



Planned Smart Growth

600

more undergraduates by scaling up to

150

more new students per year over a

4

year timeframe

Phased Smart Growth

	2019-2020 (baseline)	2020-2021 (+40)	2021-2022 (+90)	2022-2023 (+135)	2023-2024 (+150)
FALL	1,530				
SPRING	0				
TARGET	N/A	1,570	1,620	1,665	1,680
ACTUAL	1,530				

Phased Smart Growth

	2019-2020 (baseline)	2020-2021 (+40)	2021-2022 (+90)	2022-2023 (+135)	2023-2024 (+150)
FALL	1,530	1,521			
SPRING	0	67			
TARGET	N/A	1,570	1,620	1,665	1,680
ACTUAL	1,530	1,588			

Acceleration of Enrollment Growth

2021-2022

	2019-2020 (baseline)	2020-2021 (+40)	2021-2022 (+90)	2022-2023 (+135)	2023-2024 (+150)
FALL	1,530	1,521	N/A		
SPRING	0	67	N/A		
TARGET	N/A	1,570 —	1,620	1,665	1,680
ACTUAL	1,530	1,588	N/A		

Acceleration of Enrollment Growth

2021-2022

	2019-2020 (baseline)	2020-2021 (+40)	2021-2022 (+90)	2022-2023 (+135)	2023-2024 (+150)
FALL	1,530	1,521	N/A	1,686	
SPRING	0	67	N/A		
TARGET	N/A	1,570 —	1,620	→ 1,665	1,680
ACTUAL	1,530	1,588	N/A		

Acceleration of Enrollment Growth

2021-2022

	2019-2020 (baseline)	2020-2021 (+40)	2021-2022 (+90)	2022-2023 (+135)	2023-2024 (+150)
FALL	1,530	1,521	N/A	1,686	
SPRING	0	67	N/A	~200	
TARGET	N/A	1,570 —	1,620	→ 1,665	1,680
ACTUAL	1,530	1,588	N/A	1,886	

THE WALL STREET JOURNAL.

U.S. | EDUCATION

Wait-Listed at Colleges of Your Dreams? Some Offer Semester Abroad as Way In

Rather than leaving admission to chance, some applicants enter by first studying in such places as Costa Rica and London



By Aydali Campa

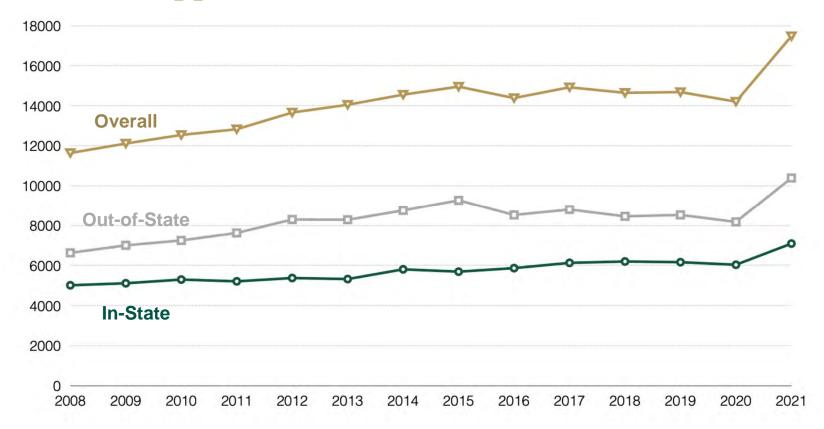
Aug. 14, 2021 8:00 am ET

Somerville Munt, a recent graduate of Fluvanna County High School in Palmyra, Va., said she was disappointed when she found out in March that she had been wait-listed by William & Mary.

"There's basically no chance of me getting in," she remembered thinking at the time.

About a week later, as she was scrolling through her email trying to plan her next step, Ms. Munt noticed a message from the Williamsburg, Va., school. It would guarantee her admission in spring 2022 if she spent her first semester studying abroad in a program offered through Verto Education, a for-profit company. She immediately signed up to study in Costa Rica, she said.

