

Strategic Initiatives & New Ventures

November 18, 2015



WILLIAM & MARY

CHARTERED 1693

STUDENTS



Promoting a College Without a Viewbook

For Courting Students, Glossy Viewbooks Lose Luster

By Beckie Supiano | FEBRUARY 19, 2012

Of all a college's courtship materials, the viewbook has long been the centerpiece. It seeks to convey the whole ethos of a place, what makes it unique. But viewbooks tend to blend together. Their pages teem with descriptions of majors and extracurriculars, and photos of bell towers, front gates, and groups of happy, diverse students on sunny fall days.

Viewbooks are like wristwatches, signaling wealth and a concern for tradition and appearance. And they can be costly. "These are vanity pieces," says Richard A. Hesel, a principal with the higher-education consulting firm Art & Science Group. Their message, he says, is: "Aren't we important?"

Of course there's a core purpose—to communicate facts—but increasingly, teenagers are finding that information elsewhere. Should colleges keep spending so much on what amounts to a coffee-table book?

INSIDE THE 'AMPERSANDBOX'

Cover letter promotes ampersandbox.wm.edu, a site designed to encourage interaction online.

Series of notecards captures various aspects of campus life, and defines the types of people that the college believes would make great students. The cards and cover letter are packaged in an envelope that promotes the Web site.

EACH CARD CONNECTS TO A WEB PAGE

The text on the reverse of each card is repeated on a companion Web page.

Front



Back

OUR OWN PRIVATE GROUNDHOG DAY.

If we could choose to live one day over and over again ad infinitum, it would be move-in day of our first year at William & Mary. It was as if every person we met had made a pact with him or herself to leave high school behind entirely. To drop the herd mentality, the social politics, the inclusion, the exclusion and the constant fear of public humiliation. Here, we all decided, we would just be ourselves. And man (I) has that made all the difference.

At W&M, we surround ourselves with people who are curious and brave, open to new experiences and willing (sometimes eager) to look like an idiot in the process. If something excites us, we dive in headfirst. If we fail, our friends give us a hug and it's on to the next thing. It's an accepting attitude and a positive outlook that's contagious, and it all started that first hot day in August when we were greeted by a pants-less Griffin.

Come to W&M and come as you are.

Learn more...
www.wm.edu/naked-and-friendly

WILLIAM & MARY

www.wm.edu/naked-and-friendly

The Web page navigation invites prospective students to explore other aspects of the college, and to file an application.



THE
W&M
PROMISE



WE

PROMISE

1st in undergraduate TEACHING
among public universities

Only three private universities—Princeton, Dartmouth and Brown—rank higher.

U.S. News & World Report, 2015

**“A TRADITION
THAT LIVES ON AT THIS
PREMIER
‘PUBLIC IVY’
IS A COMMITMENT TO
OLD-FASHIONED
ACADEMIC
EXCELLENCE.”**

Fiske Guide to Colleges

NEARLY 1/2 OF CLASSES
HAVE FEWER THAN

20 *STUDENTS*

William & Mary is one of only eight universities in the United States designated a “Public Ivy,” a state-assisted institution offering a superior education at a cost far below that of Ivy League schools. Based on its smaller size, commitment to undergraduate teaching and combination of contemporary excellence with historic preeminence, W&M is the quintessential public ivy.

A liberal arts education at William & Mary doesn’t prepare graduates for a single job – it prepares W&M graduates for any job.

38

VIRGINIA OUTSTANDING FACULTY AWARDS,
the state’s highest teaching honor, have been
bestowed on W&M professors.

MORE THAN ANY OTHER UNIVERSITY.



