



Joint Board Meeting

February 8, 2024

WILLIAM & MARY

Fourteenth Annual

Joint Board Meeting

Introductory Remarks

Charles E. Poston J.D. '74, P '02, '06

Overview

Katherine A. Rowe

Democracy Cornerstone

Ginger M. Ambler '88, Ph.D. '06, P '24 & Carrie L. Cooper Ed.D. '24

Institutional Marketing Update

Heather E. Golden P '24

All In Campaign for Athletics

Matthew T. Lambert '99

Closed Session

Other Business & Adjournment

Charles E. Poston J.D. '74, P '02, '06

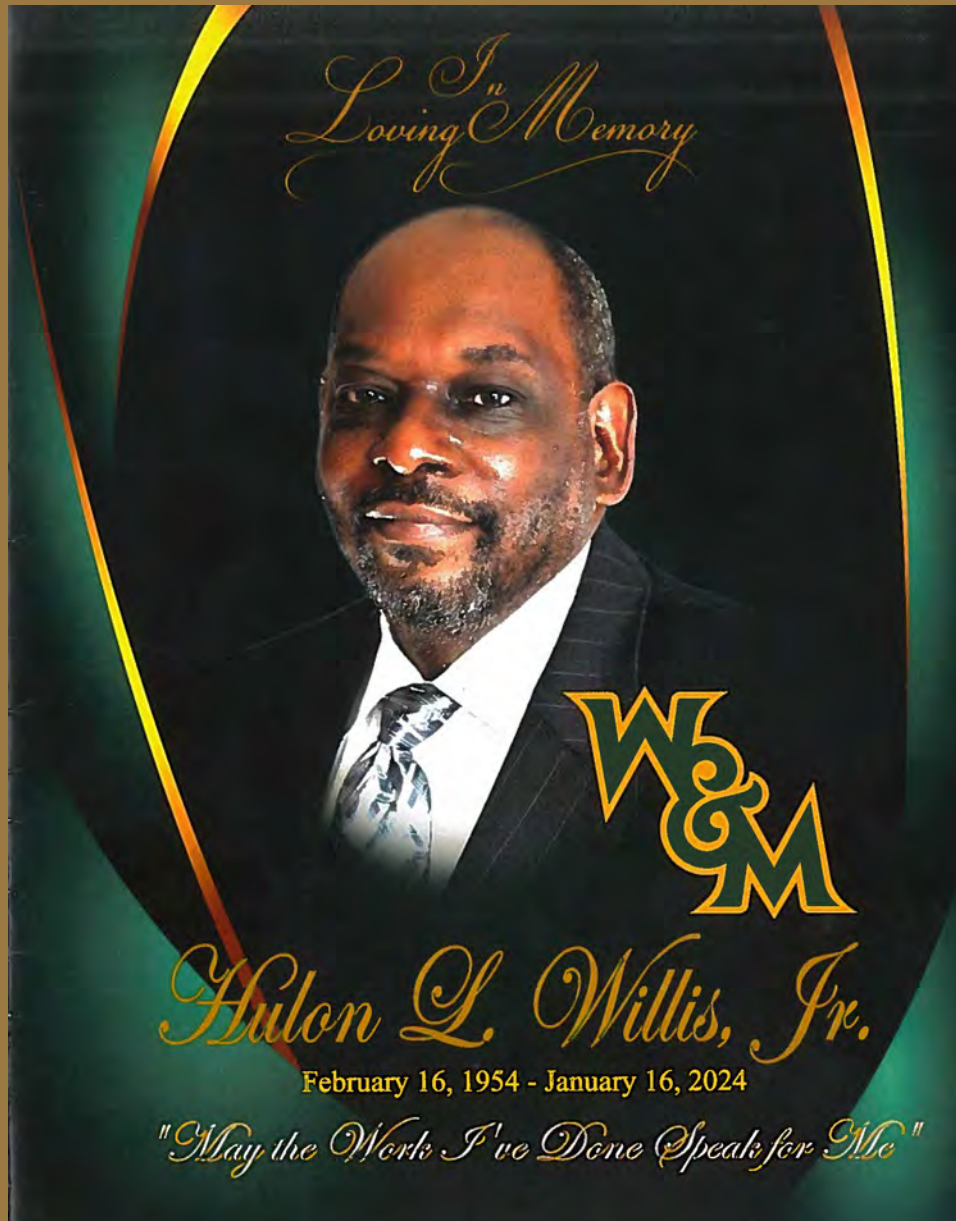
Alumni Association Board of Directors

Annual Giving Board of Directors

Board of Visitors

W&M Foundation Board of Trustees

Happy Charter Day!



In Remembrance

Hulon L. Willis, Jr. '77, P '13

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Happy Charter Day!



