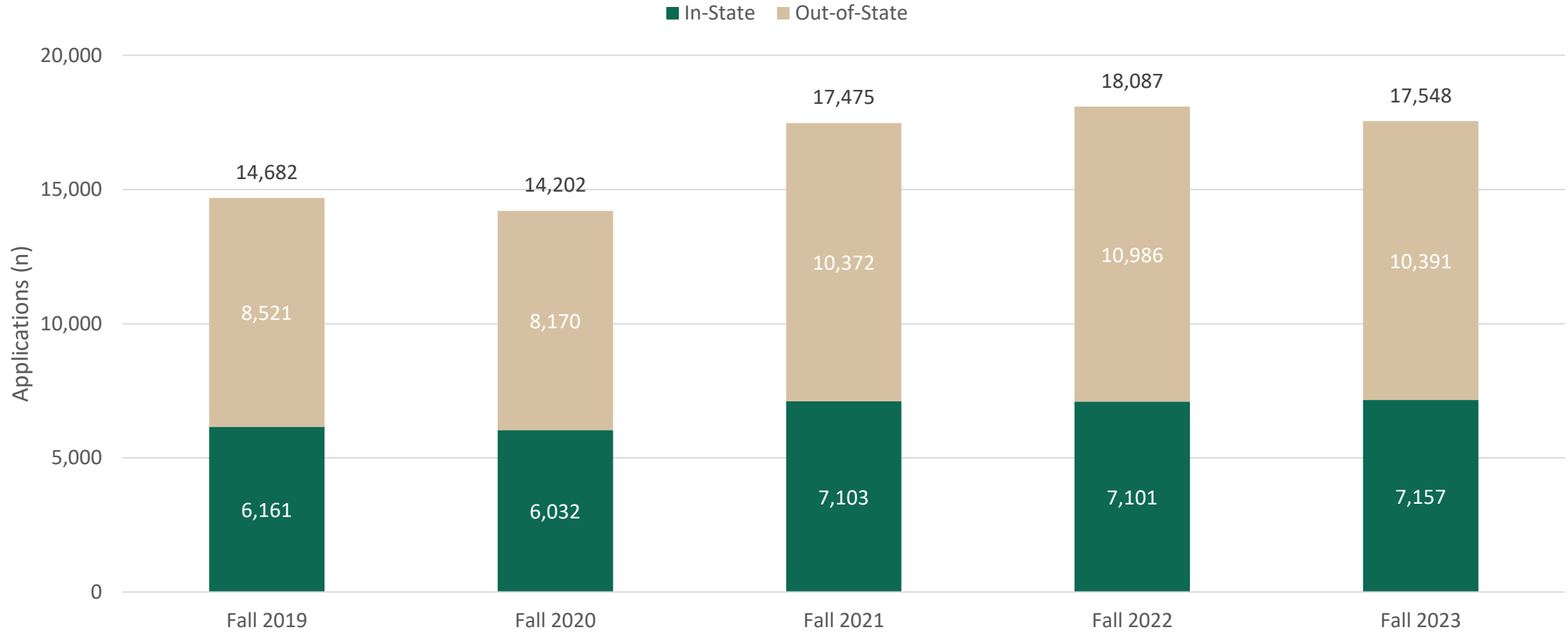


Deposits: Also cultivated over many months, with fruit borne in a matter of days

- Likewise, deposits – knowing how many students will accept W&M’s offer of admission – come in three bursts (ED1, ED2 and RD)
- Two-thirds of RD deposits are received within two weeks of the regular decision deadline

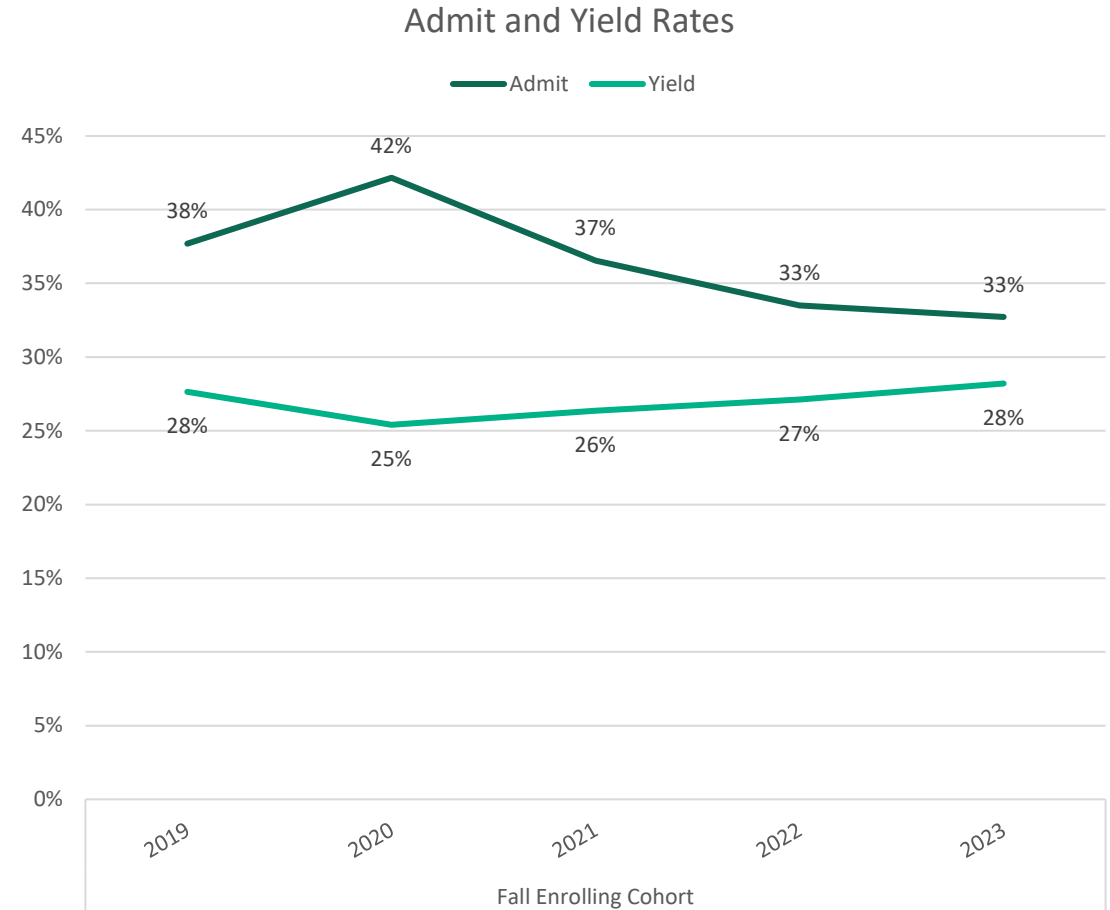


Applicant pool: First-time, full-time undergraduates



Snapshot: First-time, full-time admission

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Applied	14,681	14,202	17,475	18,087	17,548
Admitted	5,533	5,987	6,386	6,059	5,741
Enrolled	1,530	1,521	1,684	1,643	1,619



