



# William & Mary: Key Components of Quality

Board of Visitors  
November 2022

## 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.

# From Mission Elements to Key Components of Quality

## Inputs

- Preeminent, public research university
- Vibrant and inclusive community
- Great hearts and minds

## Educational Experience

- Breadth and critical thinking
- Close mentoring and collaboration; cultivate

## Outputs

- Preeminence
- New knowledge, expanded understanding
- Creative thinkers, principled leaders, compassionate global citizens
- Lifelong learning, lives of meaning and distinction

Talented Students,  
Faculty and Staff

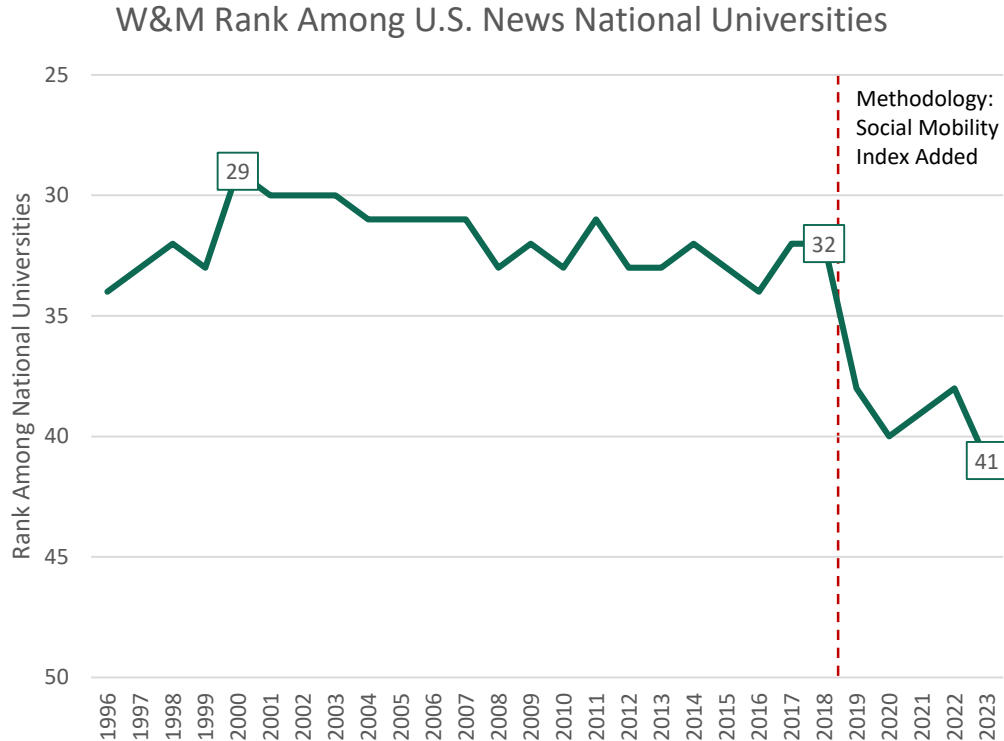
Closely-Mentored  
Learning

Exceptional  
Student Success  
&  
Lifelong Alumni  
Achievement  
(Jobs!)

## Inputs

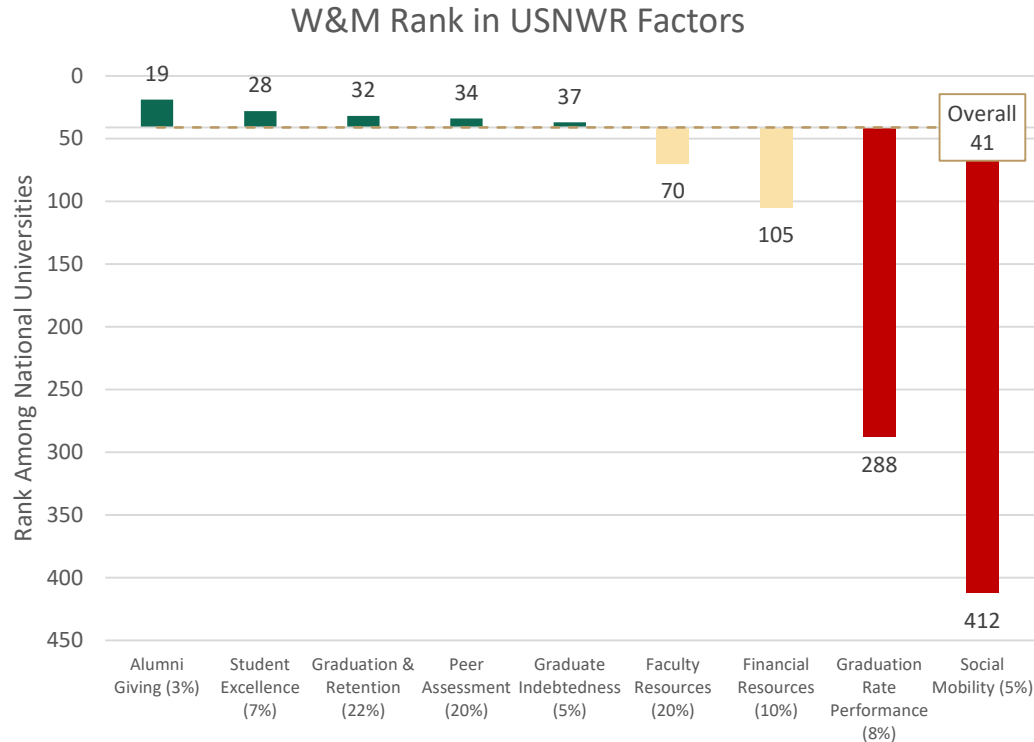
- *Preeminent*
- *Public*
- *Research University*