Engaging Across Difference

THE DEMOCRACY INITIATIVE AT WILLIAM & MARY
NEW STUDENT ORIENTATION

Ginger M. Ambler '88, Ph.D. '06, P '24

Carrie L. Cooper Ed.D. '24

2 Broad Domains of Focus

Scholarship & Research



Civics Education & Practice



PRINCIPLES *of a* BETTER ARGUMENT

THE BETTER
ARGUMENTS
PROJECT

- Take Winning Off the Table
- Prioritize Relationships & Listen Passionately
- Pay Attention to Context
- Embrace Vulnerability
- Make Room to Transform

PRINCIPLES *of a* BETTER ARGUMENT

THE BETTER
ARGUMENTS
PROJECT

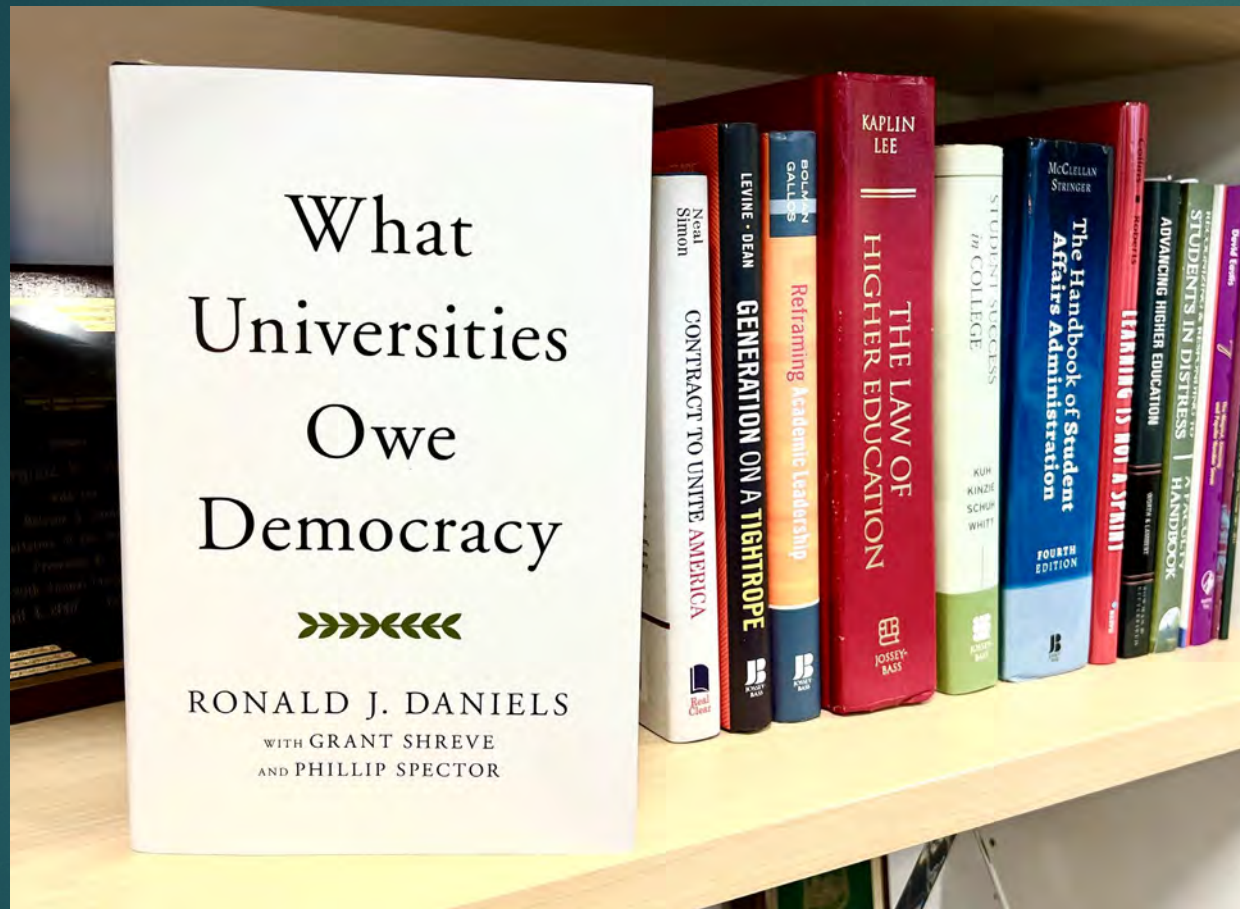
Make Room to Transform

Be open to new and varied perspectives. Without a goal of winning, the experience of a Better Argument can instead change how we engage with a difficult issue and with one another in daily interactions. Participants have cited that they walk away with more nuance, less assumptions, and better solutions.

Table Discussions

- ▶ Which of the principles most resonates with you and why?
- ▶ Which of the principles would you like to practice?

Planning Ahead & Questions



THE BETTER ARGUMENTS PROJECT

Principles of a Better Argument

- Take winning off the table.**
Lead with a desire to understand & learn.
- Prioritize relationships & listen passionately.**
Focus on building honest connections.
- Pay attention to context.**
Acknowledge the many factors that may influence beliefs.
- Embrace vulnerability.**
Consider the benefits of opening up.
- Make room to transform.**
Be open to new & varied perspectives.

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Break

WILLIAM & MARY



Institutional Marketing Update

Heather E. Golden P '24

WILLIAM & MARY

Brand Concept Development Timeline



Brand Concept Development

- Volunteer Board Leaders (BOV, WMF, WMAA, AG) – October 16
- W&M Foundation Trustees – October 19
- President's ELT – October 23
- Schools/Units (7) - October 25-November 10
- President's Cabinet – November 14
- Board of Visitors – November 16





Interconnection

WILLIAM & MARY

INTERCONNECTION



Harnessing the exponential
power of connection.
Convening hearts and minds to
learn and lead with integrity.

