



# Institutional Advancement Committee

Board of Visitors | November 21, 2024

WILLIAM & MARY

# University Advancement Mission & Goals

## Mission

We create the conditions for opportunity — human, financial & experiential — by garnering and stewarding the resources that advance William & Mary.

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## FY25 Goals

- Build radical connections
- Fuel operational excellence of the Advancement enterprise
- Inspire investment to propel university strategic priorities



# Homecoming



# Batten School



# Gates Hall



# Bray School



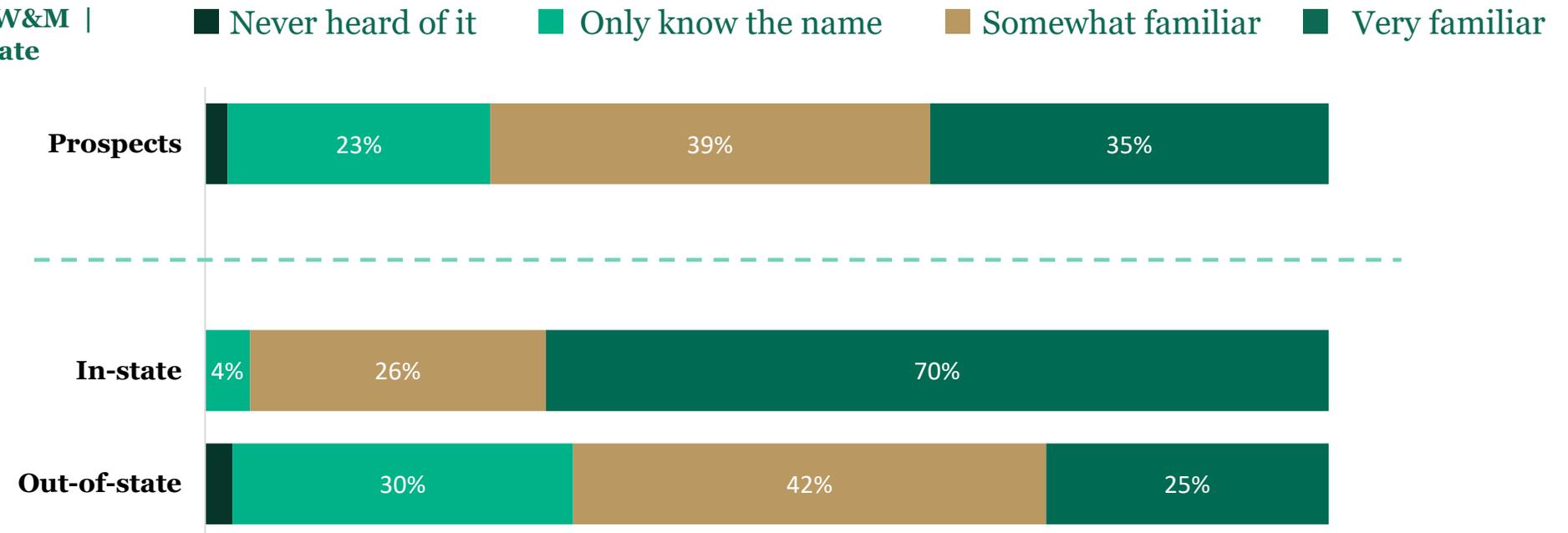