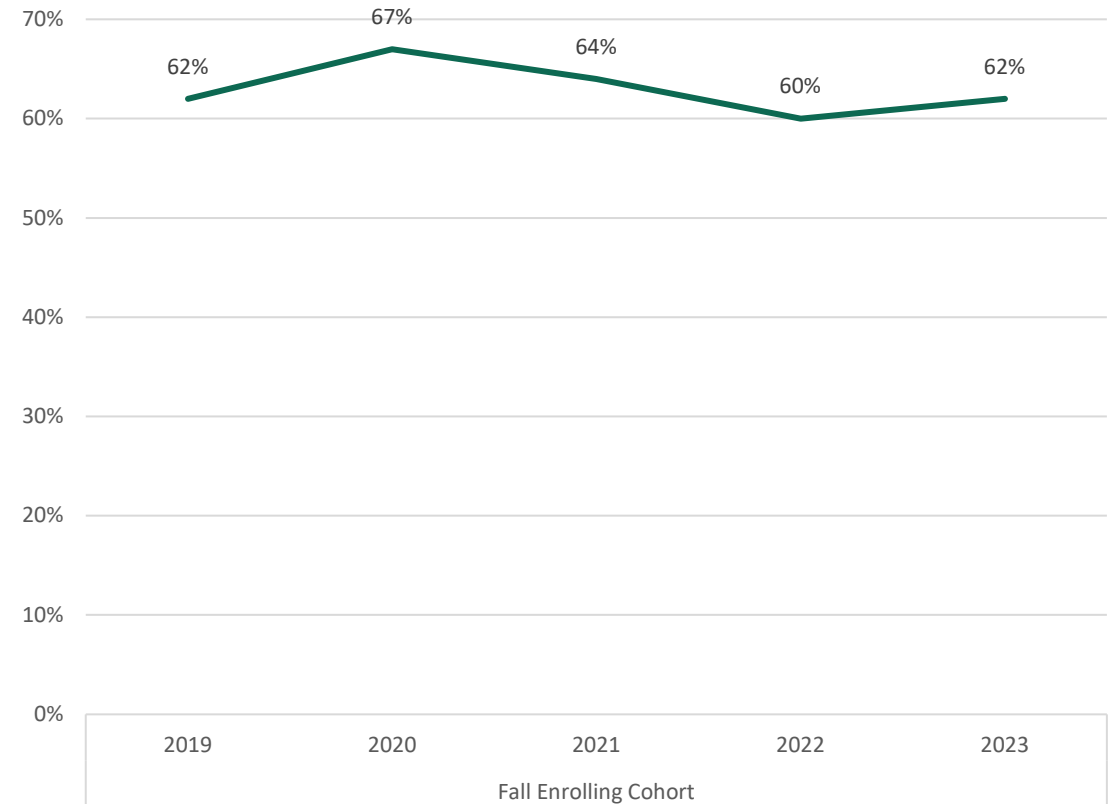
Academic profile of newly enrolling first-time, full-time students

		Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Test Scores 25th-75th Percentile Range	SAT	1320-1510	1300-1490	1360-1520	1380-1520	1370-1510
	ACT	30-34	30-34	31-34	32-34	32-34
	Test Optional			39%	34%	41%
High School	Top 10%	75%	77%	82%	77%	75%
	Avg. GPA	4.27	4.28	4.30	4.30	4.36

Composition: First-time, full-time enrolling students

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Students of Color	33%	32%	33%	34%	34%
International	7%	4%	4%	4%	4%
First Generation	10%	10%	11%	9%	9%

In-State First-Time, Full-Time Students



Pell Grant recipients: First-time, full-time enrolling students

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
In-State	15%	15%	16%	12%	15%
Out-of-State	2%	2%	3%	4%	3%
Overall	10%	11%	12%	9%	10%