Freshman Application Pool



Admission Snapshot: Past Four Years

Fall 2018	Fall 2019	Fall 2020	Fall 2021
Applications: 14,644	Applications: 14,681	Applications: 14,202	Applications: 17,474
Class Size: 1546	Class Size: 1530	Class Size: 1521	Class Size: 1686 *
Admit Rate: 37%	Admit Rate: 38%	Admit Rate: 42%	Admit Rate: 37%
Yield Rate: 29%	Yield Rate: 28%	Yield Rate: 25%	Yield Rate: 26%

^{*}Does not include students who will start in Spring 2022 as part of the waitlist to guaranteed transfer admission pathway

Academic Profile

Fall 2018	Fall 2019	Fall 2020	Fall 2021
SAT Q1-Q3: 1310-1490	SAT Q1-Q3: 1320-1510	SAT Q1-Q3: 1300-1490	SAT Q1-Q3: 1360-1520 *
ACT Q1-Q3: 30-33	ACT Q1-Q3: 30-34	ACT Q1-Q3: 30-34	ACT Q1-Q3: 31-34 *
Top Decile: 77%	Top Decile: 75 %	Top Decile: 77%	Top Decile: 82%
Average GPA: 4.24	Average GPA: 4.27	Average GPA: 4.28	Average GPA: 4.30

*39% of Fall 2021 entering class applied test-optional

Entering Class Demographics

Fall 2018	Fall 2019	Fall 2020	Fall 2021
In-State: 63%	In-State: 62%	In-State: 67%	In-State: 64 %
Students of Color: 31%	Students of Color: 33%	Students of Color: 32%	Students of Color: 33%
International: 6%	International: 7%	International: 4%	International: 4%
First Generation: 10%	First Generation: 10%	First Generation: 10%	First Generation: 11%

New Pell Students

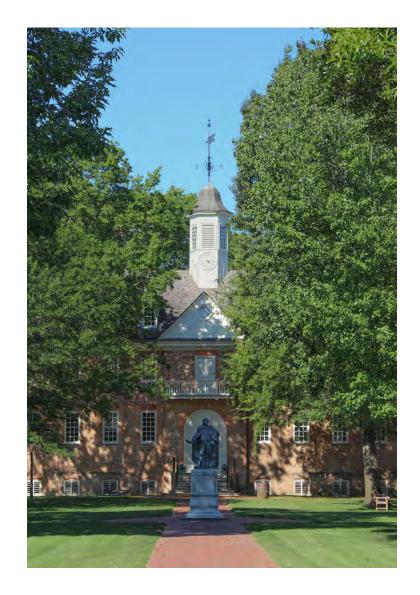
Fall 2018	Fall 2019	Fall 2020	Fall 2021
Freshmen: 157	Freshmen: 153	Freshmen: 166	Freshmen: 197
Transfers: 30	Transfers: 44	Transfers: 30	Transfers: 69
Total: 187	Total: 198	Total: 196	Total: 266

Pell Freshman Percentages

Fall 2018	Fall 2019	Fall 2020	Fall 2021
Overall: 10%	Overall: 10%	Overall: 11%	Overall: 12%
In-State: 14%	In-State: 15%	In-State: 15%	In-State: 16%
Out-of-State: 3%	Out-of-State: 2%	Out-of-State: 2%	Out-of-State: 3%

Fall 2021 Pell Increases

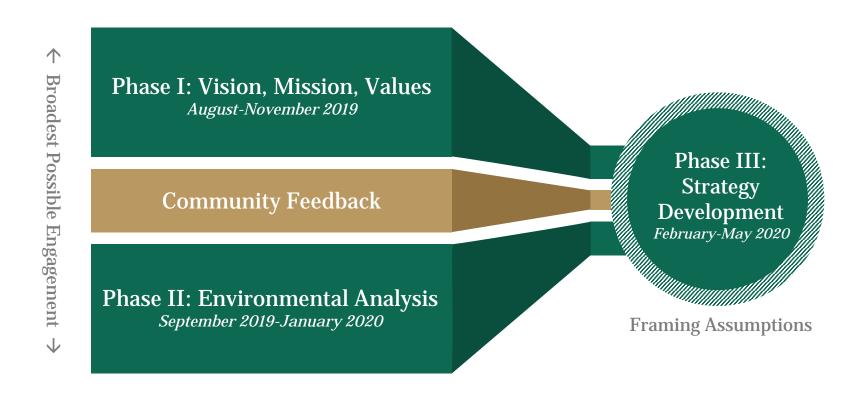
- Largest number of incoming Pell recipients in William & Mary's history
- 19% increase in total number of freshmen Pell recipients compared to last year
- 36% increase for freshmen and transfers combined