Kristiana, Class of 2017
Finance Major
Virginia Beach, VA



THE TOP-RANKED
SCHOOL *in* VIRGINIA
IN THE “SMARTEST PUBLIC COLLEGES” CATEGORY

Business Insider, 2014

AMONG PUBLIC UNIVERSITIES,
WILLIAM & MARY HAS THE
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WHO GO ON TO EARN PH.D.S

W&M has the highest
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William & Mary is the only Virginia institution featured as

A College That
Creates Futures

Princeton Review, 2015

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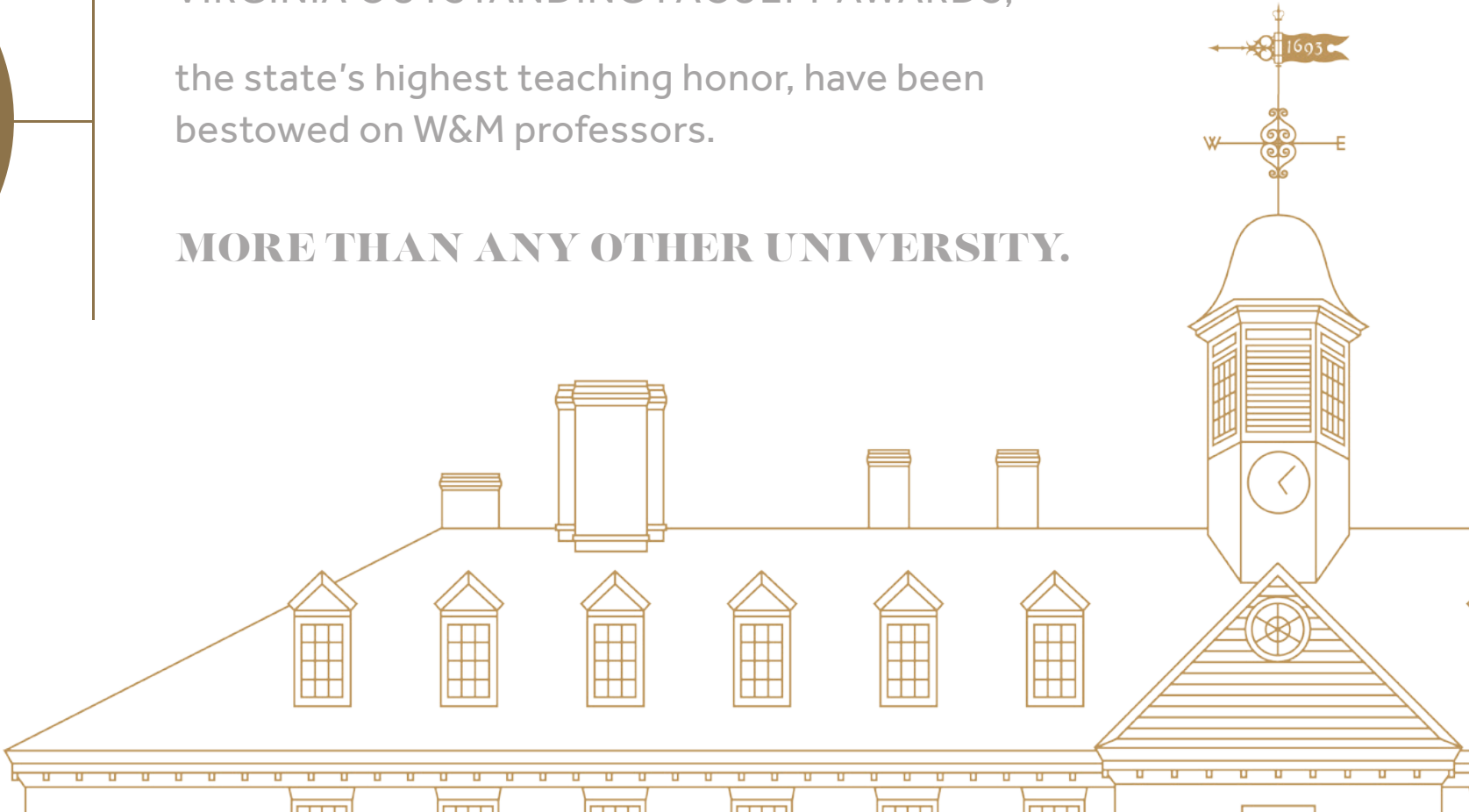
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DIVERSITY AT W&M MEANS *CELEBRATING*
a vibrant academic and social community that
represents the widest possible range of
IDEAS, BACKGROUNDS
AND EXPERIENCES.

