

# Strategic Initiatives & New Ventures

September 15, 2017



WILLIAM & MARY

CHARTERED 1693



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W&M 2026



# W&M's Academic "Special Sauce"

- High-touch/personal education
- Unusually effective blend of research and teaching
- Student opportunities working with faculty in research
- Ethos

# 2026 Vision: Key Objectives

- Build a strong and sustainable operational and financial model to ensure William & Mary's excellence and ascendancy.
- Commit to socioeconomic diversity (access and affordability) to ensure a diverse university community and a diverse educational experience.
- Position William & Mary at the intersection of the humanities and technology and support a stronger emphasis on STEM-H disciplines, including engineering and design and data literacy.
- Support William & Mary's position as a leader in global citizenship and developing strong leaders in all professional pursuits.
- Position William & Mary at the center (geographic and thought leadership) of a mega-region between Virginia Beach and Richmond.

# Operational Model

- Smaller undergraduate enrollment
- Highly residential
- Moderately low student-to-faculty ratio
- Highly tenured/tenure-eligible faculty

More closely aligned with private universities

# Financial Model

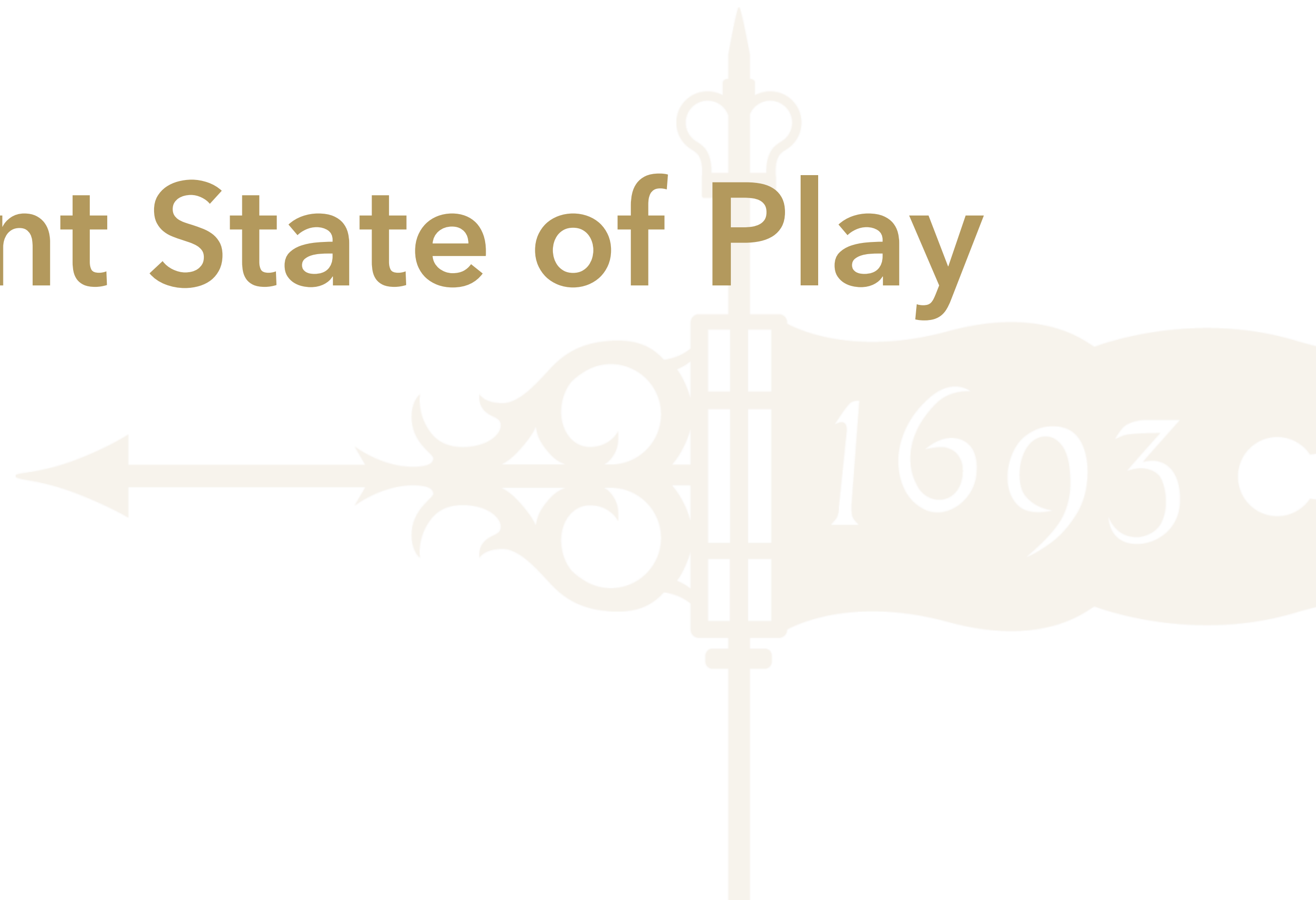
- Limited core revenues per FTE
- Particularly limited core revenues from investment returns (endowment)
- Early in our endowment/private giving fundraising program