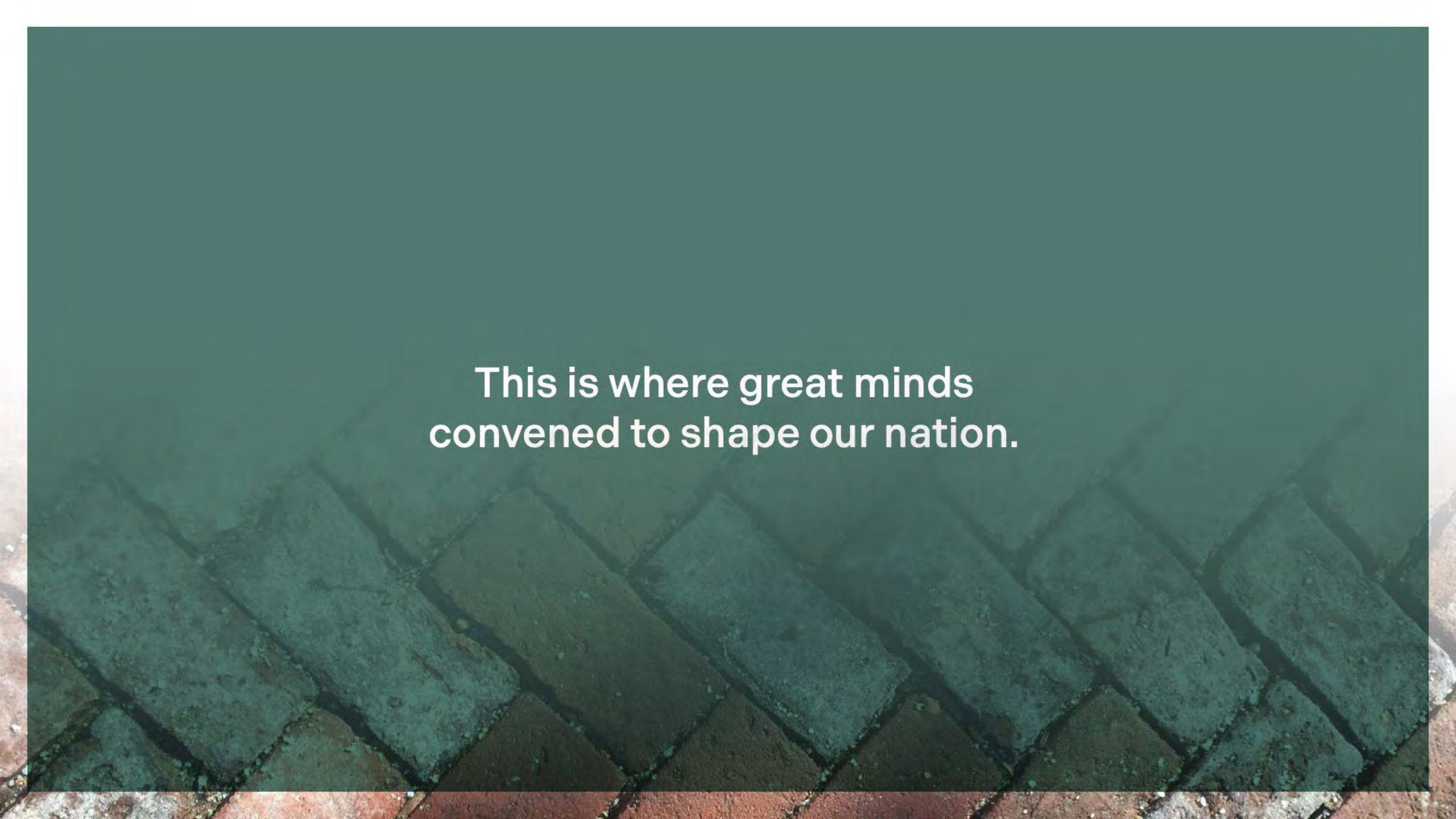


THIS IS WHAT MAKES US.



