

FEB 2024

W&M Applied Scholars

A Cohort-Based, Experiential Learning Opportunity



QEP Goal

To position W&M as the nation's leader in providing personal, high quality applied learning that explores critical real-world challenges.

Connection to University

W&M Mission

This program is designed to meet W&M's mission to "transcend the boundaries between research and teaching, teaching and learning, learning and living." The cohort approach cultivates creative thinkers, principled leaders, and compassionate global citizens.

Careers

This program provides a path for W&M to be a national leader in career development as the year-long cohort model supports mentorship, internships, and portfolio creation.

Broad & Practical Application

Cohorts can be built around each pillar of Vision 2026 or other School / Department Priorities. (e.g. no universal substantive requirement)



THE APPLIED SCHOLARS PROGRAM

Year Long Cohort Model

1. SUMMER

2. FALL

3. WINTER
BREAK

4. SPRING

5. SPRING
BREAK

6. SUMMER



Matched with 2
mentors;
career
development

3 credit class in
Williamsburg;
Site Visit &
Mentor Day

3 credit class in
external
location

3 credit class in
Williamsburg;
Site Visit &
Mentor Day

External
location (as
part of spring
class)

6 credit class
Internship:
domestic or
global location)

Illustrative Cohorts: AI & Democracy; Waterways: Chesapeake Bay to Himalayan Rivers; Food Systems and Indigenous Nations; Human Rights and Transitional Justice; Museum Design; Pandemic Management; Global Finance Past and Present

Institutional Impact

Delivering a more personal liberal arts education



Global

Set W&M's educational model apart in a competitive recruitment landscape - taking education out into the world and bringing the world to W&M.

Multi-Dimensional

Cross-campus collaboration that builds on each unit's strengths and creates something greater than the sum of our parts.

Practical

Without creating new major requirements, integrates COLL curriculum with research, study away, alumni mentors, and career-building internship opportunities.

Visionary

A mission-oriented program that advances the strategic goals of individual units and forwards the university's Vision---improving undergraduate education, involving alumni directly in educational programming, preparing students for their future careers.

Student Impact



This program will increase access to applied learning across campus and disciplines, building on our strengths as a liberal arts institution. and helping to develop students into multi-dimensional thinkers and engaged members of society.

Scalability

This model is a powerful, broad based effort across disciplines that could grow between Y1 and Y5 (by Y4, for example, it could enroll **400 students** / 25% of each sophomore class).

Alignment

Connects whole of university thinking through emphasis and integration on liberal arts, global engagement, applied learning, and career preparation.

Inclusivity

This model supports study abroad experience for student groups where a full semester abroad is a challenge, such as sciences or athletics.

Outcomes

First-generation, transfer, and non-traditional students could benefit disproportionately in academic, social, and career success. Studies by the Washington Center show that “women and students of color... perceived higher levels of career readiness” as a result of their participation in internship programs. (Adler Hickey, 2022)

Goals / Outcomes

Literature related to student success highlights three primary contributing factors:

1. **ACADEMIC ENGAGEMENT**
2. **CAREER DEVELOPMENT**
3. **SENSE OF BELONGING**

This program addresses all three in an integrated manner, and students who have completed the pilot program report that this was the most valuable educational experience they had at William & Mary.

Student learning and student success will incorporate metrics in each category.



Assessment Data

Lessons from the Pilot Evaluations

Evaluations

Student Course evaluations were very high vs Dept. Average and vs Same Instructor in other courses