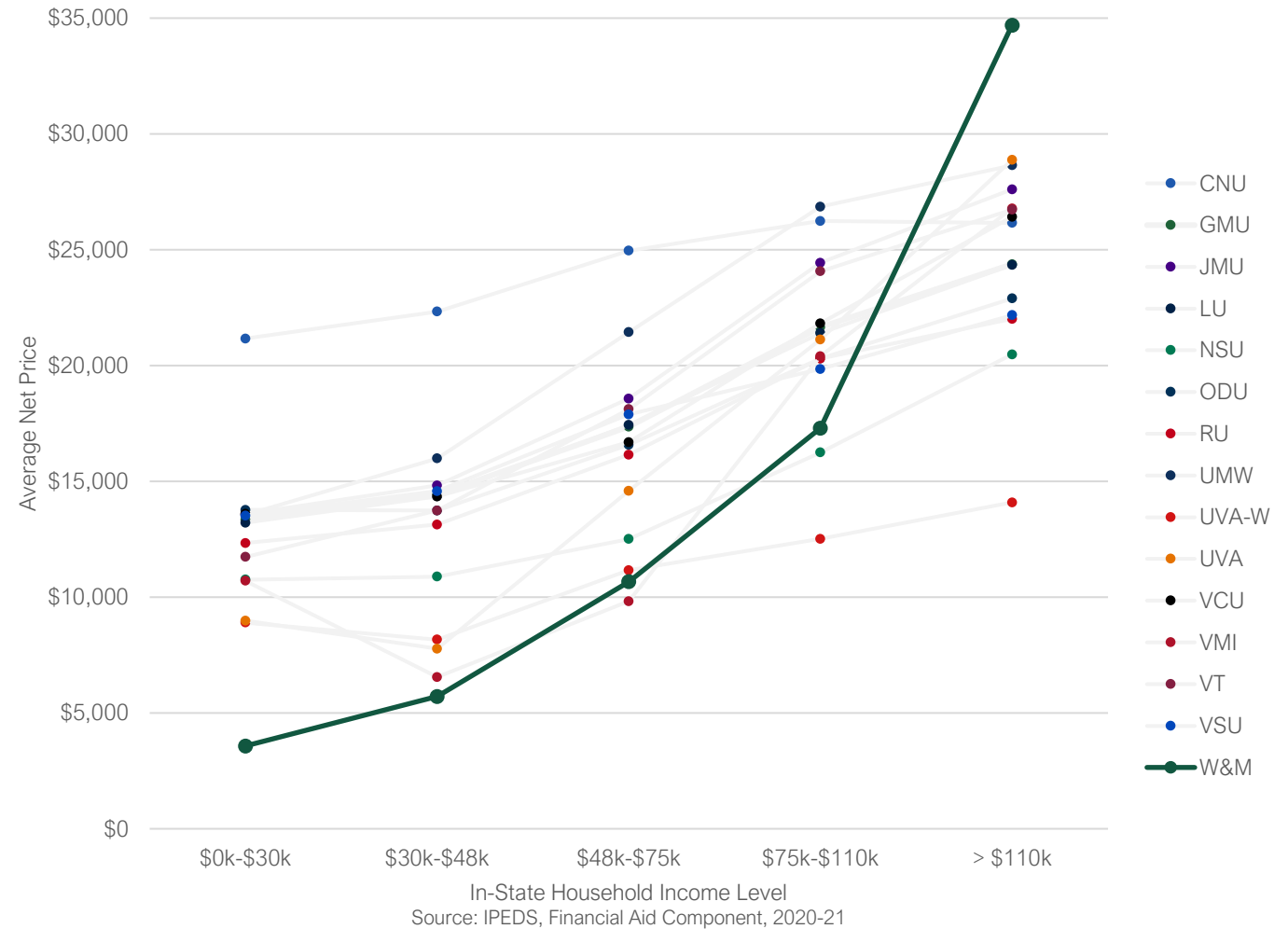
Overview: New student enrollment

		2019-20	2020-21	2021-22	2022-23	2023-24
Fall	First-Time FR	1,530	1,521	1,684	1,643	1,619
	Transfer	173	182	193	158	168
Spring	Pathways FR		67	180	125	70*
	Transfer	64	74	61	68	70*
Total		1,767	1,844	2,118	1,986	1,927

4. Affordability

W&M remains committed to affordability

- W&M provides the lowest net price for students from families earning less than \$110,000 per year.



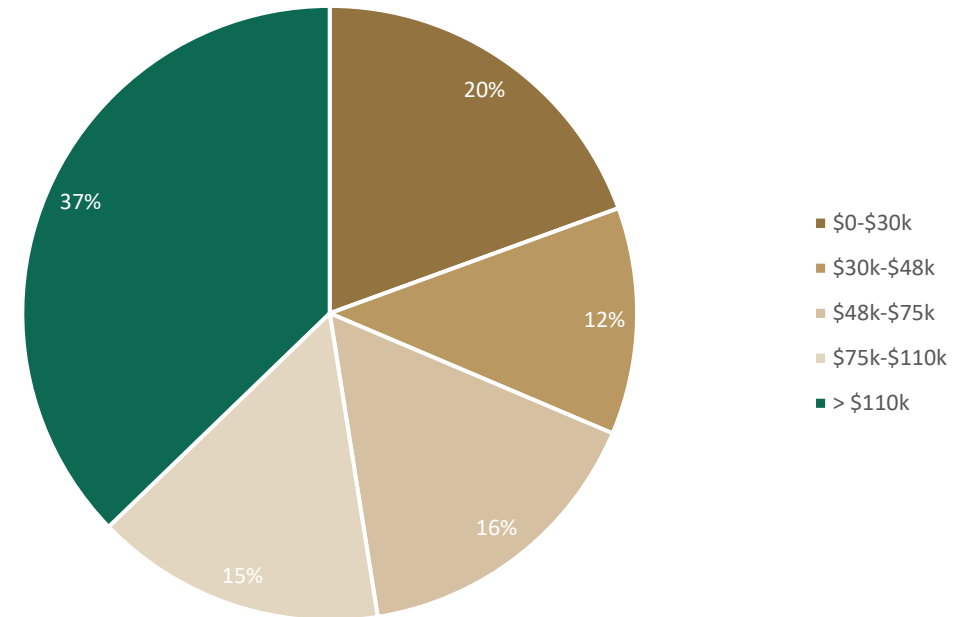
And delivers on that commitment to affordability

As a leader in the Commonwealth

And for W&M families

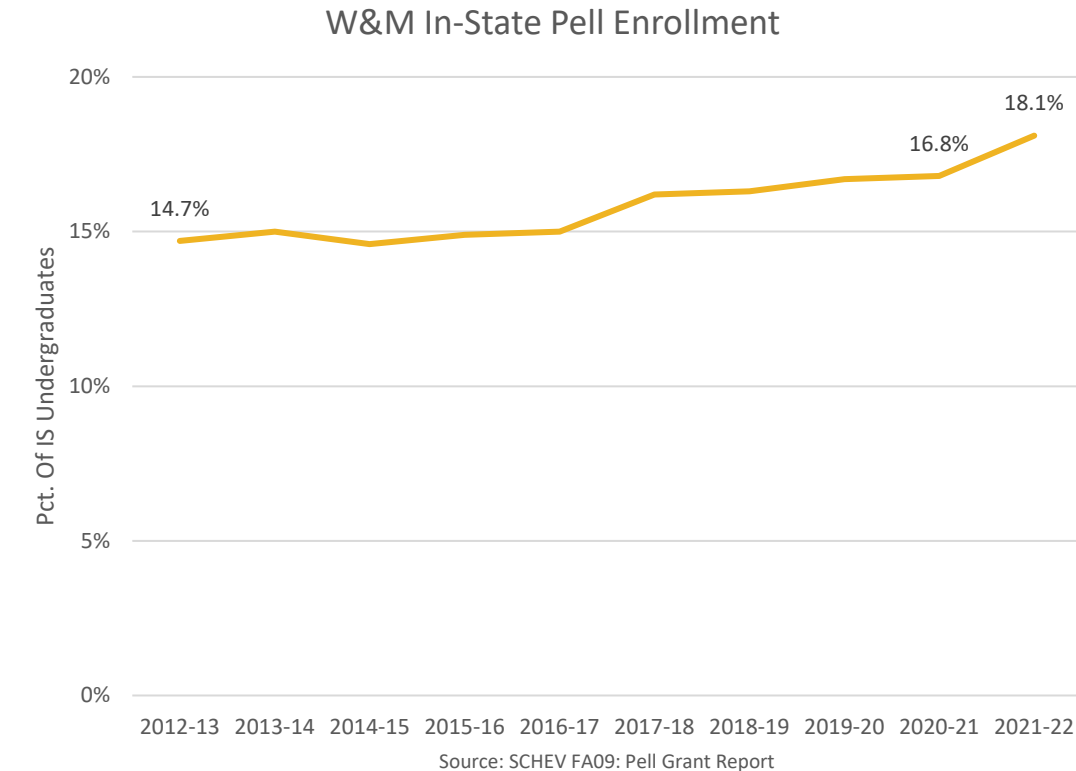
Family Income	W&M	Avg. for Virginia Public Univ.	Δ
\$0 to \$48,000	\$4,807	\$12,966	-62.9%
\$0 to \$75,000	\$6,520	\$14,120	-53.8%
\$0 to \$110,000	\$9,142	\$15,837	-42.3%