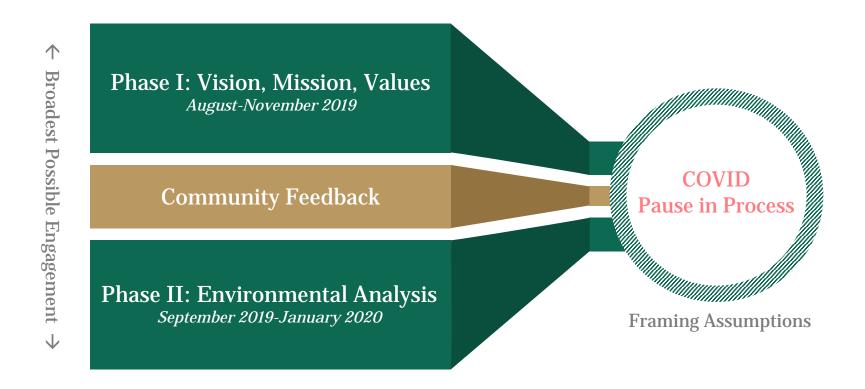




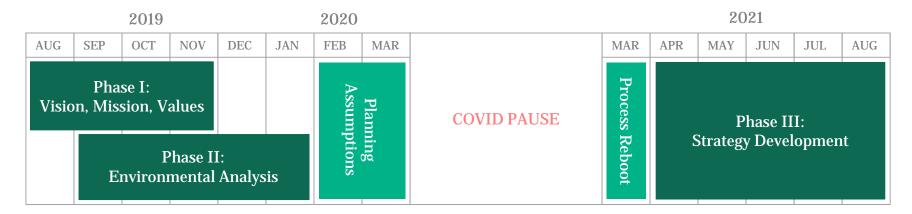
Intended Process at Launch in 2019



Process Paused by Pandemic



Completed Process Timeline



Phase I

May - Nov 2019

- Drafting Groups
- Initial Feedback
- Broader Feedback
- Refinement
- Oct Forum
- Nov BOV Affirmation

Phase II

Sep 2019 – Jan 2020

- Subcommittees:
 Teaching & Learning
 Research & Innovation
 Flourishing & Engagement
- White Papers
- Jan Forum
- Refinement

Process Reboot

Mar 2021

- Revisit white papers, framing assumptions
- Community Conversations

Phase III

Mar - Aug 2021

- Refining framing assumptions by Cabinet
- Developing Vision 2026 framework
- Launch "planning in"

Process Inputs

Vision 2026 Framework

Phase I: Vision, Mission, Values

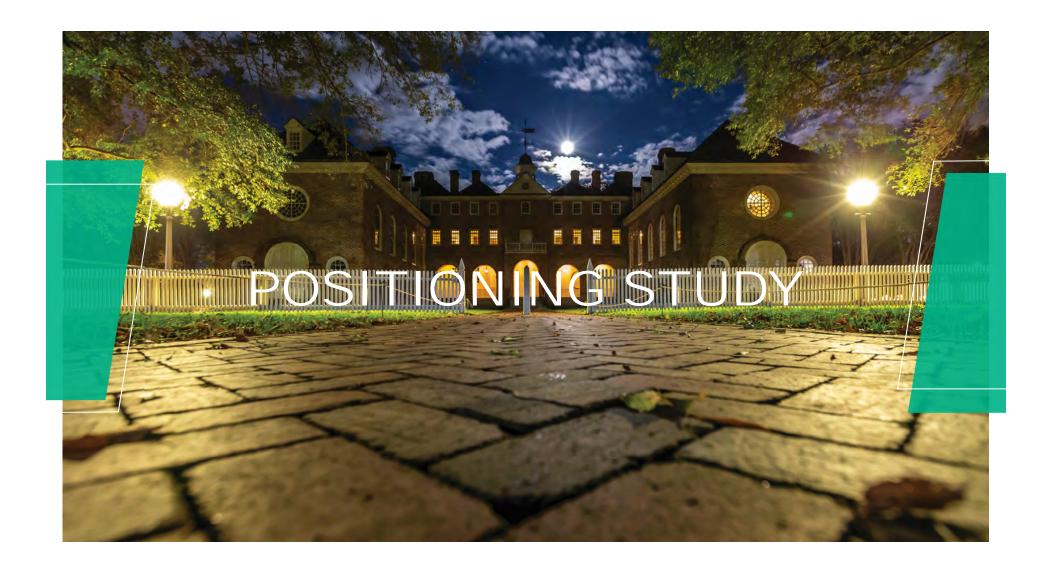
- Drafting Groups
- Community Forums (2)
- Campus presentations (12), including in each school
- Consultation with student, faculty and staff governance bodies
- Online feedback portal
- BOV Affirmation