## Preeminent: Having paramount rank



- From 1996-2018: among the most stable rankings of any national university (29<sup>th</sup>-34<sup>th</sup>)
- 2019: social mobility index added to formula
- Pell Grant recipients as a primary component

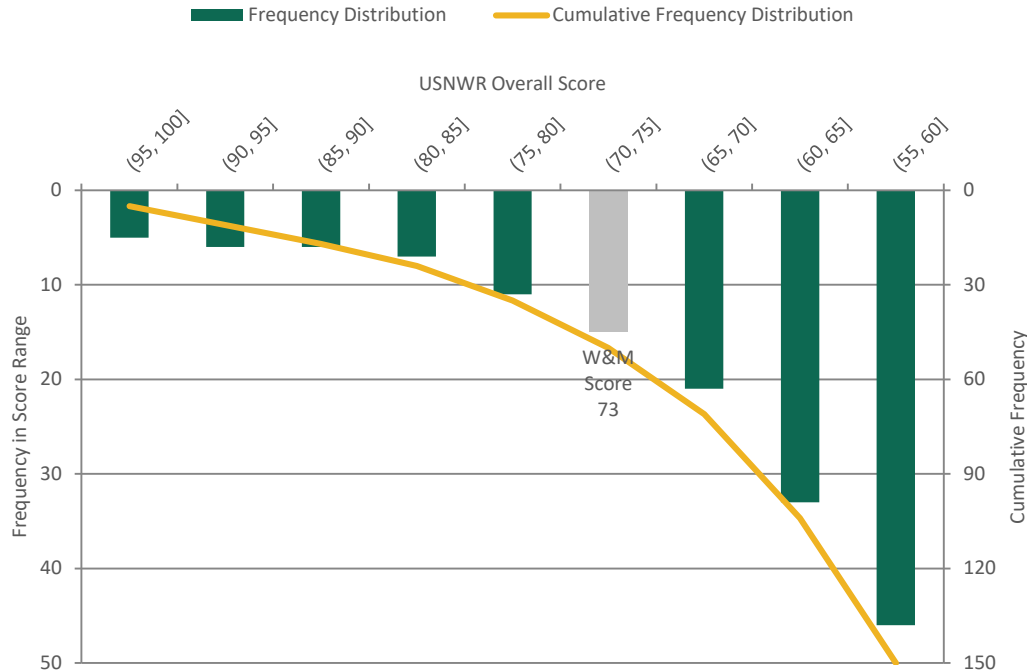
## Preeminent: Having paramount rank



- Socioeconomic diversity, primarily Pell Grant recipients, drives USNWR's predicted graduation rate and social mobility index

## Preeminent: Having paramount rank

Distribution of USNWR Overall Scores



- W&M's 2023 USNWR score of 73 ranked 41<sup>st</sup> overall:

- As close to ranking 51<sup>st</sup> (score=70) and sliding outside the top 50
- As to ranking 35<sup>th</sup> (score=76)