W&M Financial Aid Recipients by Income, 2021-22

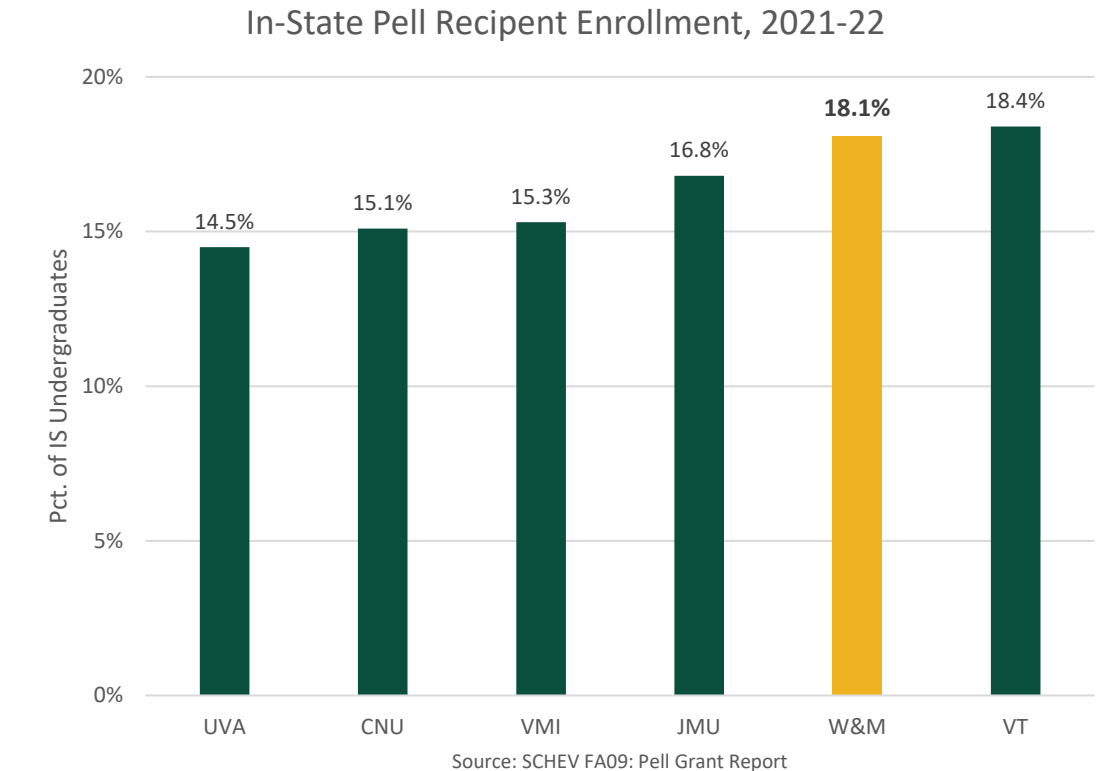


Focused on increasing Pell enrollment, particularly in-state

Increasing in-state Pell numbers

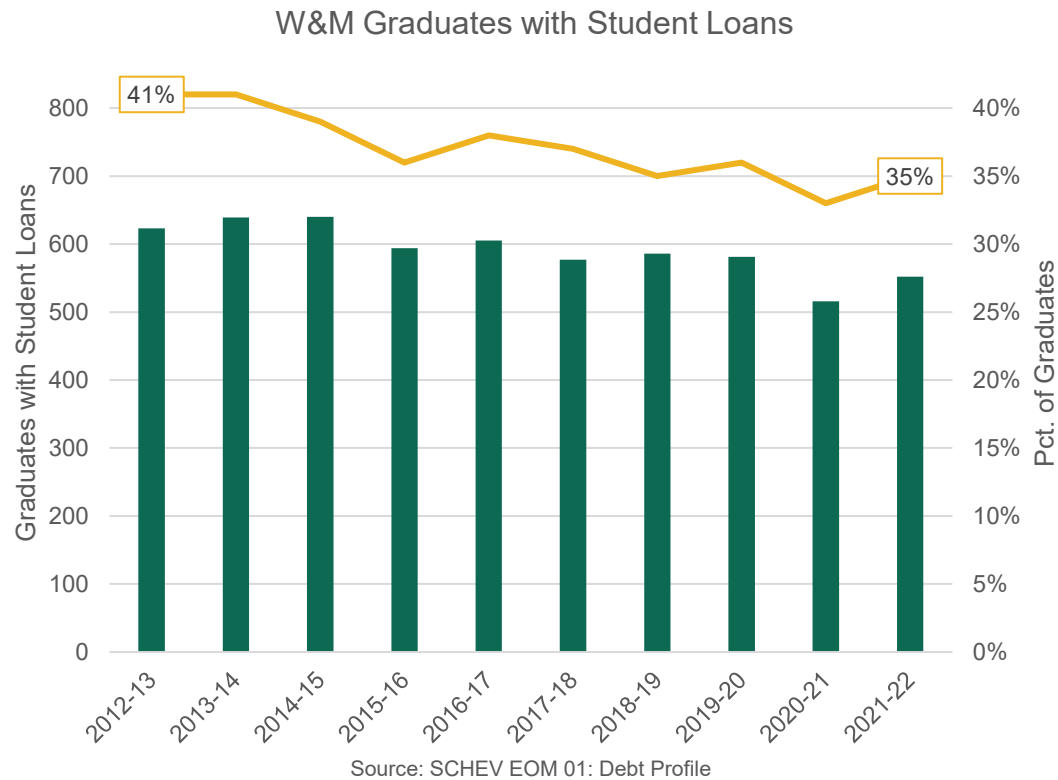


Serving the Commonwealth