# Brand Strategy

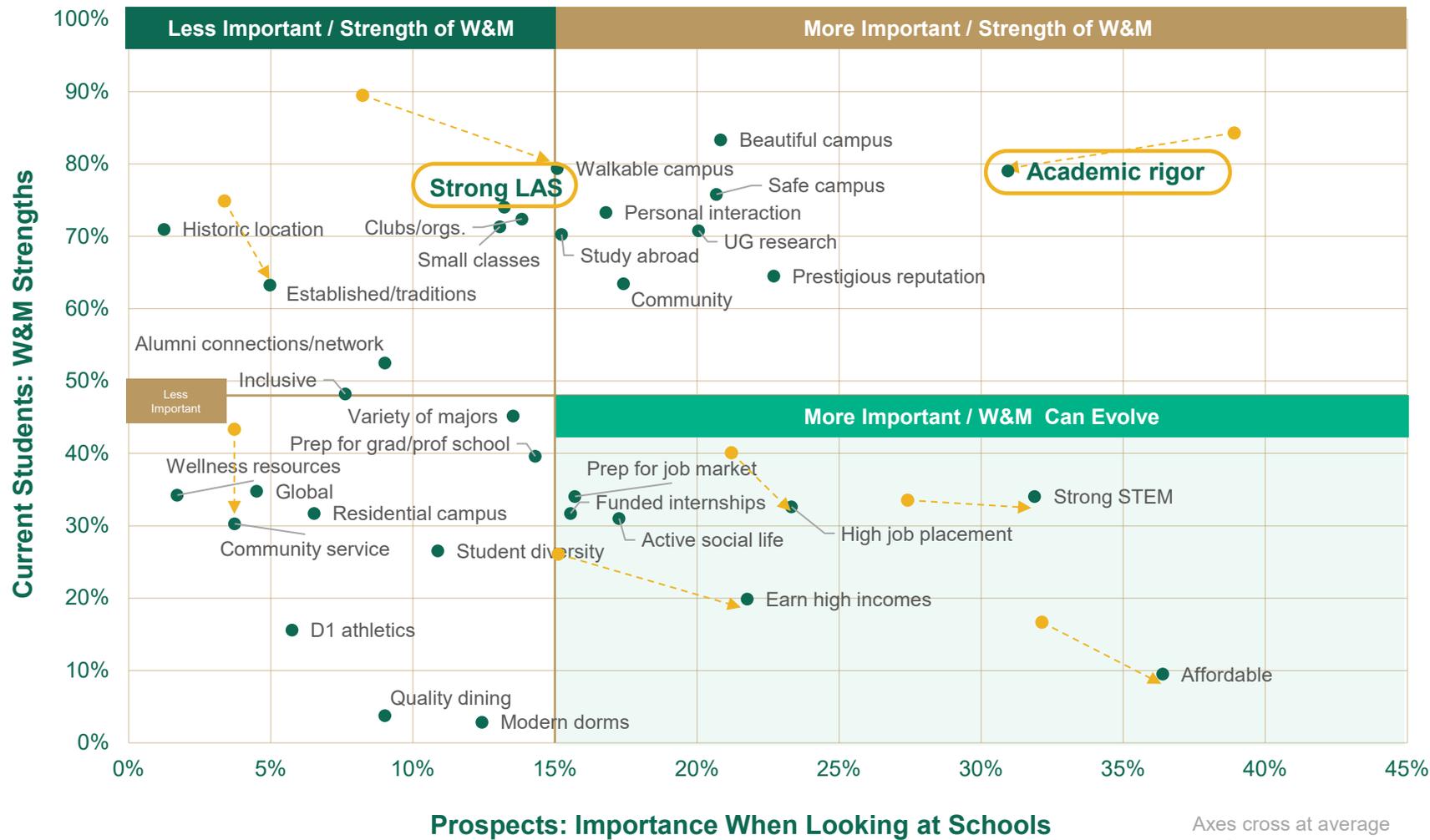
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# Positioning Study 2019 — Familiarity with W&M

## Level of Familiarity With W&M | Secondary by In/Out-of-state



# Perceptions of W&M / Strengths vs. Importance — 2019 vs. 2023



Axes cross at average values for each audience.

**SURVEY QUESTION:**

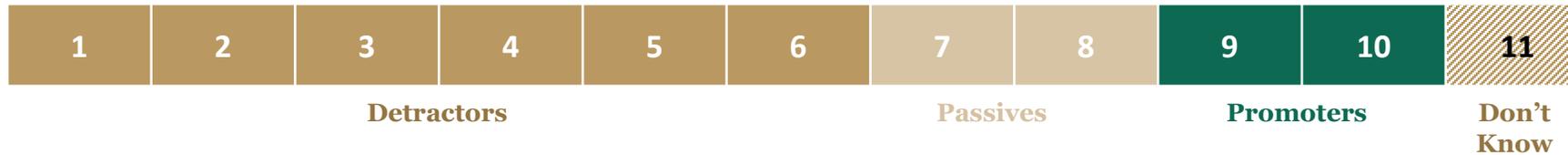
Which **FIVE** of the following are the **MOST IMPORTANT** (PS) attributes you look for in schools? (select up to 5) / (CS) Which of the following are strengths of William & Mary? (select all that apply).