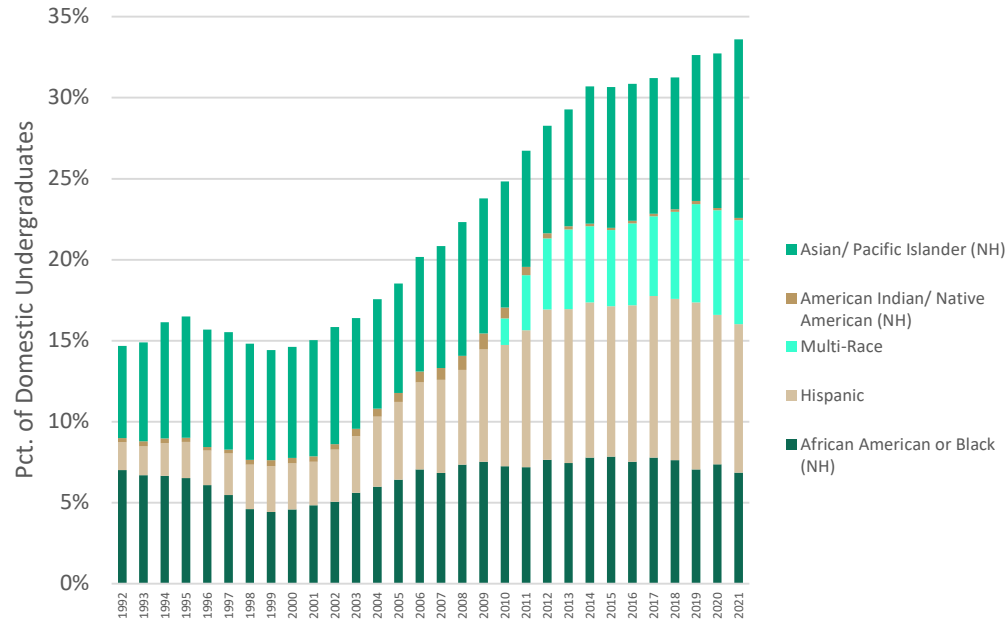


## Inputs

- *Vibrant Community, Great Hearts and Minds*
  - Composition
  - Student Excellence

# Vibrant Community: Students of Color

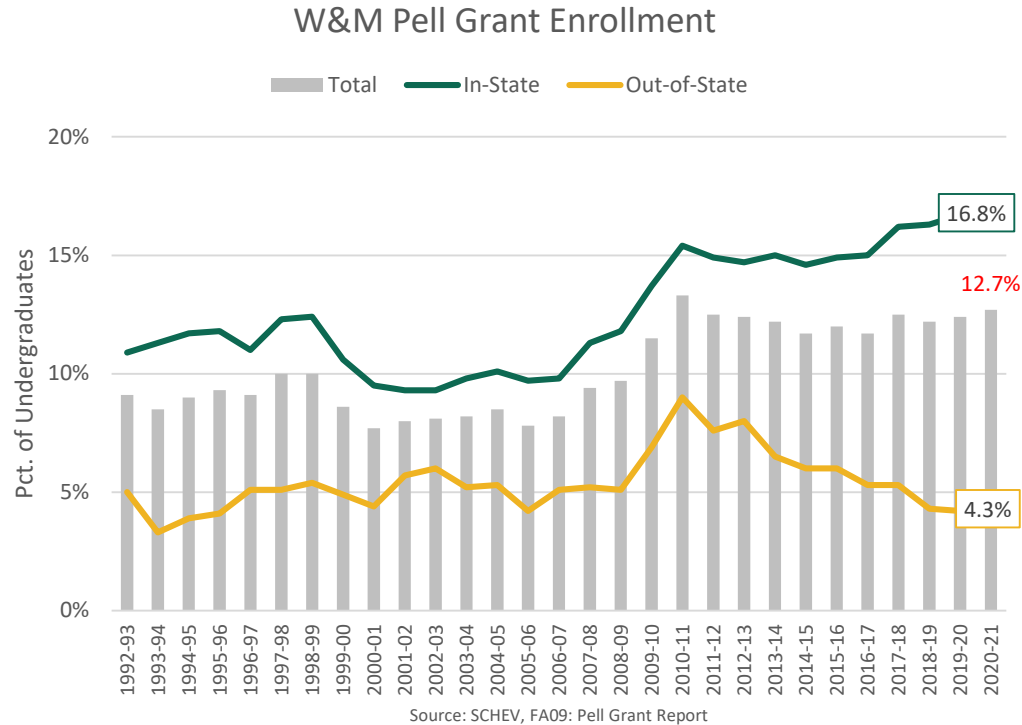
## W&M Students of Color Enrollment



Source: SCHEV, E02: Fall Headcount Enrollment (1992 thru Current Year).

- Significant growth in enrollment of students of color
- Growth plateaued for underrepresented minorities in recent years

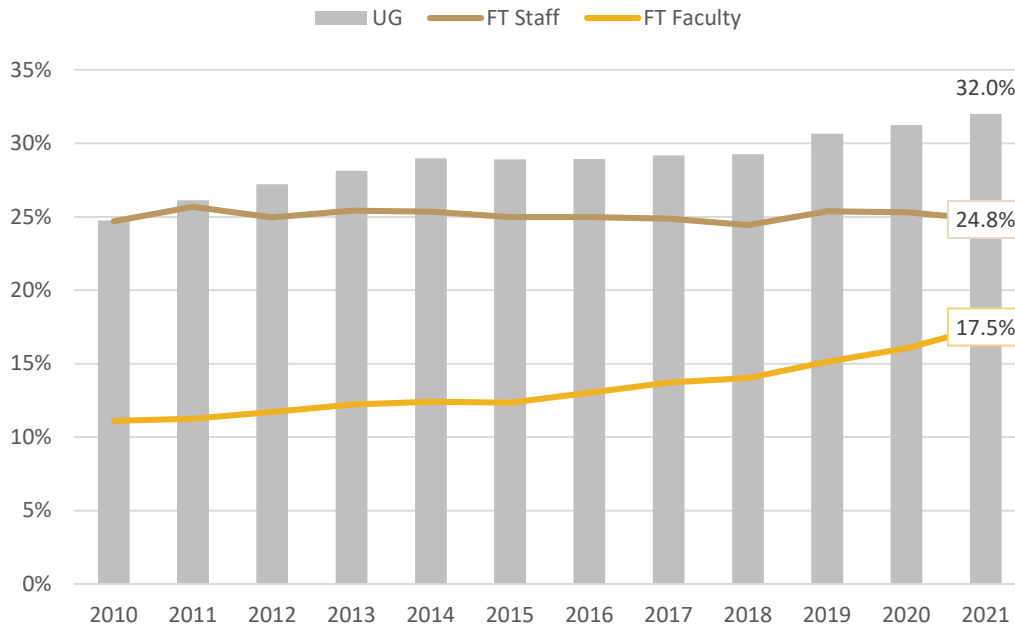
## Vibrant Community: Pell Grant Recipients