Phase II: Environmental Analysis

- Subcommittee Outreach:
 - Teaching & Learning
 - Research & Innovation
 - Flourishing & Engagement
- Subcommittee Reading Lists
- Finance Module
- Enrollment Module
- Community Forums (3)
- Online feedback portal
- BOV Presentation

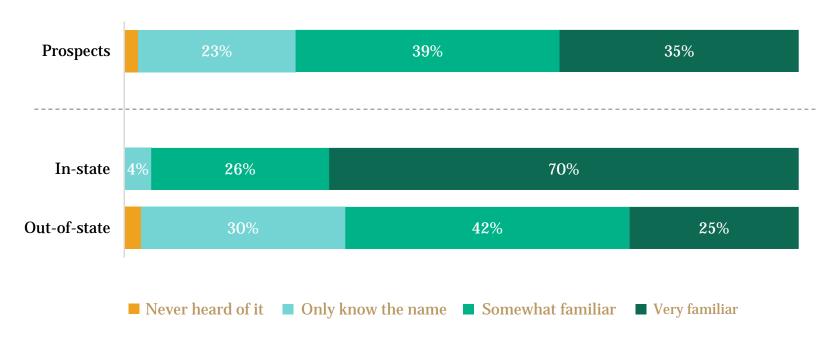
Phase III: Strategy Development

- "The Virginia Plan for Higher Education" (SCHEV)
- Positioning Study (Simpson Scarborough)
- Climate Action Roadmap
- Inclusive Excellence Framework (Ivy Group)
- W&M Athletics Equity Plan
- Unit-level strategic plans (completed and in process)
- Community Conversations (2)



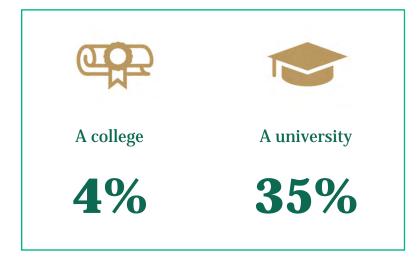
Familiarity with William & Mary is lower among out-of-state prospects.

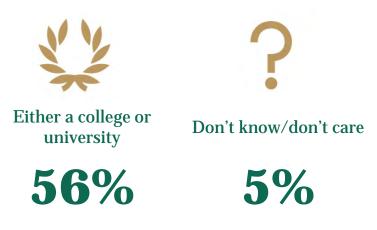
LEVEL OF FAMILIARITY WITH W&M | SECONDARY BY IN/OUT-OF-STATE



Just over half of prospects are indifferent to attending a "university" vs a "college." But, for those who care, a "university" is preferred far more than a "college."

INSTITUTION PREFERENCE





The best institutions have programs in the physical sciences, humanities, business and engineering.