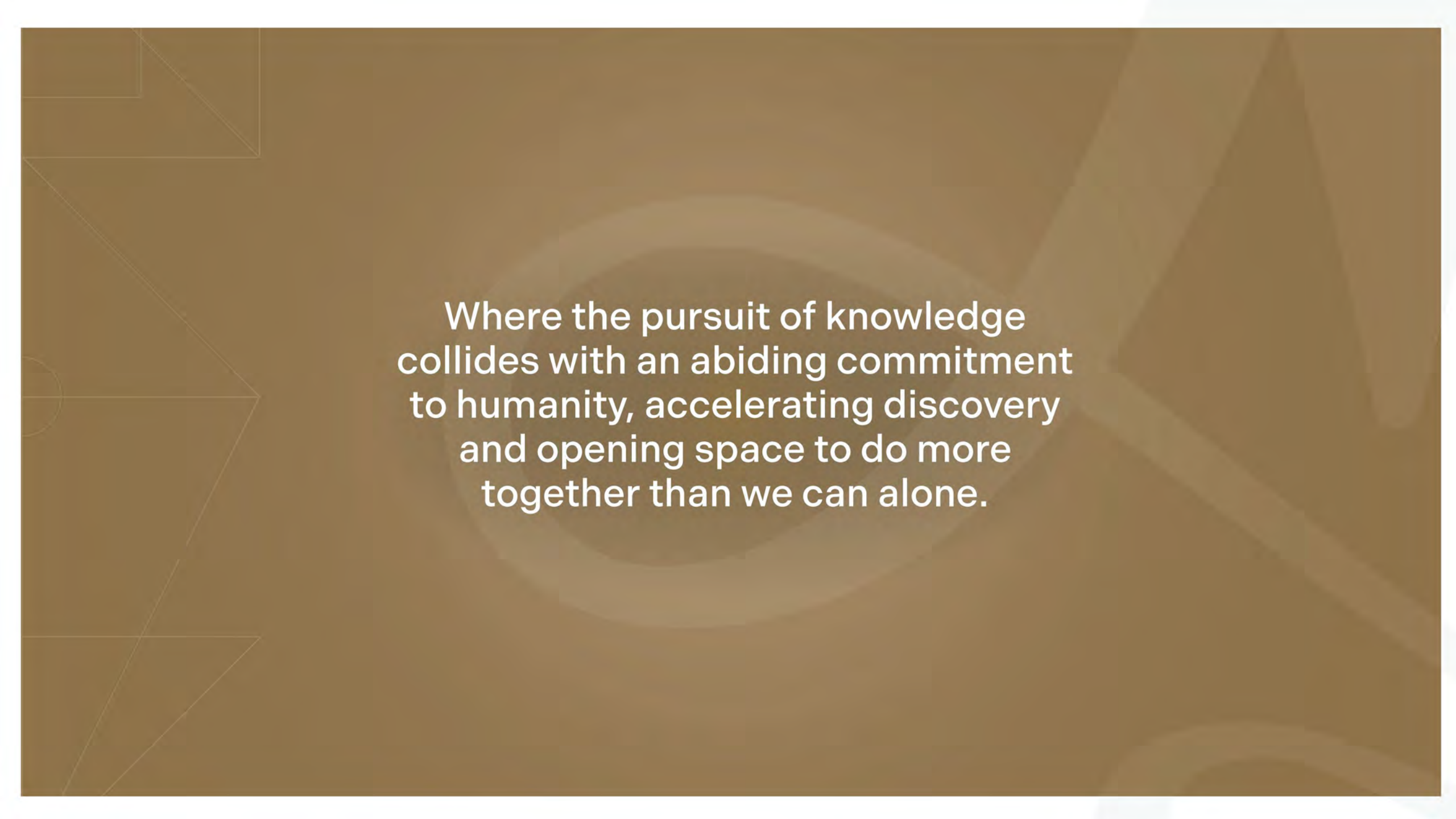
IT STARTED HERE.

America's first university.
A blueprint to vast potential.



This is where great minds
convened to shape our nation.

**Where three centuries of curious,
passionate thinkers have been called
to make that blueprint their own.**



Where the pursuit of knowledge
collides with an abiding commitment
to humanity, accelerating discovery
and opening space to do more
together than we can alone.

A large, mature tree with a thick trunk and dense green foliage stands in the center of a courtyard. The tree's shadow is cast onto a cobblestone path in the foreground. Two people are walking on the path: a woman in a dark shirt and shorts carrying a bag, and a man in a yellow shirt and shorts carrying a folder. In the background, a large brick building with arched windows and a balcony is visible, partially obscured by the tree's branches. A white picket fence runs across the middle ground. The scene is bathed in warm, golden light, suggesting late afternoon or early morning. The sun is visible in the upper right corner, creating a lens flare effect.

**Where unexpected connections
spur thoughtful action and spark
lifelong friendships.**



**HERE, THERE
IS PURPOSE IN
TOGETHERNESS.**

The background is a solid teal color with a subtle geometric pattern of thin, light-colored lines. A large, faint circle is visible on the right side, and a horizontal line crosses the center of the image. The text is centered and reads:

**HERE, EVERY
ENCOUNTER
IGNITES
POSSIBILITY.**

A photograph of a paved brick path leading through a park at sunset. The path is made of reddish-brown bricks in a herringbone pattern and leads straight towards the viewer. On either side of the path are green lawns. In the background, there are trees and a fence. The sun is low on the horizon, creating a bright starburst effect with long rays of light. The sky is a mix of orange, yellow, and blue.

Here, we blaze new trails on our well-trodden pathways, adding enduring character to this remarkable place.

A woman with long brown hair, wearing a white t-shirt and a green drawstring backpack, stands with her hands on her hips, looking out over the ancient ruins of Machu Picchu. The backpack features a crest and the text "WILLIAM & MARY". The background shows the terraced stone buildings and lush green valleys of the site, set against a backdrop of steep, forested mountains. A large, semi-transparent blue graphic of a compass rose is overlaid on the right side of the image.

With compassion as our
compass, we inspire each other
and the world to be better.

WILLIAM
& MARY



THIS IS WHAT MAKES US.



THIS IS
WILLIAM & MARY

**Harnessing the exponential power of connection.
Convening hearts and minds to learn and lead with integrity.
This is what makes us.**



It started here.
America's first university.
A blueprint to vast potential.

This is where great minds convened to shape our nation.
Where three centuries of curious, passionate thinkers have been called to make that blueprint their own.
Where the pursuit of knowledge collides with an abiding commitment to humanity, accelerating discovery and opening space to do more together than we can alone.
Where unexpected connections spur thoughtful action and spark lifelong friendships.