Courseload

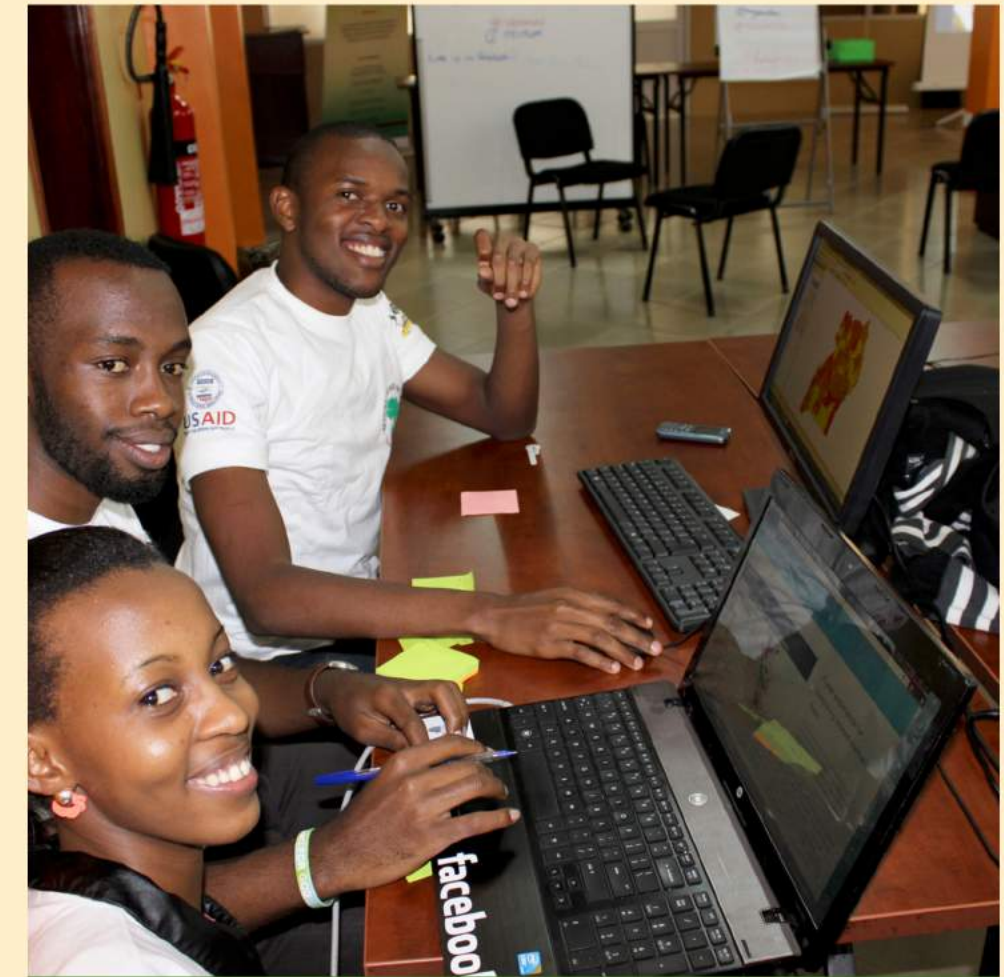
We adjusted credit hours between fall and spring to create a more consistent courseload

Engagement

We created more in-person mentor opportunities, and instituted midpoint check-ins