- Growth plateaued after 2010-11
- Sustained in-state Pell enrollment growth
- USNWR top-50 universities average **17.9%** Pell enrollment
- W&M commitment: scholarships covering at least tuition and fees for all in-state Pell recipients

## Inclusive Community

W&M Full-Time Students, Staff and Faculty of Color



Source: Author's calculations from W&M Fact Book, Enrollment Trend Summary and Faculty and Staff Trend

Continuing opportunity for growth within trends:

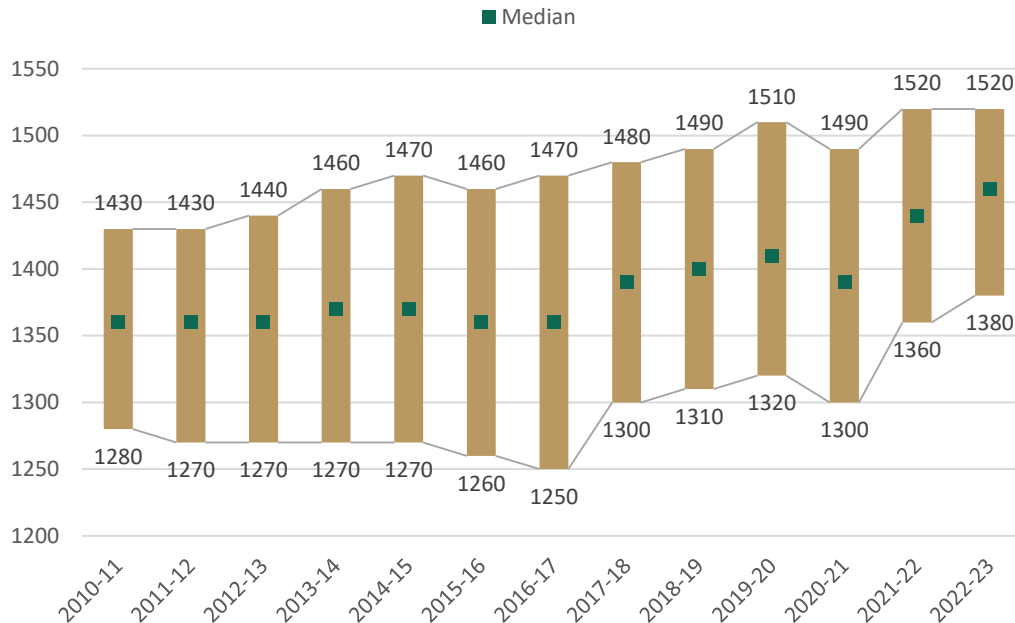
- UG: Sustained growth
- Staff: Flat
- Faculty: Accelerated growth since 2018

Median levels at doctoral universities (fall 2020):

- UG: 36.3%
- Staff: 24.8%
- Faculty: 22.5%

## Great Minds: Incoming Qualifications

W&M Entering Freshmen SAT: 25th-75th Range



Source: SCHEV, B10: Admissions: First-Time Freshman Profile

- Exceptional SAT scores, which have risen in the past decade
- Median high school GPA has also increased, reaching 4.33 for 2022-23

# From Mission Elements to Key Components of Quality

## Inputs

- Preeminent, public research university
- Vibrant and inclusive community
- Great hearts and minds