With more than 400 campus clubs and organizations, 23 varsity sports, 45 club sports, 500+ intramural teams and more than 50 wellness and fitness classes per week, staying active and engaged at W&M isn't an afterthought; it's a way of life.

Scholarship athletes have the highest graduation rate of those at any public university in the country, and our athletes have won more conference championships than those at any other university in the CAA.

William & Mary is the only public university in the country to be given a rating above 90 in both Academics and Campus Life.

Princeton Review, 2015

W&M's undergraduate team won the 2015 grand prize at iGEM, the "World Cup of Science," and was the only team from North America to make it to the finals this year.

FOUR

William & Mary students were named

2015 Goldwater Scholars,

the prestigious national STEM award.

Only 10

institutions in the U.S. earned the maximum four awards.

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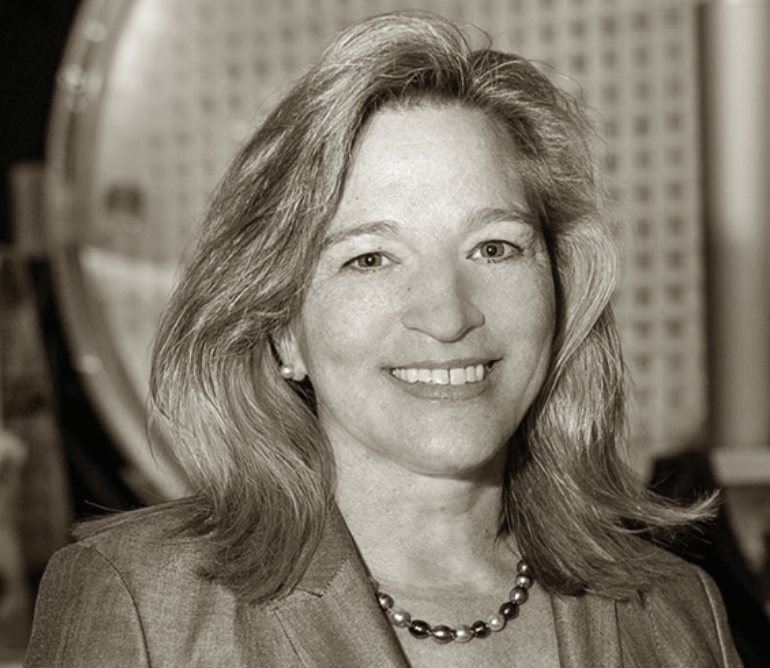
We shape the culture.

Just take a look at Academy-Award-nominated actress **Glenn Close** '74, international fashion icon **Perry Ellis** '61 and **William Barton Rogers**, the founder of MIT. Other W&M alumni who shaped, and continue to shape, our society include:

FORMER "DAILY SHOW" HOST
JON STEWART '84



NASA CHIEF SCIENTIST
ELLEN STOFAN '83



PITTSBURGH STEELERS HEAD
COACH MIKE TOMLIN '95



Beth Comstock '82

Vice Chair at General Electric and one of Fortune's "most powerful women in business"

Jen Psaki '00

White House Communications Director

3

U.S. Presidents attended
William & Mary

Robert Gates '65, L.H.D. '98

W&M's Chancellor and the only person to have served as Secretary of Defense for two U.S. Presidents from different political parties

Jill Ellis '88

Head Coach of the 2015 World Cup champion U.S. Women's National Soccer Team

James Comey '82

FBI Director



JAMES MONROE • THOMAS JEFFERSON • JOHN TYLER

George Washington received his surveyor's license from W&M and was its first American Chancellor.

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Chief Justice of the United States

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WE PROMISE

you won't make a
BETTER INVESTMENT

STUDENTS WHO ENROLLED AT OTHER VIRGINIA PUBLIC UNIVERSITIES IN 2013 FACED, ON AVERAGE, A 14.3 PERCENT TUITION INCREASE BY 2015. FOR STUDENTS WHO ENROLLED UNDER THE W&M PROMISE,

THE TUITION INCREASE WAS **ZERO**

2nd W&M BOASTS THE
-HIGHEST
FOUR-YEAR
GRADUATION RATE

AMONG PUBLIC UNIVERSITIES
IN THE UNITED STATES

Money Magazine, 2015

3rd AMONG VA PUBLIC UNIVERSITIES,
W&M OFFERS THE
-LOWEST
AVERAGE NET PRICE

FOR IN-STATE STUDENTS QUALIFYING
FOR GRANT OR SCHOLARSHIP AID.*

College Navigator, 2015

*Only Norfolk State and UVA-Wise are lower.
Radford (4th) and UVA (5th) round out the top five.