Prospects	Business Influencers	Current Students	Faculty/Staff	Alumni	Non-alumni Donors
Physical Sciences 64%	Business 68%	Physical Sciences 73%	Physical Sciences 77%	Physical Sciences 83%	Physical Sciences 77%
Engineering 60%	Engineering 65%	Business 67%	Humanities 73%	Humanities 81%	Humanities 73%
Business 57%	Technology, Computer Science 60%	Humanities 66%	Social Sciences 67%	Social Sciences 70%	Business 72%
Medicine 55%	Physical Sciences 54%	Technology, Computer Science 62%	Technology, Computer Science 65%	Business 69%	Technology, Computer Science 68%
Technology, Computer Science 53%	Medicine 50%	Social Sciences 61%	Business 61%	Technology, Computer Science 66%	Engineering 66%
Humanities 51%	Law (43%)	Engineering 59%	Math 56%	Math 59%	Social Sciences 57%
Social Sciences (49%)	Math (39%	Medicine 55%	Engineering 53%	Engineering 57%	Math 56%
Law (47%)	Humanities (39%)	Law 54%	Law 50%	Law 50%	Law 56%
Math (45%)	Social Sciences (31%)	Math (43%)	Education/Teaching (49%)	Education/Teaching 50%	Education/Teaching (49%)
Performing and Visual Arts (25%)	Education/Teaching (27%)	Education/Teaching (36%)	Performing and Visual Arts (43%)	Performing and Visual Arts (43%)	Medicine (46%)
Education/Teaching (21%)	Performing and Visual Arts (18%)	Performing and Visual Arts (29%)	Medicine (41%)	Medicine (42%)	Performing and Visual Arts (36%)

The best institutions have programs in the physical sciences, humanities, business, and engineering.

Academic rigor, affordability, STEM programs, sense of community, and prestigious reputation are top 5 attributes prospects value.

MOST IMPORTANT ATTRIBUTES

	Attribute	Prospects
	Academic rigor	40%
	Affordable	33%
TOP	Strong STEM programs	28%
57	Strong sense of community	24%
	Prestigious reputation	23%
	Students have personal interaction with professors	23%
	High job placement rates	22%
	Safe campus	21%
	Undergraduate research opportunities	21%
	Beautiful campus	20%
	Diverse student body	19%
	Preparation for the job market	19%
	Study abroad opportunities	18%
	Active social life	18%
	Small class sizes	17%
	Strong liberal arts and sciences programs	17%

Attribute	Prospects	
Graduates earn high incomes	16%	
Wide variety of majors to choose from	15%	
Preparation for graduate or professional school	15%	
Strong alumni connections/network	13%	
Various clubs and organizations	12%	
Inclusive student body	12%	
Global perspective	9%	
Walkable campus	9%	
Residential campus	9%	
Students are involved in community service	5%	₩
Established institution with a lot of traditions	4%	BOTTOM
Division I athletics program	4%	
Ample wellness programs and resources	3%	M
Location in a historic town	2%	5
Other	2%	
Don't know	0%	

William & Mary's beautiful and walkable campus are strengths. High incomes, strong STEM program and athletics are not.

	Prospects	Business Influencers	Current Students	Faculty/Staff	Almni	Non-alum nidonor
Beautifulcam pus						•
Location in a historic town	•	•				
Academ icrigor	•					
Prestigious reputation	<u> </u>	0			•	•
W alkable cam pus			•	•		
Sm allclass sizes						
Safe cam pus						
Established institution with a lot of traditions						
Strong liberalarts and sciences programs				•	•	
Strong sense of community	0			•		
Various clubs and organizations	0			0		
Residentialcam pus		0				
Students have personal interaction with professors	-	-	-	-	-	-
Wide variety ofmajors to choose from	-	-	-	484	-	-
Study abroad opportunities	-	-	-	-	-	-
Inclusive student body	-	-	-	-	-	
Diverse studentbody	-	-	-	-	-	-
Preparation forgraduate orprofessional school	-	-	-	-	-	-
Undergraduate research opportunities	-	-	-	-	-	-
Strong alum niconnections/network	-	-	-	-	-	-
Active social life						
High job placem entrates					•	
Students are involved in community service						
Globalperspective						
Preparation for the job m arket						
Graduates earn high incom es						
Affordable						
Strong STEM programs						
Amplewellnessprograms and resources						
Division Iathleticsprogram						
Other						
Don tknow						