## Educational Experience

- Breadth and critical thinking
- Close mentoring and collaboration; cultivate

## Outputs

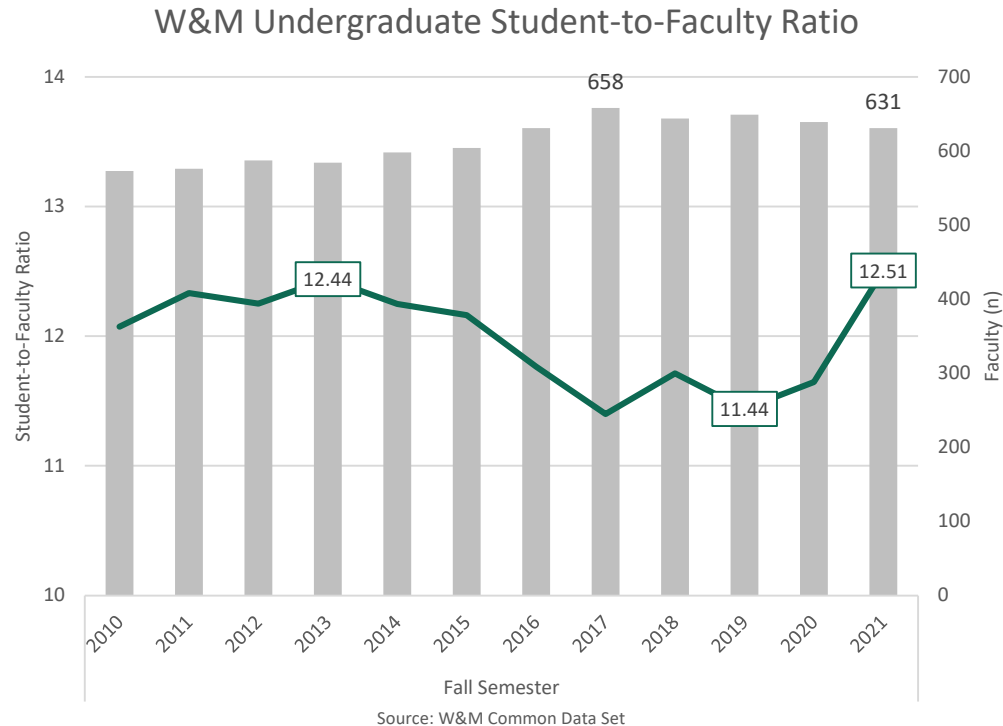
- Preeminence
- New knowledge, expanded understanding
- Creative thinkers, principled leaders, compassionate global citizens
- Lifelong learning, lives of meaning and distinction

Talented Students,  
Faculty and Staff

Closely-Mentored  
Learning

Exceptional  
Student Success  
&  
Lifelong Alumni  
Achievement  
(Jobs!)

## Close Mentoring and Collaboration

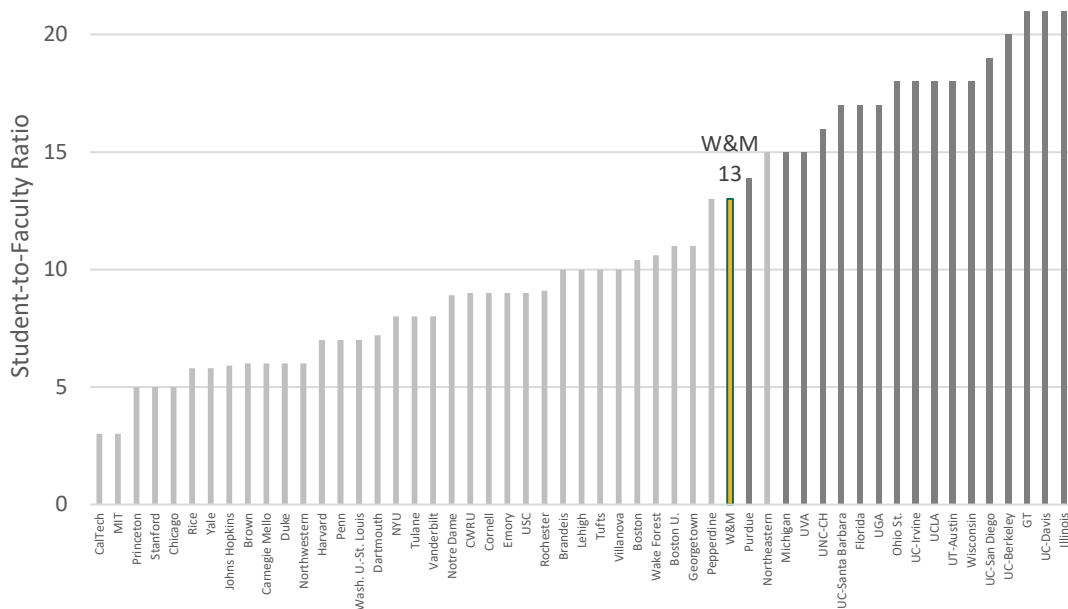


- A broad metric, differentiation higher and lower among departments
- Currently at the highest level in recent history (13-to-1)
- Growing enrollment drove the sharp increase since 2020