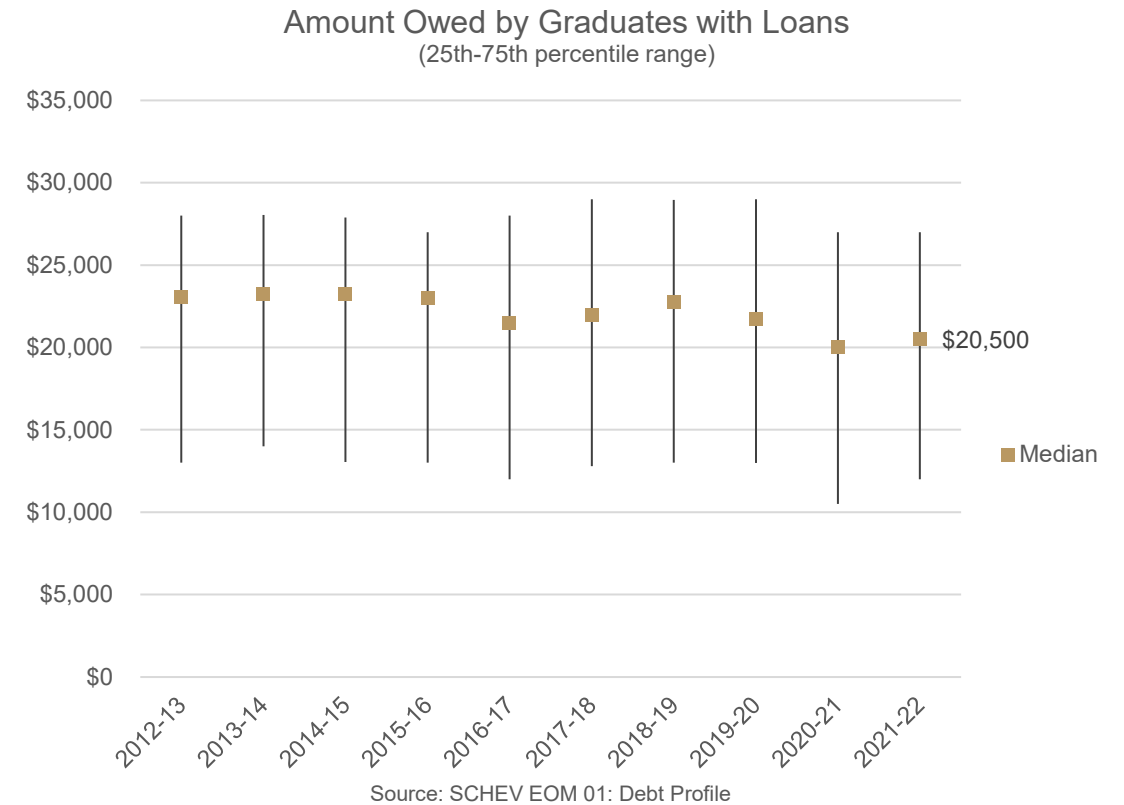


W&M's commitment to affordability has reduced student debt

Fewer graduates have loans



Those that do, owe less



5. Smart Growth

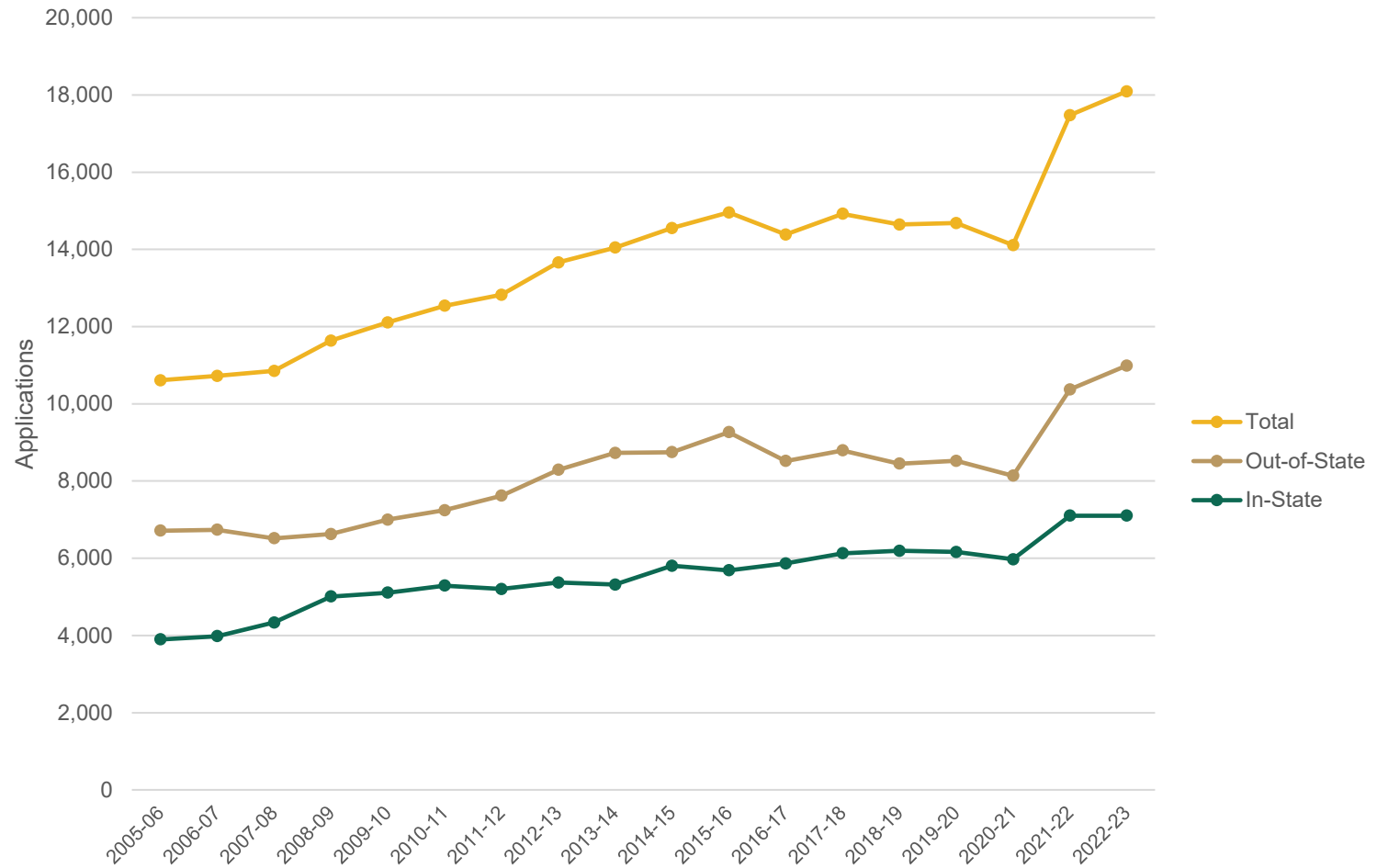
Increasing applications have enabled “Smart Growth”

By applicant pool:

+24% total

+30% out-of-state

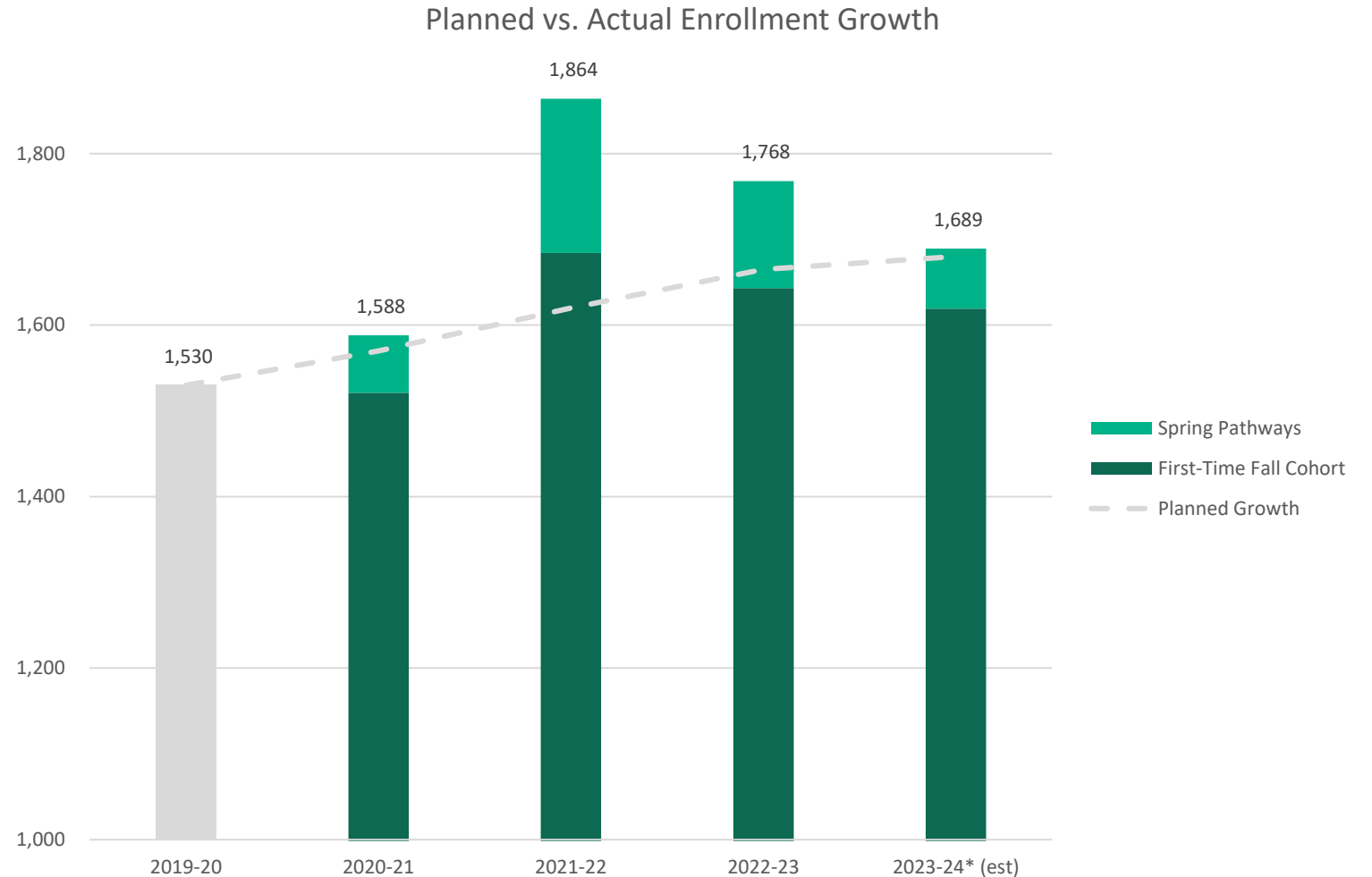
+15% in-state



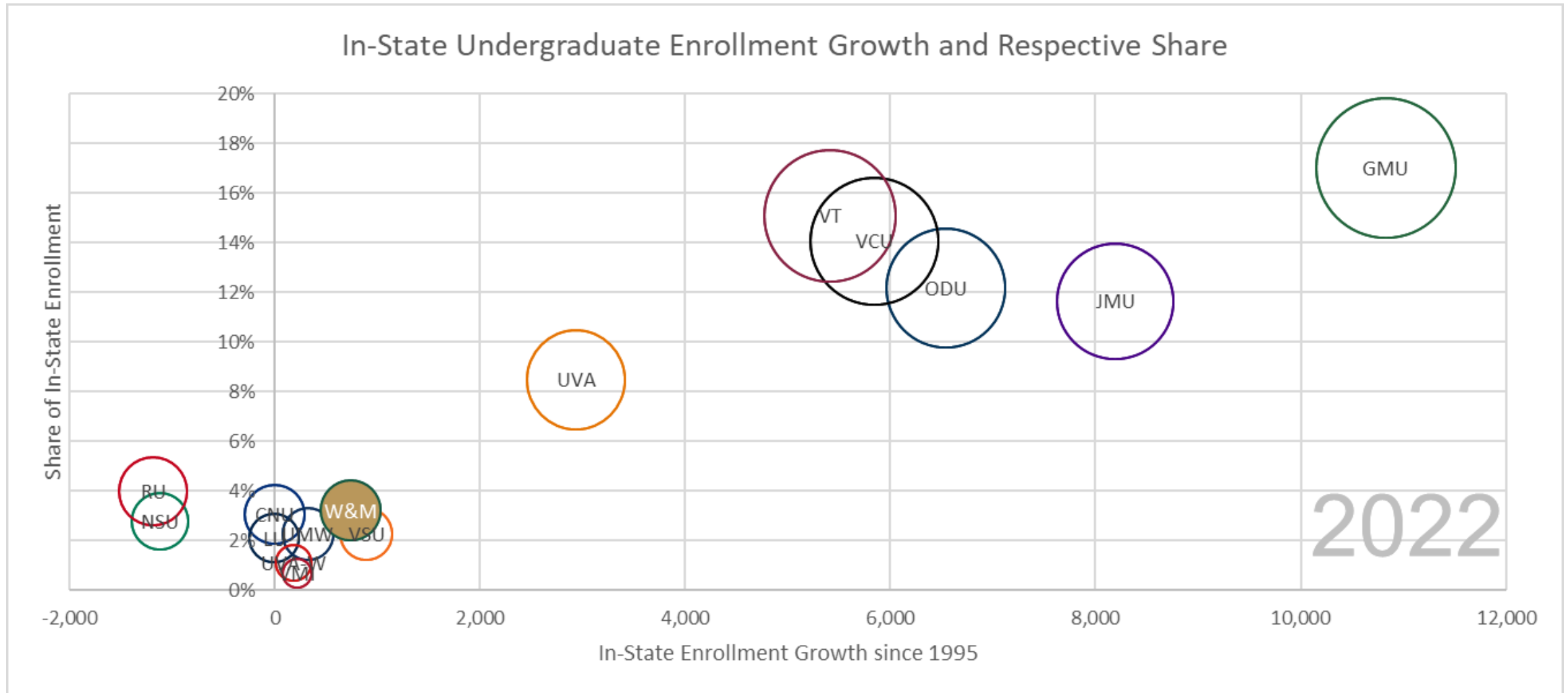
Source: SCHEV B08: Admissions Report

Planned growth targets have been met, some variance

- The BOV endorsed enrollment targets in February 2020.
- Shifting conditions caused some variation in the pace of growth.