More closely aligned with public universities

# Financing the 2026 Vision

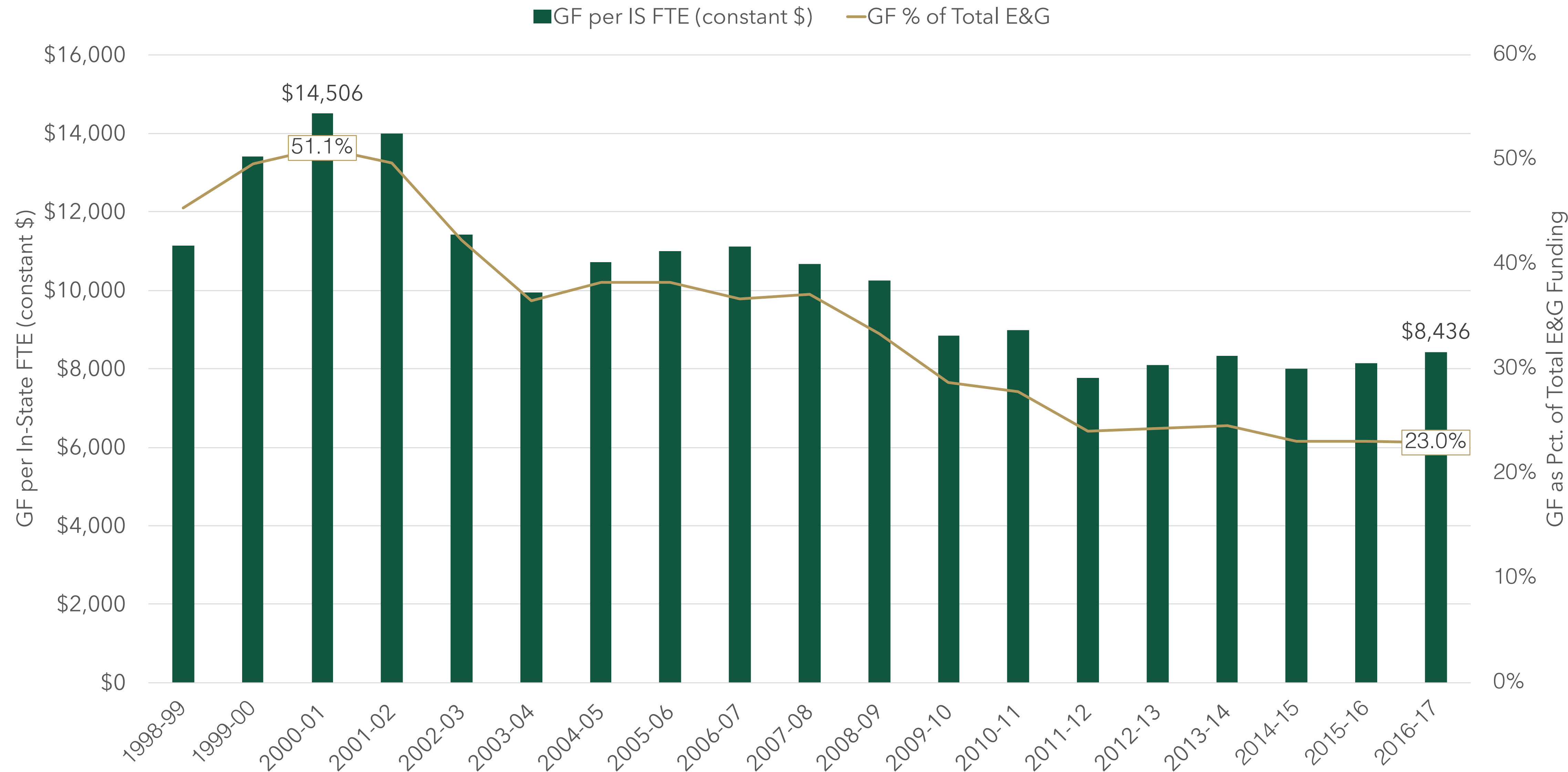
- State Support
- Tuition
- Expand Reach
  - On-campus enrollment growth
  - On-line programs
  - Program expansion
- Budget reductions, reallocations, and business innovation
  - Revenue
  - Expenditures
    - Academic
    - Administrative
- Philanthropy / Other Outside Sources