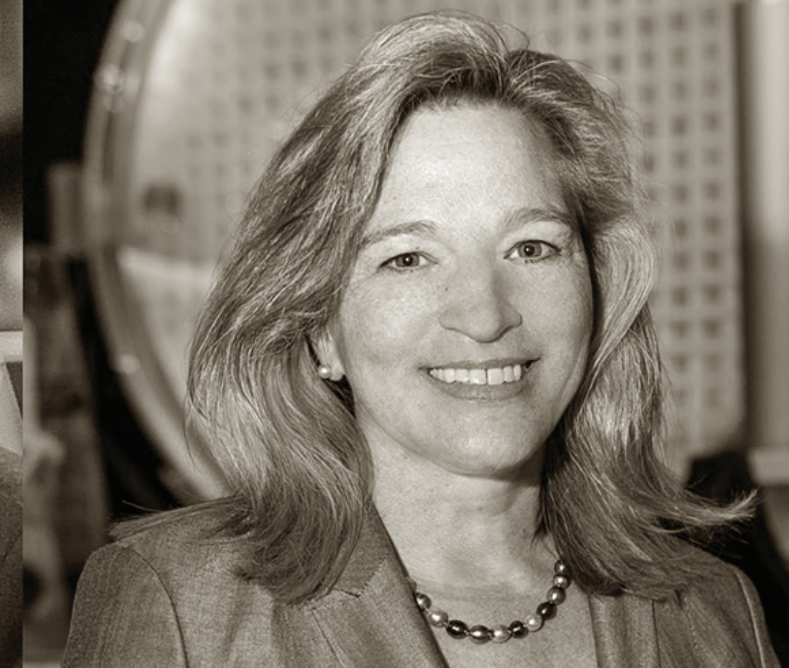
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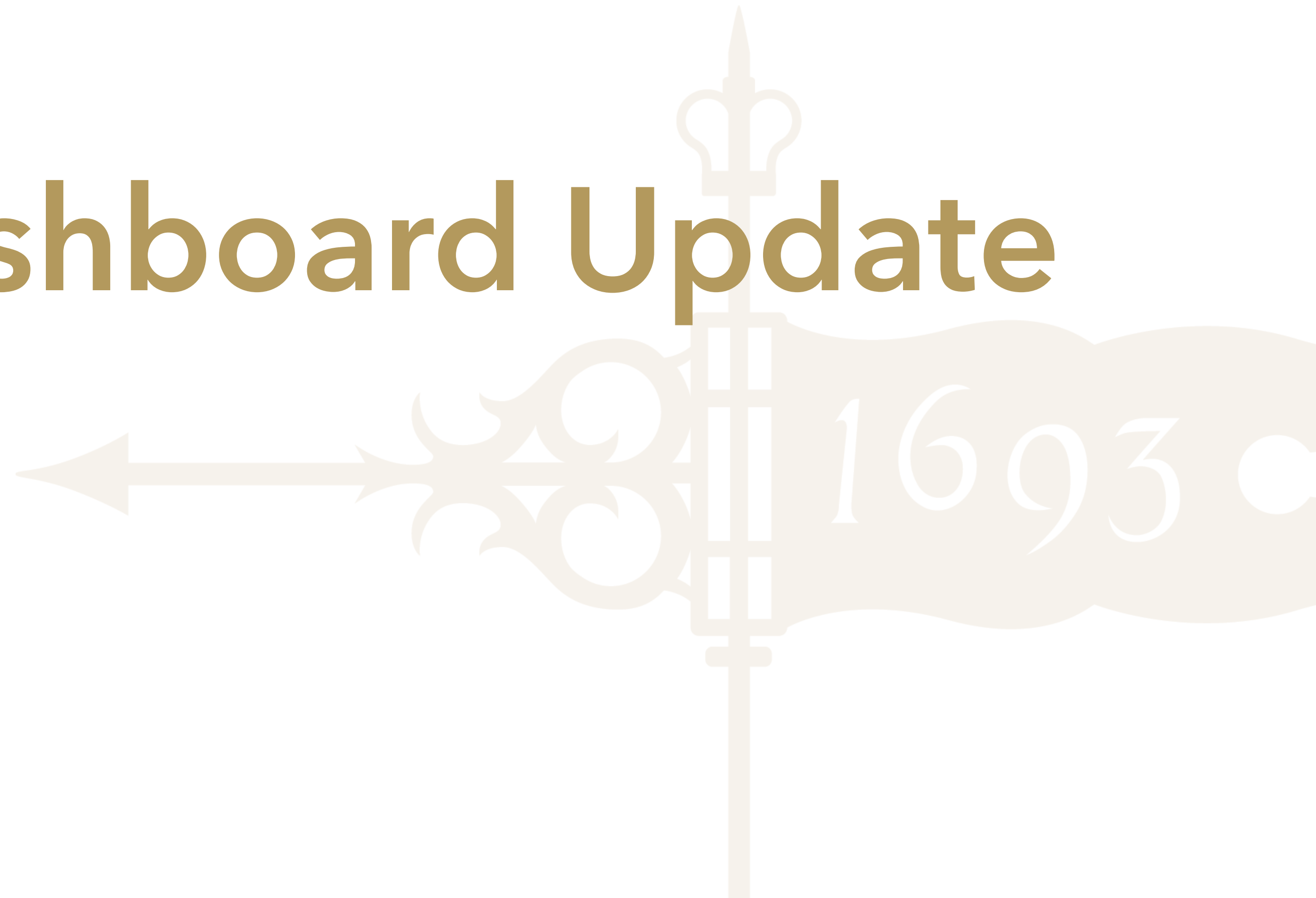
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University Dashboard Update