Commonwealth effects of in-state enrollment growth



Source: SCHEV E02: Fall Headcount Enrollment



Briefing: Working Group on Values and Rankings

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Working Group on Values and Rankings

Charge

- Identify an approach to rankings that affirms the primacy of the university's mission
- Draft a statement conveying that approach to the William & Mary community

Timeline

- Initial meetings held on August 29 and September 15
- Reporting to the Institutional Advancement Committee as work progresses



Positioning Study Timeline

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Fall Positioning Study

WHAT:

- Designed to identify our perceived strengths, weakness, and opportunities among prospective & current students
- Follow-up to Fall 2019 survey to provide post-pandemic comps on attributes most important to prospective students

WHO:

- 1,000 prospective undergraduate students
- 1,000 current W&M undergraduate students

WHEN:

- In field: **September 20, 2023 – October 12, 2023**
- Synthesis: **Late October**
- Executive report: **Week of November 20th**

WHY:

- Update attributes from Fall 2019 quant - most important in potential university, not W&M strength
- So that we can optimize admissions messaging hierarchy and mapping throughout search journey
- So that we can prioritize high impact imperatives for those attributes we are not yet known for
- So that we can develop integrated marketing plans to breakthrough to target prospective students not yet aware of W&M

Fall 2019 Attribute Quadrants

Attributes that are important to prospects vs. attributes that best describe William & Mary.

Alumni: William & Mary Strengths	<p>Unimportant Attribute, W&M Strength</p> <ul style="list-style-type: none"> Grad school preparation Wide variety of clubs/activities Walkable campus Residential campus Established institution with traditions Location in a historic town <i>Use selectively to satisfy secondary and tertiary stakeholders</i> 	<p>Important Attribute, W&M Strength</p> <ul style="list-style-type: none"> Academic Rigor Community <i>Do more work here in next research wave - tease out table stakes vs true differentiators</i> Reputation Personal interaction Safe campus Beautiful campus Small class sizes Strong liberal arts & sciences program
	<p>Unimportant Attribute, Not W&M Strength</p> <ul style="list-style-type: none"> Variety of majors Alumni network Inclusive <i>Almost feels table stakes for any university - may be less important but implied requirement</i> Global perspective Community service Division I athletics Wellness programs 	<p>Important Attribute, Not W&M Strength</p> <ul style="list-style-type: none"> Affordable Strong STEM programs High job placement rate <i>Brand platform must work extra hard for us here</i> Undergrad research Student diversity Job market preparation Study abroad opportunities Social life Earn high salaries



Prospects: Important Attributes in Desired Institution



University Advancement Updates

WILLIAM & MARY

Mission

We create the conditions for opportunity – human, financial & experiential – by garnering and stewarding the resources that advance William & Mary.



Tag Day is an event for students hosted by Students for University Advancement that strengthens our community and celebrates all that private giving makes possible at William & Mary. Tag Day is our way of educating students about private giving at W&M and saying thank you to our donors.

FY23 Fundraising Success

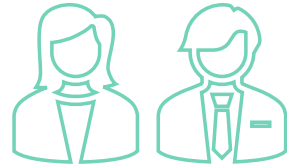
\$70.1 Million Total Raised

\$1.35 Million raised from gifts of \$100 or less

\$12.5 Million contributed by corporations & foundations

32,740 donors gave to William & Mary

Office of Career Development & Professional Engagement



Career Fairs

- 4 Career Fairs
- 135 employers on campus
- 1,702 students and alumni attended



Newsletters

- 6 types – general career and industry specific newsletters
- 20 issues

Fall in Review



Info Sessions

- 27 info sessions
- 169 student attendees



Events & Workshops

- 29 Events & Workshops
- 1,133 student and alumni attendees



One Network

- 3,284 members signed up
- 87% of sign ups are alumni



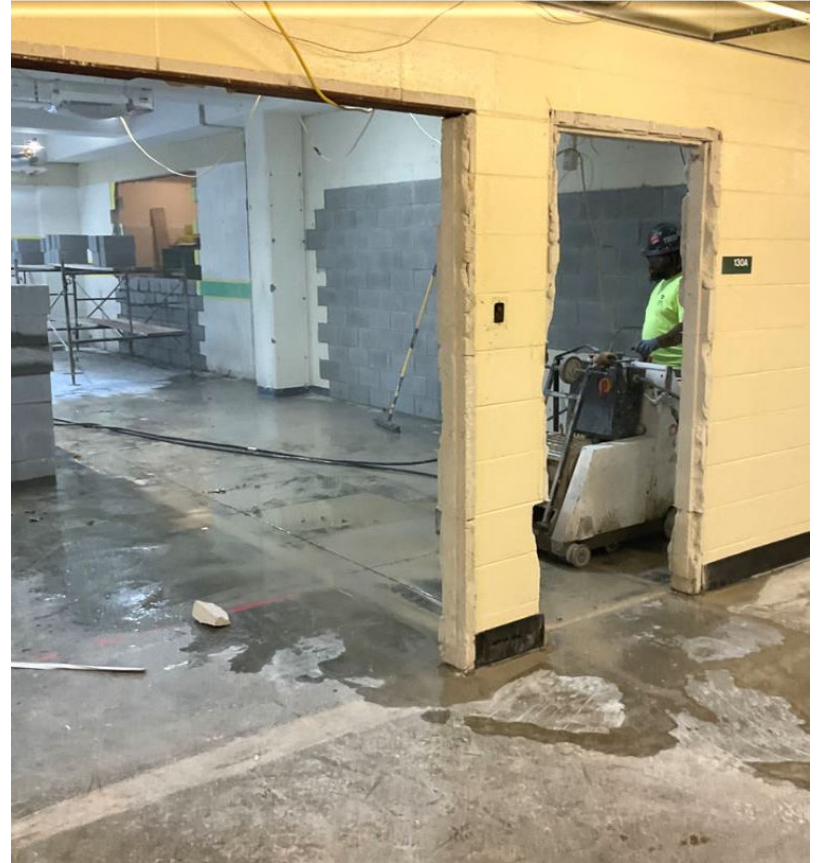
ALL IN

FOR W&M ATHLETICS



All In Timeline:	July 1, 2020 – December 31, 2023
Campaign Goal:	\$55,000,000
Total Raised:	\$45,955,063 <i>as of 9/7/23</i>
Remaining to Raise:	\$9,044,937