## Close Mentoring and Collaboration: Comparisons

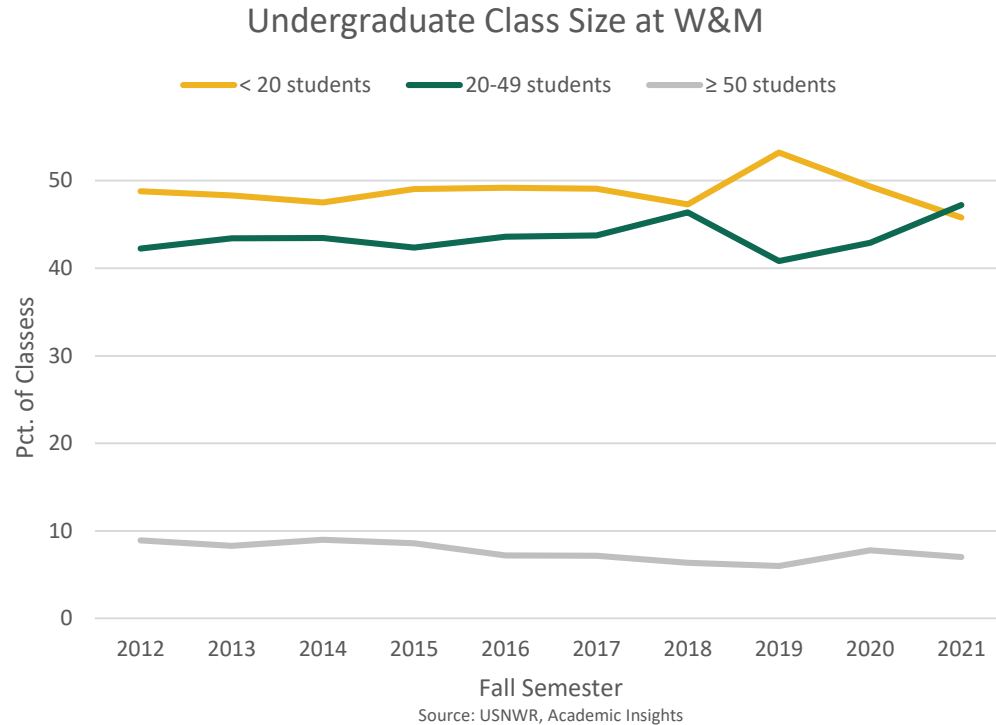
Student-to-Faculty Ratio Among Leading USNWR Universities



Source: USNWR, Academic Insights, 2023 Ranking Year

- Still the lowest student-to-faculty ratio among leading public universities, narrowly
- Tied for the best undergraduate teaching of any public university
- Ranked 44<sup>th</sup> for undergraduate research/creative projects (USNWR 2021)

## Close Mentoring and Collaboration: Over Time



- More mid-size classes than small classes for the first time in 2021
- Increasing student-to-faculty ratio mirrors increasing class sizes

# From Mission Elements to Key Components of Quality

## Inputs

- Preeminent, public research university
- Vibrant and inclusive community
- Great hearts and minds

## Educational Experience

- Breadth and critical thinking
- Close mentoring and collaboration; cultivate

## Outputs

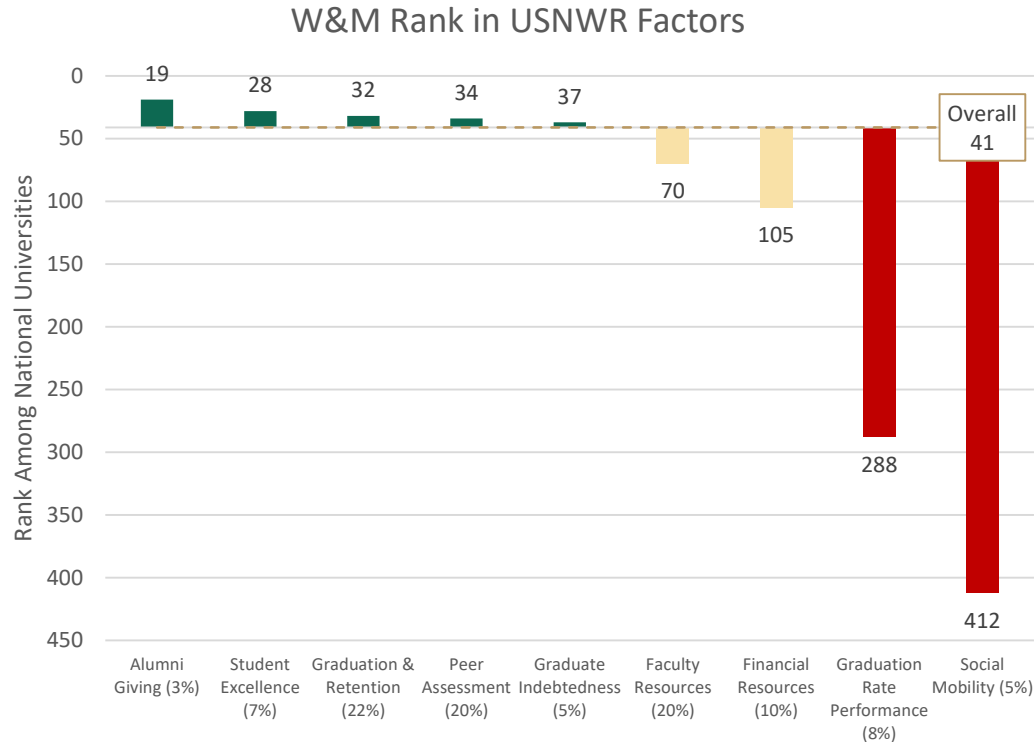
- Preeminence
- New knowledge, expanded understanding
- Creative thinkers, principled leaders, compassionate global citizens
- Lifelong learning, lives of meaning and distinction

Talented Students,  
Faculty and Staff

Closely-Mentored  
Learning

Exceptional  
Student Success  
&  
Lifelong Alumni  
Achievement  
(Jobs!)