Here, there is purpose in togetherness.
Here, every encounter ignites possibility.
Here, we blaze new trails on our well-trodden pathways, adding enduring character to this remarkable place.

With compassion as our compass, we inspire each other and the world to be better.

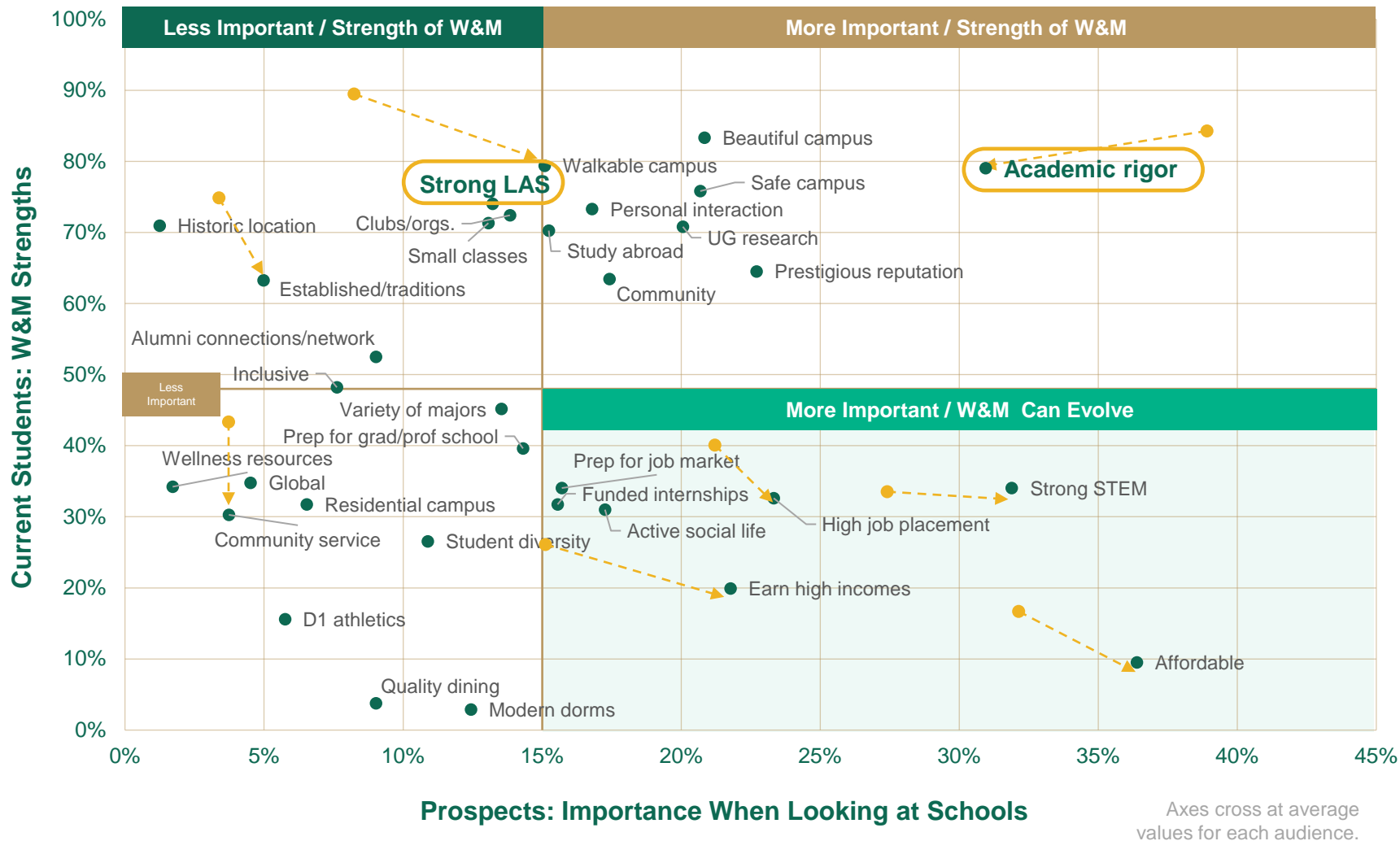
**This is what makes us.
This is William & Mary.**



Positioning Study Prospective Student Mindset

WILLIAM & MARY

Perceptions of W&M / Strengths vs. Importance 2019 vs 2023



SURVEY QUESTION:

Which **FIVE** of the following are the **MOST IMPORTANT** (PS) attributes you look for in schools? (select up to 5) / (CS) Which of the following are strengths of William & Mary? (select all that apply).

Perceptions of W&M / Strengths vs. Importance 2023



SURVEY QUESTION:

Which FIVE of the following are the MOST IMPORTANT (PS) attributes you look for in schools? (select up to 5) / (CS) Which of the following are strengths of William & Mary? (select all that apply).

Most Important Attributes Prospects Are Looking for in Schools

Strong sense of community and personal interaction with professors fall out of the top 5 in 2023 in favor of high job placement rates.