Strategic Planning Dashboard

In the 10-year trend column, movements up usually represent improvement. For graphs highlighted in yellow, downward movements are improvements.

Challenge: Leading Liberal Arts University									Comparisons	
Measures		10-yr. Trend	2011-12	2012-13	2013-14	2014-2015	2015-2016	Target	UVA	Brown
1	Undergraduate acceptance rate		35%	32%	33%	33%	34%	34%	29% (2014-15)	9% (2014-15)
2	Undergraduate yield rate		33%	33%	32%	31%	29%	34%	41% (2014-15)	59% (2014-15)
3	Undergraduate SAT scores: 25th – 75th percentile range		1240-1450	1250-1460	1270-1460	1270-1470	1260-1460	1250-1450	1250-1460 (2014-15)	1330-1550 (2014-15)
4	Undergraduate graduation rate: Completions within 6 years		90%	90%	90%	Avail. 3/2016	Avail. 3/2017	93%	94% (2008 cohort)	96% (2008 cohort)
5	Student-faculty ratio		12:1	12:1	12:1	12:1	Avail. 4/2016	< 13:1	15:1 (2014-15)	9:1 (2014-15)
6	Small undergraduate classes: Percent with 2-19 students		48%	49%	48%	48%	Avail. 4/2016	50%	55% (2014-15)	68% (2014-15)
7	USNWR: Commitment to Teaching		8	6	3	2	4	1	N/A	3
8	Faculty Salaries: SCHEV peer group percentile		21%	23%	34%	39%	Avail. 4/2016	60% by 2018	31%	N/A
Challenge: Diversity									Comparisons	
Measures		10-yr. Trend	2011-12	2012-13	2013-14	2014-2015	2015-2016	Target	UVA	Brown
9	Undergraduate students who are members of historically underrepresented groups		26%	27%	28%	29%	29%	N/A	28% (2014-15)	36% (2014-15)
10	Graduate/professional students who are members of historically underrepresented groups		15%	16%	15%	14%	16%	N/A	17% (2014-15)	24% (2014-15)
11	Undergraduate Pell Grant Recipients		12%	12%	12%	Avail. 3/2016	Avail. 3/2017	N/A	13% (2013-14)	16% (2013-14)