## Preeminent: Having paramount rank

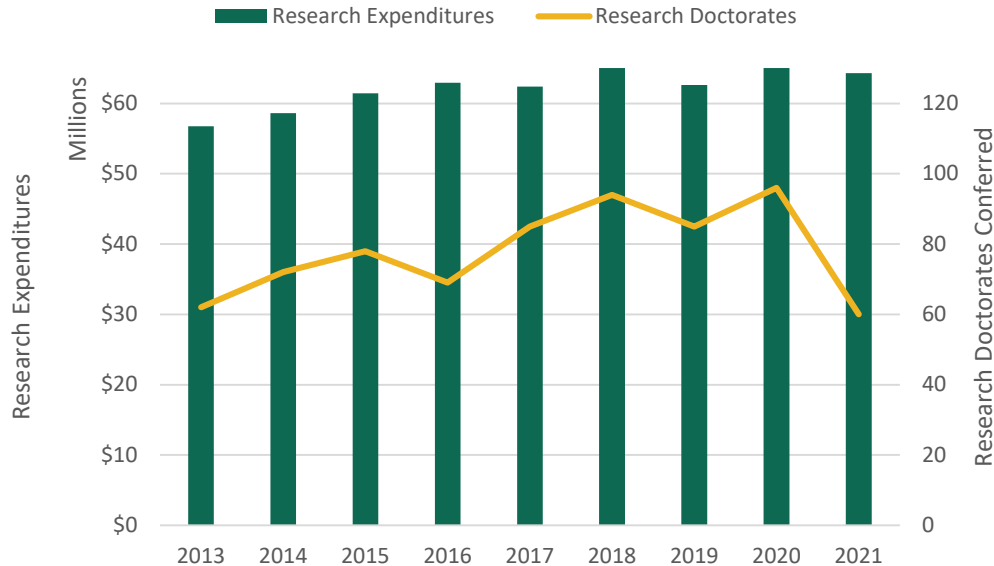


W&M preeminence depends upon:

- Enrolling excellent students who complete their degrees and remain loyal as alumni
- Expanding excellence among students to recognize the “grit” of socioeconomic challenges in identifying talent

## New knowledge, expanded understanding

### Research Expenditures and Doctorates Awarded

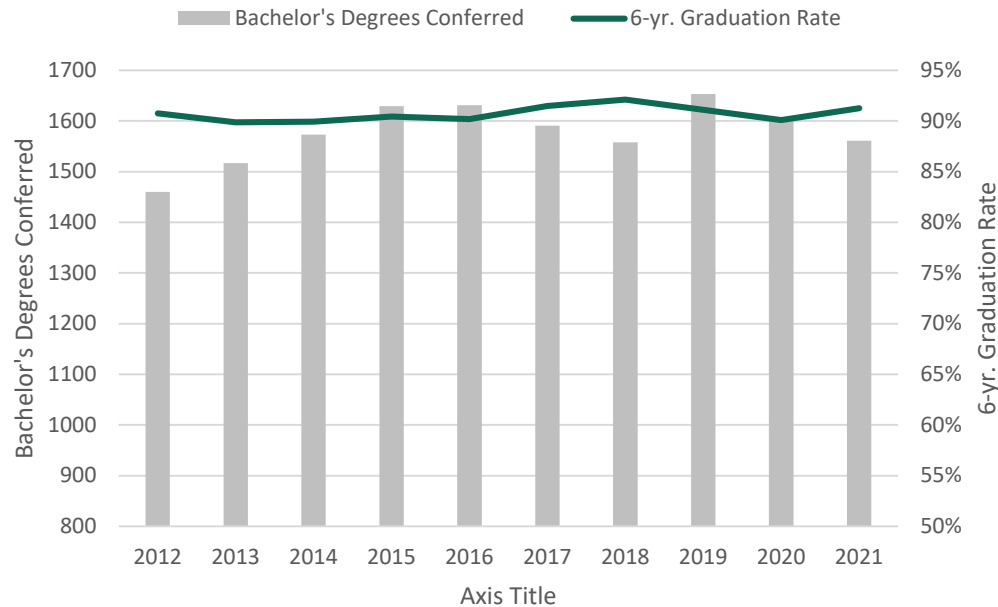


Source: USNWR, Academic Insights

- Plateaued research expenditures
- Growing research doctorates conferred prior to pandemic