Top 5 Attributes Prospects Are Looking for in Schools

2019 Prospects

- 1. Academic rigor 40%
- 2. Affordable 33%
- 3. Strong STEM programs 28%
- 4. Strong sense of community 24%
- 5. Prestigious reputation 23%
- 6. Personal interaction with professors 23%

2023 prospects

- 1. Affordable 36%
- 2. Strong STEM programs 32%
- 3. Academic rigor 31%
- 4. High job placement rates 23%
- 5. Prestigious reputation 23%

Significant Changes to Note in 2023

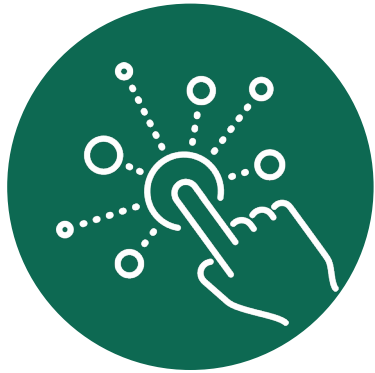
Increased in 2023	2019	2023	Change (percentage points, pp)
Graduates earn high incomes	16%	22%	+6 pp

Decreased in 2023	2019	2023	Change (percentage points, pp)
Academic rigor	40%	31%	-9 pp
Strong sense of community	24%	17%	-7 pp
Personal interaction with professors	23%	17%	-6 pp

SURVEY QUESTION:

Which **FIVE** of the following are the **MOST IMPORTANT** attributes you look for in schools?
(select up to 5)

Brand archetypes



Performance

Rational and results-oriented



Striver

Lofty in ambitions



Beehive

Nurturing and inclusive



Image

Thought leading and proud

Powerful brands forge connections that transcend all four archetypes, but are most strongly associated with one



What We Heard & What We're Doing

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- 1 Refine Positioning Statement**
- 2 Activate Interconnection:
Prospective Students**
- 3 Get in Market**



Positioning Statement

Exploration & Refinement

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1 **Internal North Star**

For the sake of what does William & Mary exist?
Why does the world need William & Mary?
How do we communicate that consistently to a range of constituents?

2 **Durable – Our Forever Objective**

What has been / will be our primary job?
What enduring VALUE do we deliver better than any other institution on the planet?

3 **Succinct**

For today's exploratory, one sentence.

Table Exercise | 10 Minutes

- 1 **Top 3 statements you love & why**
- 2 **Statements that fail & why**
- 3 **10-second rule**

1 **Internal North Star**

For the sake of what does William & Mary exist?
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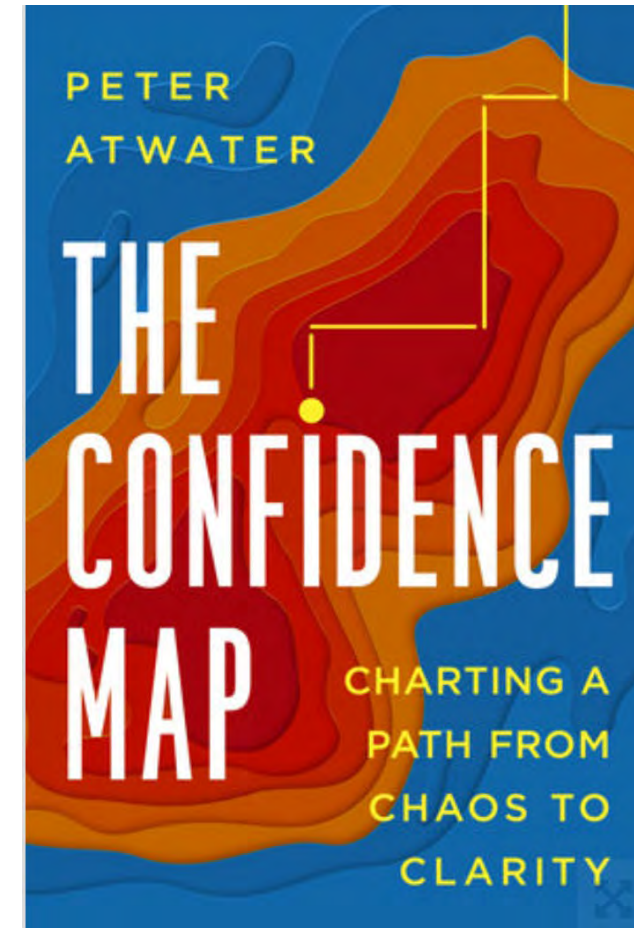


Interconnection Activation: Prospective Students

WILLIAM & MARY

Interconnection & the "Me-Here-Now" Mindset

- Interconnection is how. Confidence is what.
- Me-Here-Now vs. Us-Everywhere-Forever: Messaging must mirror confidence level
- Effective messaging for Me-Here-Now must:
 - Provide important information
 - Increase our connection with others
 - Validate what they believe to be true





YES &

WILLIAM & MARY

Prospective Student Activation | YES &

WILLIAM & MARY

I have the grades, do I have the money?

YES &

OUR OUT-OF-STATE TUITION IS AS COMPETITIVE AS OUR CURRICULUM

Prospective Student Activation | YES &



WILLIAM & MARY



Will going here
land me the job
I want?

YES &

W&M IS COMMITTED TO
GUARANTEEING A FUNDED
INTERNSHIP FOR EVERY STUDENT



A Higher Degree of Connection

WILLIAM & MARY

Prospective Student Activation | Higher Degree

Football Game **&** Game Development?

A Higher Degree of Connection



WILLIAM & MARY

CHARTERED 1693



Prospective Student Activation | Higher Degree



AFFORDABLE
TUITION
OR &
ACADEMIC
EXCELLENCE?