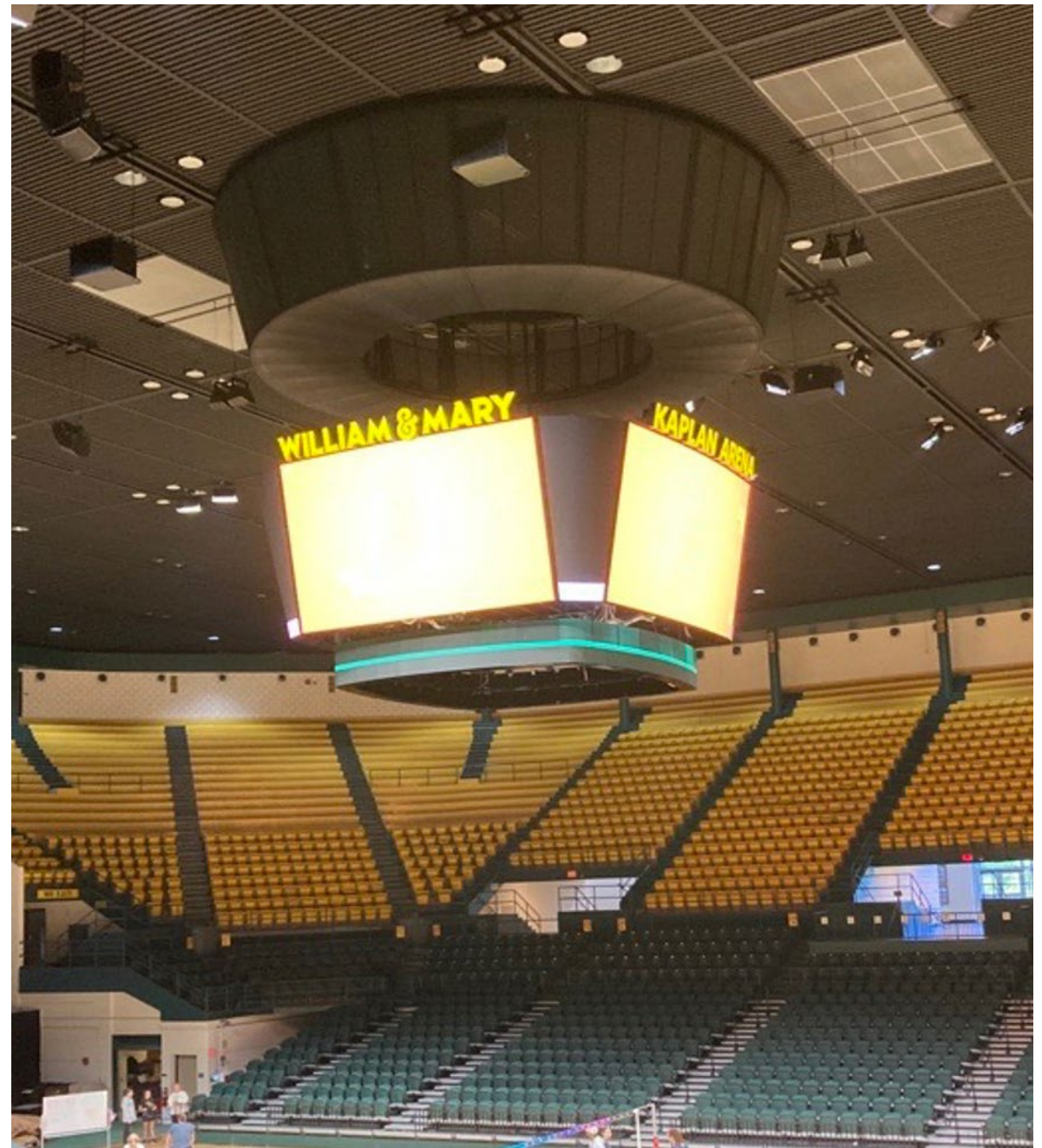
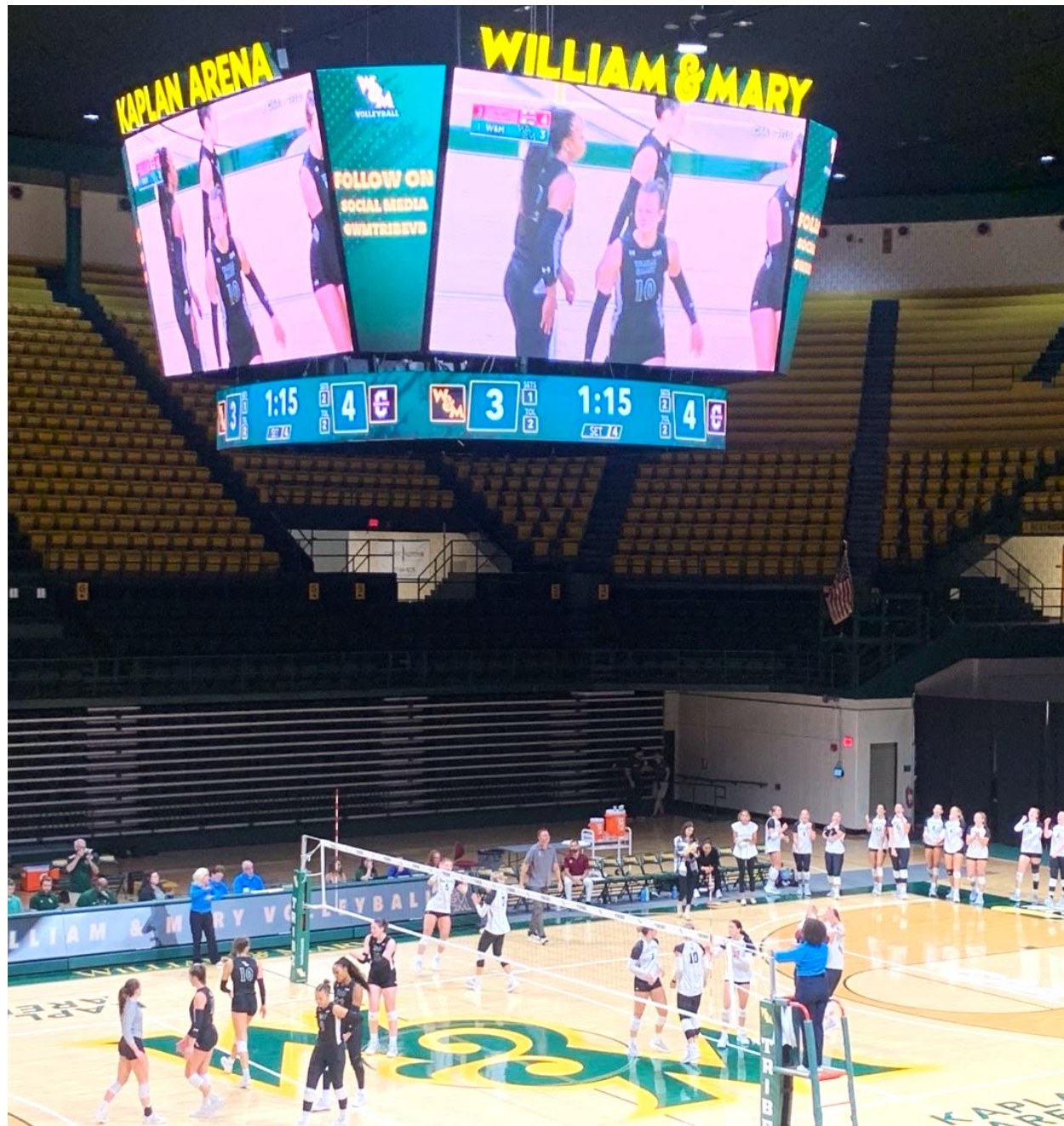
ALL IN



Kaplan Renovation

New video board being installed







KPI Discussion

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