≥50%

≥25% to <50%

<25%

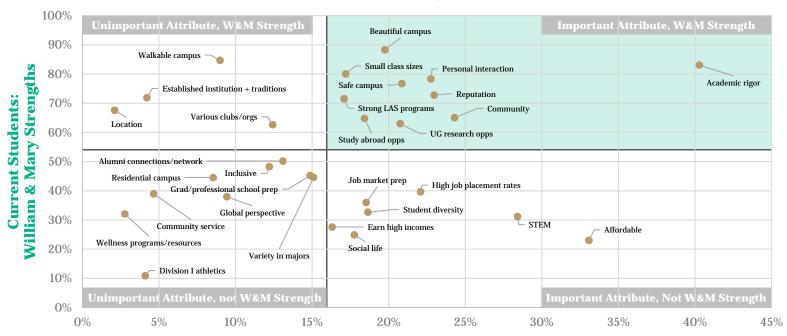
Top 5

Bottom 5

(Prospects, Business Influencers, Internal) Which of the following are strengths of William & Mary? (select all that apply) Asked this question only if somewhat or very familiar with W & M: Prospects (n=673), Business Influencers (n=205)

William & Mary's beautiful and walkable campus are strengths. High incomes, strong STEM program and athletics are not.

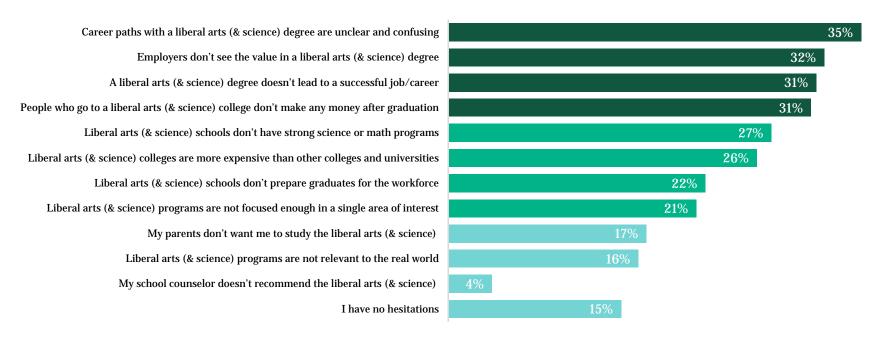
W&M STRENGTHS X IMPORTANT ATTRIBUTES | CURRENT STUDENTS VS PROSPECTS



Prospects: Important Attributes in Desired Institution

Unclear career paths, unseen value in degree by employers and no path to successful job/career are among top hesitations.

HESITATIONS FOR STUDYING THE LIBERAL ARTS/LIBERAL ARTS & SCIENCES





Planning-In Timeline

September

- Cabinet playback session on strategic framework (9/7)
- Internally facing soft rollout of framework (9/23-24)
- Collaboration for school-specific "planin" phase

October

- "Plan-in" phase in the respective schools and units
- Develop school- and unit-specific "plan-in" objectives, initiatives and actions

November

- Cabinet leaders
 collaborate to
 refine school- and
 unit-specific "plan in" objectives,
 initiatives and
 actions
- BOV update on "plan-in" progress (11/18-19)
- Finalize strategic framework

Dec. / Jan. / Feb.

- Develop public-facing strategic framework materials
- Cabinet review and playback of materials (1/4)
- Public rollout of strategic framework (2/10-11)



Strategic Planning Priorities, 2019-2021

- Advance W&M's distinctive excellence, raising our national and global profile
- Create long-term financial sustainability and an operational model that matches the high caliber of W&M academics
- Sustain positive gains from our effective pandemic response, propelling W&M forward

To achieve the aims above, from 2021-2026, William & Mary will pursue the following high-level goals, objectives and actions.



1. Expand W&M's Reach





William & Mary aims to address global challenges, forge dynamic partnerships to fuel positive change and model democratic ideals to extend its influence in the world.

1. Expand W&M's Reach

- Advance research and scholarship of consequence
- Forge global connections
- Elevate civic engagement and service for the 21st century





2. Educate for Impact





William & Mary will reimagine the liberal arts and professional education in the 21st century to ensure the lifelong success of our graduates.

2. Educate for Impact

- Spur innovation via new programs and integrated disciplines
- Expand access to a W&M education
- Create meaningful pathways for career success





3. Evolve to Excel





William & Mary will embrace change to achieve our full potential in environmental and financial sustainability, in diversity, equity and inclusion, and in operational excellence.

3. Evolve to Excel

- Lead the nation in creating more equitable learning environments and workplaces
- Champion sustainability to address society's most pressing environmental challenges and improve the well-being of all
- Optimize places, workflows and systems for operational excellence