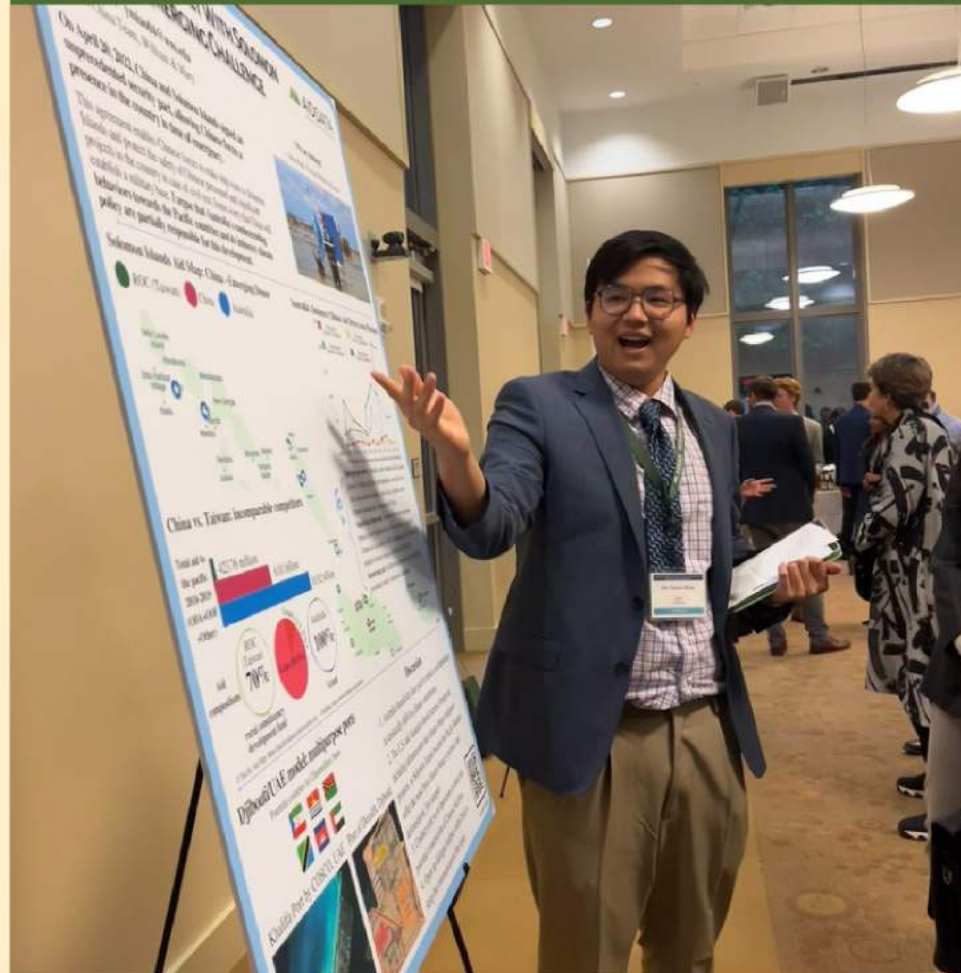
Student Learning

- NACE Career Readiness Framework, with cohort members systematically measured across specific indicators: Career & Self Development, Communication, Critical Thinking, Equity & Inclusion, Leadership, Professionalism, Teamwork, Tech
- Measurement of student satisfaction, engagement, and belonging



Student Success

- Retention
- Time to Degree
- GPA pre/post-treatment
- Placement in Preferred Field
- Connection to W&M post-grad



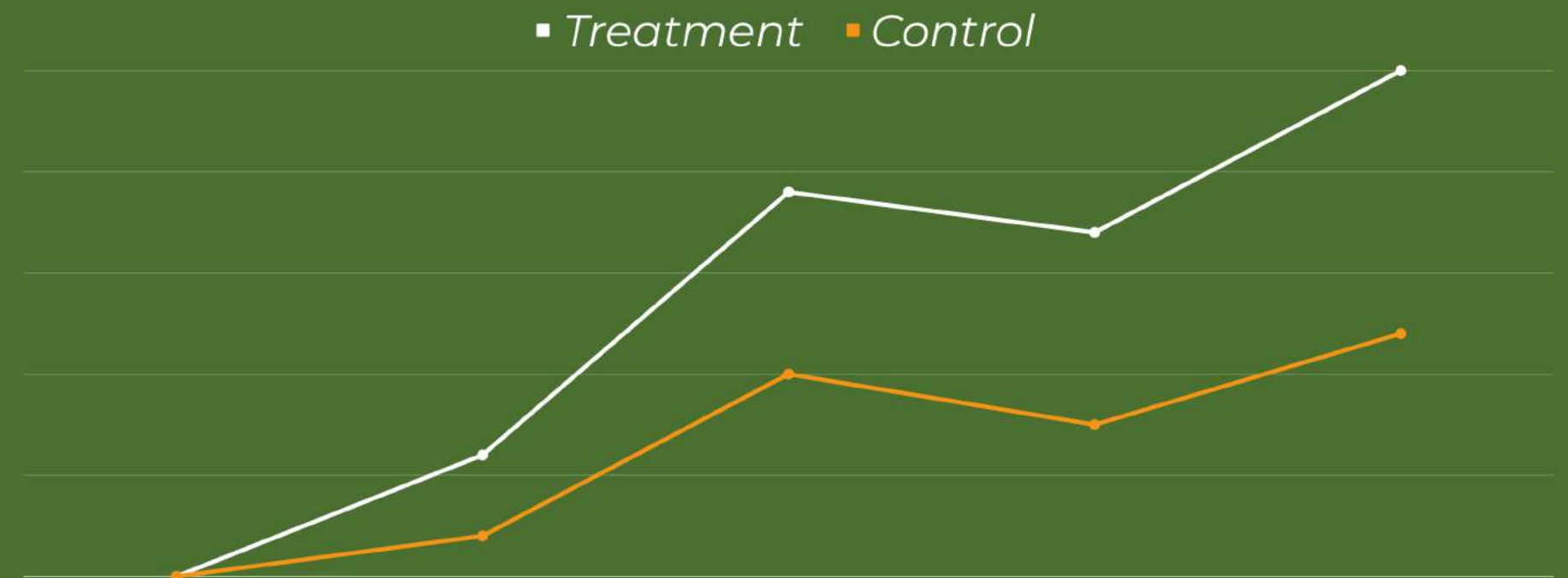
Assessment Process

“The Global Scholar Program was the turning point in my W&M studies. I cannot emphasize enough how impactful this was for my intellectual growth and for achieving my career goals.”