# The Current State of Play





# General Fund Support for William & Mary



# W&M's Admission Funnel

**125,000** students receive search communication  
(82,000 juniors, 43,000 sophomores)

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**45,000** students receive prospect mailing  
(18,500 prospects via search + contacts via visits,  
travel, fairs, web etc)

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**14,900** Applicants

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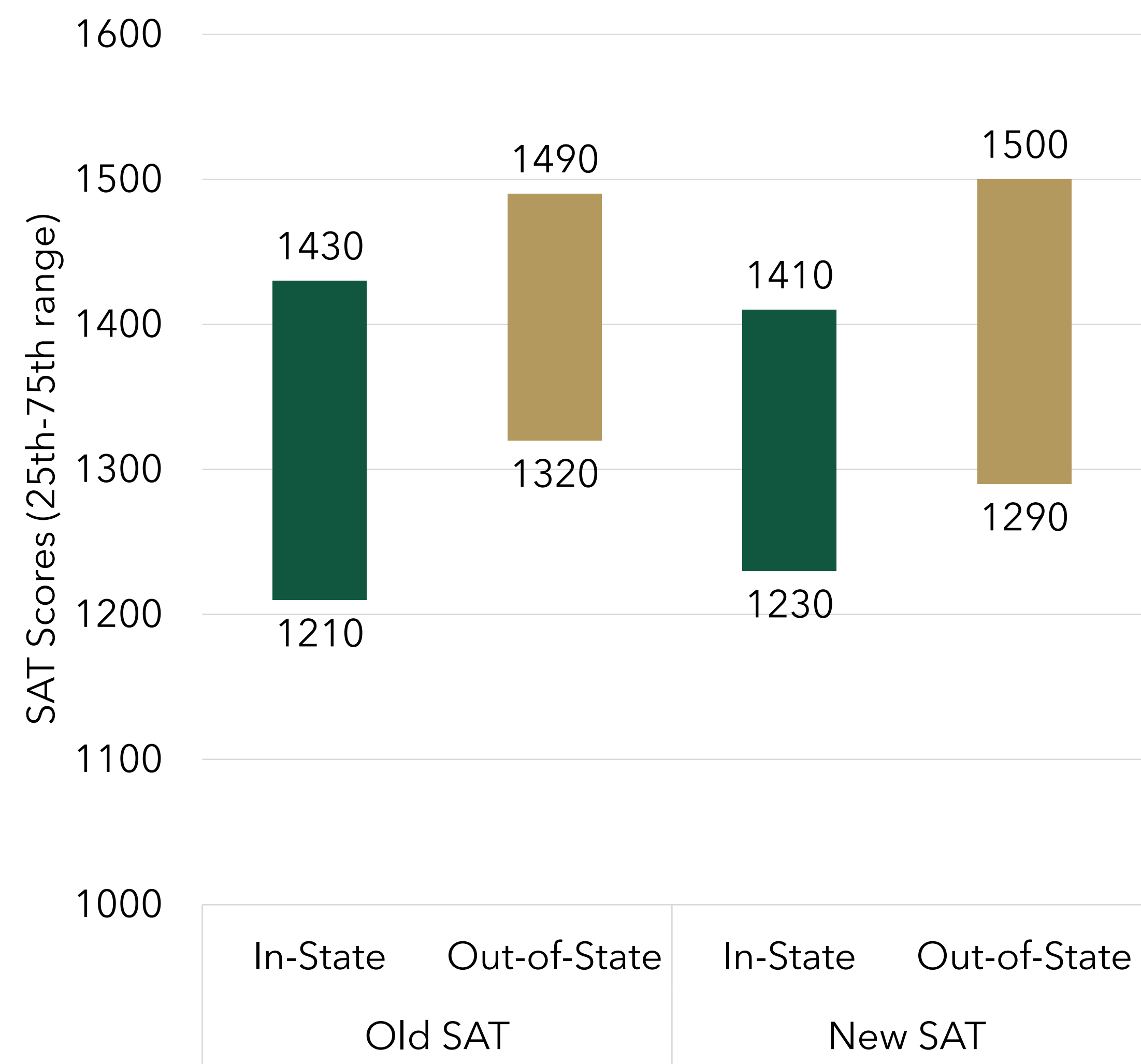
**5,300**  
Admits

1,520 Enrolling

# The Current Pool

	2017 Pool	Admit Rate	Overall Yield	Regular-Decision Yield
Overall	14,921	35.8%	29.1%	
In-State	6,128	45.2%	36.1%	23.5%
Out-of-State	8,793	29.5%	21.0%	15.0%

# The Current Pool



	In-State	Out-of-State
Students of Color	37%	17%
First Generation	13%	6%
Top 10% of HS Class	82%	79%
HS GPA	4.24	4.26

# Closed Session