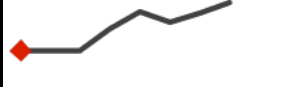









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Challenge: Global Engagement									Comparisons	
Measures		10-yr. Trend	2011-12	2012-13	2013-14	2014-2015	2015-2016	Target	UVA	Brown
12	Undergraduate students with international citizenship		3%	4%	4%	5%	6%	N/A	5% (2014-15)	12% (2014-15)
13	Graduate students with international citizenship		12%	13%	15%	15%	14%	N/A	15% (2014-15)	28% (2014-15)
14	Undergraduate students who study abroad		46%	47%	48%	50%	Avail. 5/2016	60% by 2018	N/A	N/A
15	Total international student enrollment		479	551	575	667	687	600 by 2016	N/A	N/A
16	Total countries with students enrolled		60	50	55	58	65	60 by 2016	N/A	N/A
Challenge: Lifelong Connection									Comparisons	
Measures		10-yr. Trend	2011-12	2012-13	2013-14	2014-2015	2015-2016	Target	UVA	Brown
17	Alumni giving participation rate: undergraduates with degrees		23.6%	23.9%	24.9%	27.1%	Avail. 9/2016	40% by 2020	23% (USNWR)	31.8% (2013-14)
Challenge: Communications									Comparisons	
Measures		10-yr. Trend	2011-12	2012-13	2013-14	2014-2015	2015-2016	Target	UVA	Brown
18	USNWR: National Universities		33 (tie)	32 (tie)	33(tie)	34 (tie)	Avail. 9/2016	N/A	26 (tie)	14
19	USNWR: Public Universities		6	6	6	6	Avail. 9/2016	N/A	3 (tie)	N/A

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Challenge: Business Plan									Comparisons	
Measures		10-yr. Trend	2011-12	2012-13	2013-14	2014-2015	2015-2016	Target	UVA	Brown
20	USNWR: Financial resources rank		112	114	110	113	Avail. 9/2016	< 70	67 (2014-15)	24 (2014-15)
21	Total sponsored program expenditures (millions)		\$55	\$57	\$59	Avail. 4/2016	Avail. 4/2017	\$60 by 2014	\$332 (2013-14)	\$116 (2012-13)
22	Debt Service as Percent of Operating Expense		6.5%	6.8%	5.7%	5.8%	Avail. 9/2016	< 7%	N/A	N/A
23	Annual giving to the Fund for W&M plus expendable scholarships (in millions)		\$6.2	\$6.4	\$6.8	\$8.6	Avail. 9/2016	\$9 by 2020	N/A	N/A
24	Total annual giving not including big gifts (< \$100k gifts; in millions)		\$15.2	\$17.1	\$19	\$20.6	Avail. 9/2016	\$22 by 2020	N/A	N/A
25	Total New Private Gift Activity (in millions). New gifts plus new commitments.		\$80	\$104	\$104	\$106	Avail. 9/2016	> \$100	N/A	N/A
26	Endowment per student (year end)		\$82,870	\$87,963	\$99,388	\$100,572	Avail. 10/2016	\$175,000 by 2020	\$265,172 (2013-14)	\$350,438 (2013-14)
27	Total Endowment (in millions)		\$644	\$698	\$798	\$811	Avail. 10/2016	\$1,500 by 2020	\$5,946 (2013-14)	\$3,000 (2013-14)
28	Average per-borrower cumulative undergraduate debt		\$24,344	\$24,400	\$25,733	Avail. 2/2016	Avail. 2/2017	< \$20,000	\$22,933	\$24,300
29	Undergraduate students who graduate with debt		41%	38%	38%	Avail. 2/2016	Avail. 2/2017	< 40%	36%	35%
Challenge: Administrative Resources and Infrastructure									Comparisons	
Measures		10-yr. Trend	2011-12	2012-13	2013-14	2014-2015	2015-2016	Target	UVA	Brown
30	All E&G Facilities Condition Index		6.3%	6.9%	5.7%	5.8%	Avail. 2/2016	< 10%	6.6% (2012-13)	N/A

Regional Activity Update



Questions?