A HIGHER DEGREE OF CONNECTION

WILLIAM
& MARY

Prospective Student Activation | Higher Degree



RESUME
BUILDING
OR &
RELATIONSHIP
BUILDING?

A HIGHER DEGREE OF CONNECTION WILLIAM
& MARY



Confidence Grows Here

WILLIAM & MARY

Prospective Student Activation | Confidence



From your
"Chemistry of
Emotion" first-year
seminar to a
doctorate in clinical
neuropsychology.

Confidence
GROWS HERE | WILLIAM
& MARY

Prospective Student Activation | Confidence



When your
first-year roommate
becomes your
lifelong friend,
yeah, you're in
the right place.

Confidence | WILLIAM
GROWS HERE & MARY

“Those who are most successful in their role, whatever it might be, are those who can most effectively eliminate feelings of vulnerability in others and help them become more resilient...

They know that success doesn't come from confidence but, rather, from how we act and what we accomplish when we are without it.”

-Peter Atwater, *The Confidence Map*

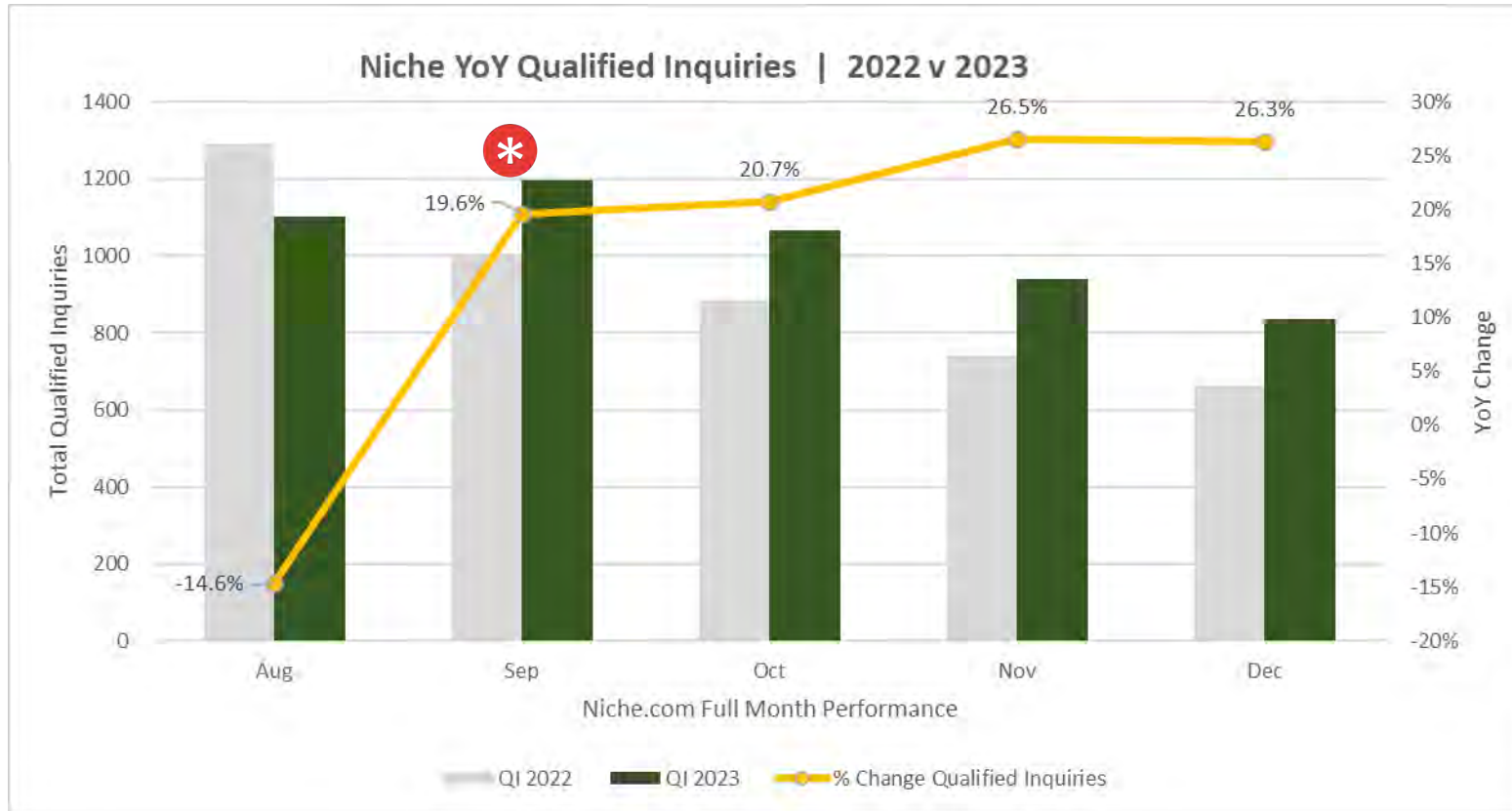


Getting in Market

No Regrets Experiments In Flight

WILLIAM & MARY

Niche.com | A Growth & Efficiency Story



Qualified Inquiries

- **Goal:** Students add W&M to their list of schools on Niche
- **Action:** W&M engages with drip and nurture campaigns
- **Growth Result:** +24.2% Qualified Inquiries Q4 23 v Q4 22
- **Efficiency Result:** Higher quality leads with stronger intent signals