Elijah Tsai '25

Evaluating the QEP

Systematic measurement across indicators (e.g. NACE, satisfaction, career placement) at baseline, midpoint, and endpoint. Annual survey junior / senior year.



Comparison of behavioral outcomes through control group

- 3-5 year period of A/B would provide insight on learning outcomes and student success

Feasibility



We want this program to be accessible to all W&M students. Resources can come from:

1. Scholarships: This would be attractive to alums as the program hits on three things that W&M alums love to support -- liberal arts education, study abroad, and professional development / applied skills/internships for students.
2. Market-Based: A potential model is the Global Business Minor, which is a 15-credit program with an 18k program fee. The revenue generated from the program subsidizes the program for other students.

Scale by 5 cohorts per year

Example: By Y4

400

Students (25% Incoming Class)

20

Cohorts

18k

Program Fee

1.1m

Re-invested in Scholarships

Funding / Resources

The pilot proves this program can generate revenue. There are 3 resource levers: 1) Program Fees, 2) Scholarships, 3) University Support. These can be combined at different levels to achieve different levels of participation.

An illustrative example based on Y4:
20 cohorts | 25% of the incoming class

Program Fees

\$5m

New revenue generation

Scholarships

\$2.2m

Half from reinvested program fees, half from private giving

University Support

\$.8m

Operational salary lines



Thank You

Derek **Aday**

Roxane **Adler Hickey**

Teresa **Longo**

Todd **Mooradian**

Suzanne **Raitt**

Mike **Tierney**

William & Mary transcends the boundaries between research and teaching, teaching and learning, learning and living. People come to William & Mary wanting to understand and change the world – and together we do.

Context



With the looming “demographic cliff” and a declining number of college-age students in the United States, W&M can offer an undergraduate education that sets it apart from other elite universities. The Global Scholars Program has piloted a unique, high-quality, immersive program exploring real-world challenges with a substantial study abroad component. This year-long program contains key building blocks that advance W&M’s mission, such as credit-bearing courses, alumni mentorship, research, an international experience, and a paid internship. A broader effort, the Applied Scholars Program, would build on existing strengths and integrate multiple units across the university. It could become a game-changer to attract more and better students when the number of national admissions applications will be decreasing, and fundamentally change how current and prospective students view W&M to help the university attract tuition-paying students (and their parents).



Katlyn Oxer
Internship: OECD, Paris

“One of the greatest takeaways for me was being able to talk to people in the field. Traveling to D.C. and Europe and talking to policy experts built confidence in ways I never imagined. This experience taught me about my own identity and perspective because I had the opportunity to meet and talk to diverse people across the world.”



Junie Park
Internship: INDOPACOM, Hawaii

“Each student got the opportunity to gain mentorship from two W&M alumni in their professional or academic fields of interest. In addition to helping me sharpen my post-collegiate professional goals, my mentors have fundamentally shaped how I view myself and the world. My relationship with my mentors extends positively beyond college. I consider them to be my trusted mentors, colleagues, and friends.”



Bennet Hawley
Internship: EUCOM, Germany

“This program recognizes all the individual strengths of W&M - undergraduate research, study abroad and in DC, professional development, and alumni engagement - and packages them into a powerful, challenging, and comprehensive program. If that wasn't enough, it also brings together an interdisciplinary cohort of students, faculty, and staff committed to deeply examining and solving global issues resulting in one of the most engaging learning environments at W&M.”

By the #s: Pilot to Scale

From 2-year Pilot

21%	Students reporting need per Office of Financial Aid
\$104k	Scholarship funding from donors (program + internship support)
16	Average cohort size
14k	Per student program price
137	Alumni Engaged

To Scale to Y4 (Projections Based on Pilot)

80	Students who will need financial aid (out of 400)
2.2m	Scholarship funding from program fees & donors
20	Average cohort size
18k	Program fee (to support subsidizing scholarships)
3000	Alumni Engaged