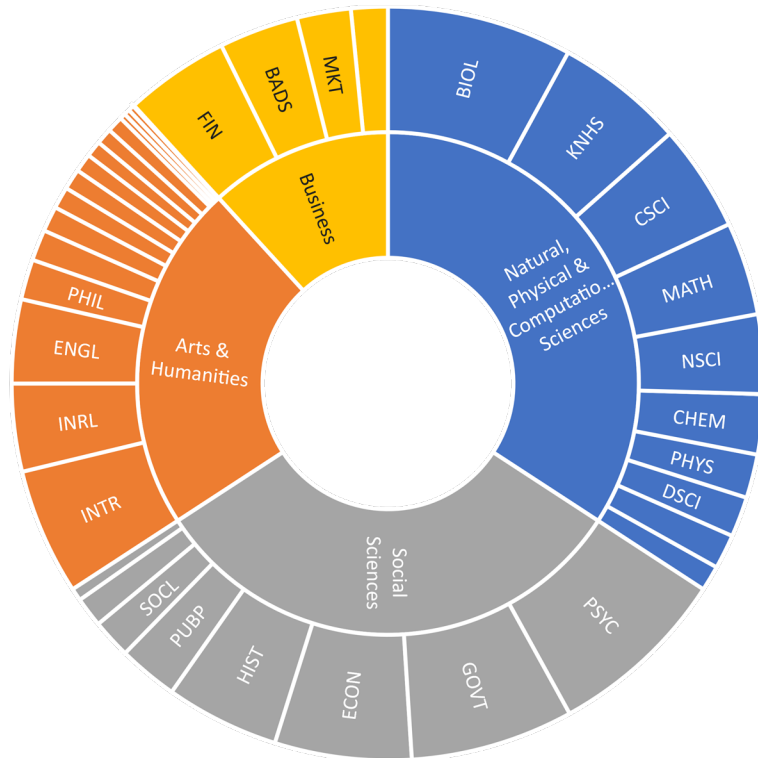
# Creative thinkers, principled leaders, compassionate global citizens

## Graduation Success at W&M



- W&M students graduate at exceptionally high rates
- More bachelor's degrees conferred reflects larger enrolling classes and sustained levels of student success

## Creative thinkers, principled leaders, compassionate global citizens

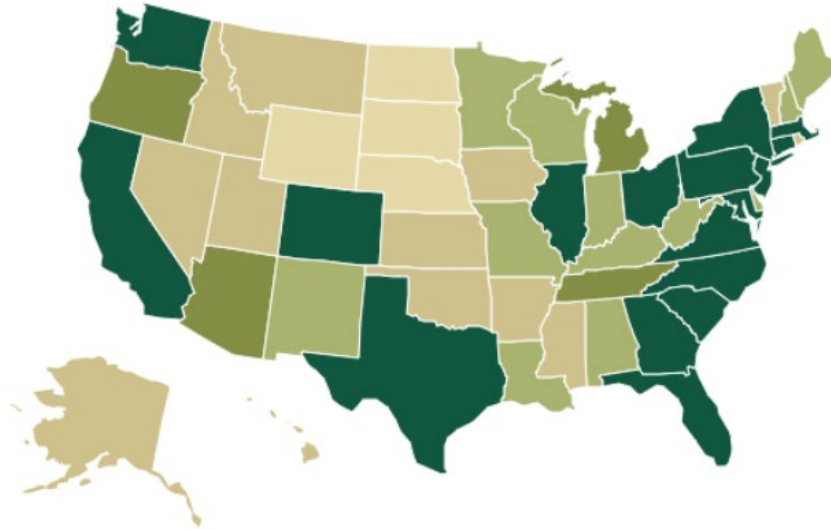


### W&M Bachelor's Degrees Awarded in 2022:

- **34%** Natural, Physical & Computational Sciences
- **32%** Social Sciences
- **22%** Arts & Humanities
- **12%** Business



## Creative thinkers, principled leaders, compassionate global citizens



### W&M ALUMNI BY STATE

● 1-100 ● 101-200 ● 201-500 ● 501-1000 ● 1001+

W&M 106,000+ active alumni live in:

- All 50 states
- 117 different countries around the globe

## Equipped for lives of meaning and distinction

### Graduates with debt

33%

of W&M graduates have student loans

*-22 pct. pts. less than the national average of 55%*

### Avg. loan amount

\$28,895

Average indebtedness for W&M graduates with student loans

*-1.3% less than the national average of \$29,290*

### Loan Default Rate

0.7%

of W&M graduates defaulted on their student loans

*Less than 10 individuals defaulted in the 2018 cohort*

- Unburdened by significant student debt, W&M graduates may pursue their passions.
- While pursuing their passions, W&M graduates enjoy the highest percentage salary gains from early to mid-career among Virginia public universities (PayScale).

## Table Conversations

- Are any components of quality at W&M are non-negotiable?
- If so, which?