* Retargeting Launched September 2023

Scoir.com | A Pipeline Expansion Story

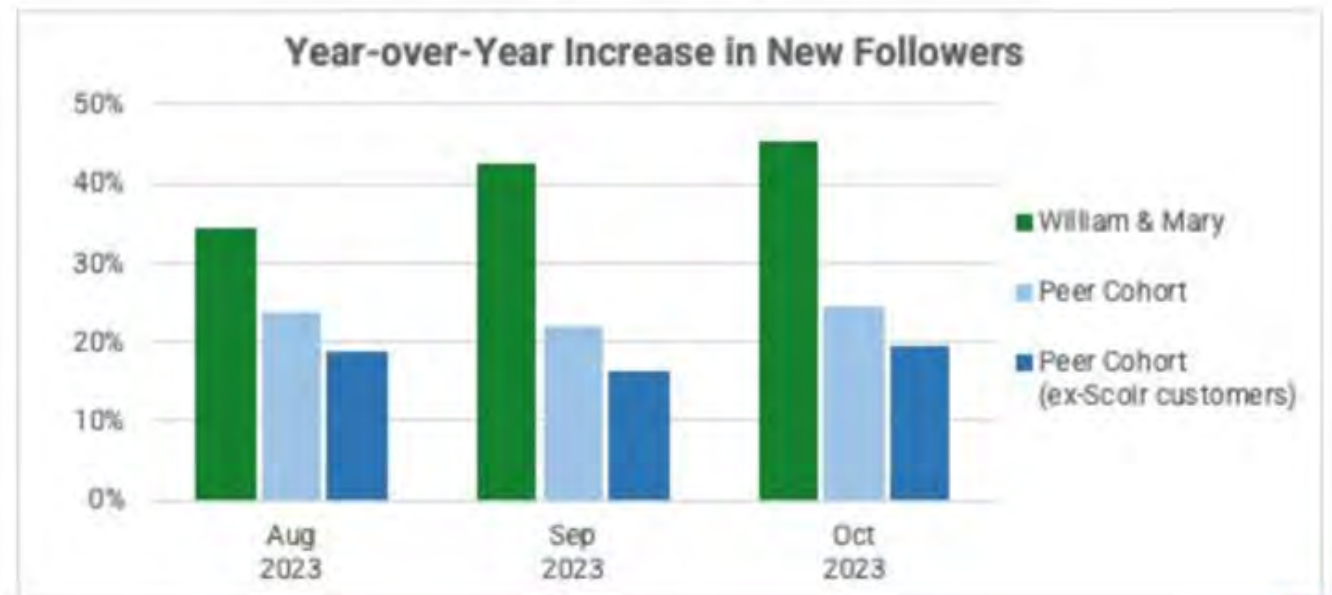
Outperforming Competitors YoY

Goal: Utilize premium presence to amplify awareness

Action: Opportunity for targeted communications to followers

Result: +32% YOY increase in HS senior applications

New Followers



Peer Cohort: Georgetown, UNC, VA Tech, UVA, Wake Forest



Encoura: A Yield Optimization Pilot

- **Goal:** Hyper-target admitted students & their parents to increase yield
- **Action:** Individual and residential paid social targeting
- **Result:** Early in-market reads expected mid-April



OHO | A Full Funnel Investment

- **Goal:** Raise brand awareness with out-of-state students, expand applicant pipeline, and increase conversions
- **Action:**
 - SEO audit, intent modeling and execution
 - Paid Search strategy and execution
 - New channel experimentation
- **Result:** Early paid search analytics mid-May



Admissions Building Refresh





Break

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W&M Professional Development Week

Feb. 27 - March 3, 2023

OneNetwork.wm.edu



Tuesday, March 26, 2024

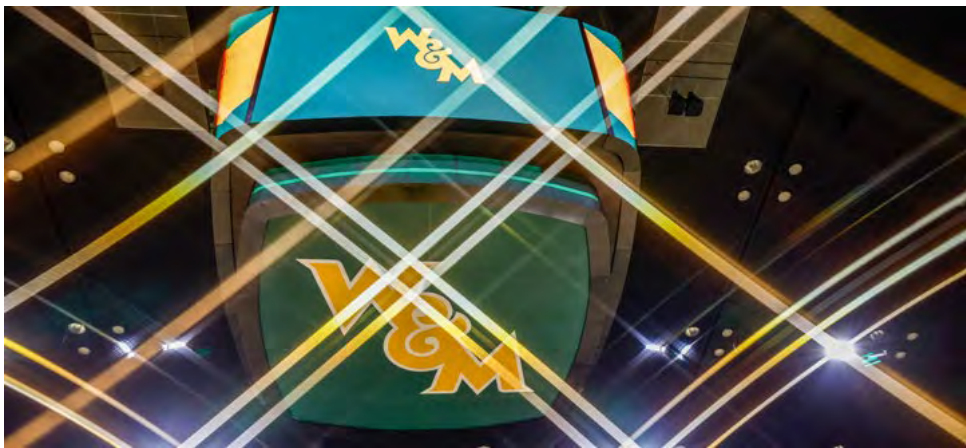




ALL IN

FOR W&M ATHLETICS

Total Raised: \$57,240,695





Campaign Success



\$1.1 Billion

Leadership Matters



Sue H. Gerdelman '76, P '07, P '13



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WILLIAM & MARY