# Net Promoter Score 2019 vs. 2023:

Current Students

Likelihood of recommending W&M to prospective undergraduate student

NPS = Promoters - Detractors



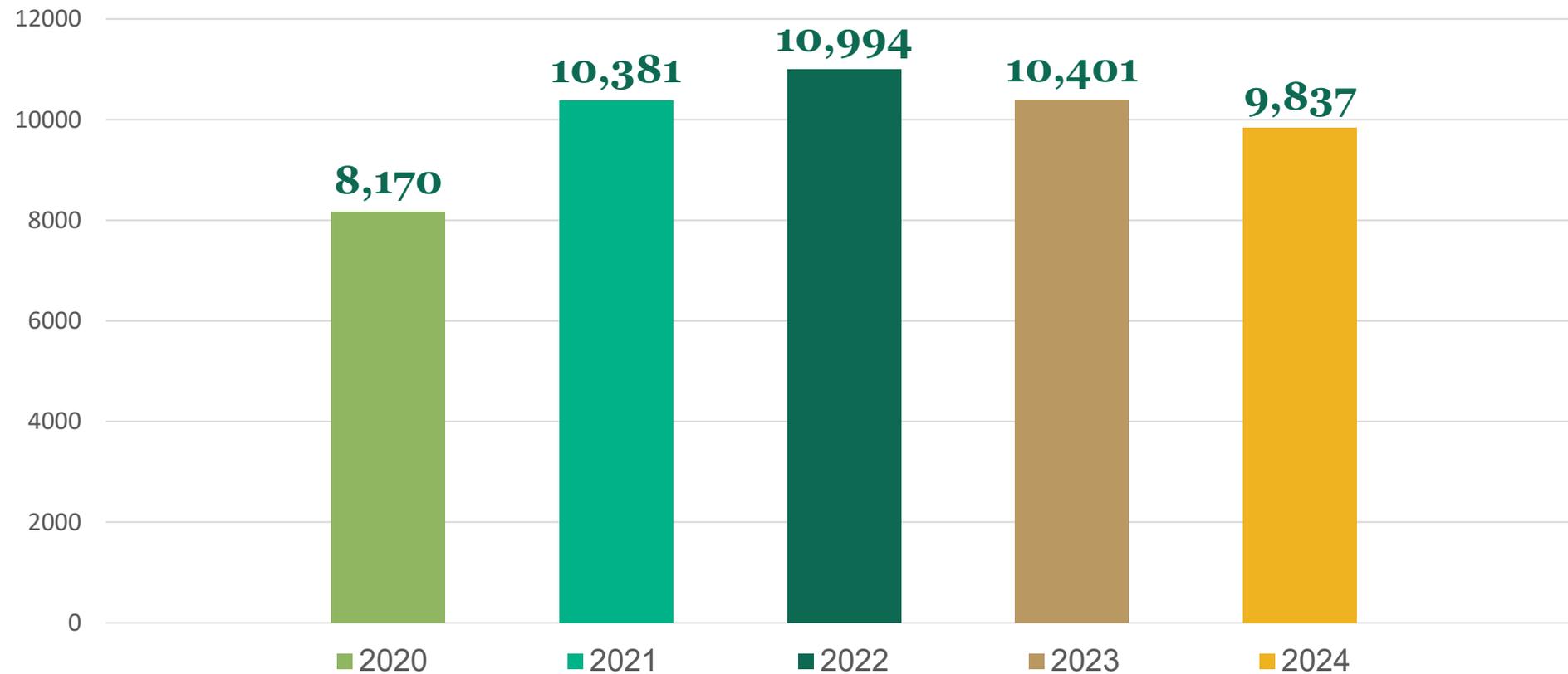
	Detractors	Passives	Promoters	Don't Know	NPS
<b>2019</b>	14%	28%	57%	<1%	43
<b>2023</b>	18%	41%	41%	<1%	23

## SURVEY QUESTION:

**Was William & Mary your first-choice school?** / If you had to pick a school for your education again, would you choose William & Mary? / Rate your likelihood to recommend William & Mary to a prospective undergraduate student.

**Scale: 1=Not at all likely, 10=Extremely likely, 11=Don't know**

# Out-of-State Application Trends 2020-2024



# Alumni Sentiment

**Decline in W&M's ranking and reputation** is the top concern among our most highly engaged alumni and donors.

Many find the **decline undeserved**, based on the quality of students and faculty.

Attracting a larger group of **out-of-state students is viewed as essential** to increase William & Mary's reputation.

In 2016, **71% of alumni surveyed had an "Excellent" overall opinion of W&M.** Only 32% of respondents promote W&M "All the Time," while 37% do so "Regularly."

**68% of respondents said "Value/Respect for Degree" "Critically" impacts their overall opinion of W&M,** while 35% said that "Rankings" do so.

# Brand Platform

- Brand Personality
- Brand Promise
- Brand Manifesto
- Brand Differentiators
- Style Guide
- Message Maps



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BRAND GUIDELINES

## STEWARDS OF A CENTURIES-OLD BRAND

William & Mary's distinction as a leader in American education is over 300 years strong. Growing the William & Mary brand in the 21st century requires consistent and thoughtful stewardship of university messaging and visuals. These brand guidelines define the university's editorial and graphic standards and provide access to official artwork for members of the William & Mary community.

### VISUAL BRAND HISTORY

William & Mary's brand is the living, constantly evolving perception of the university and its position in the higher education landscape. As such, the standards that define it are a perpetual stewardship, not the fruit of a one-time project. William & Mary's brand has seen many iterations over the years, and will continue to be cultivated and communicated afresh in the years to come.

An abridged history of university visuals:

- 1690s: the cypher and coat of arms are both seen on campus in various contexts.
- 1694 – 1783: the coat of arms, enclosed in a circle to form a seal, is used as the primary university mark.
- 1783 – 1929: the Wythe Seal, a second seal bearing the image of a temple, is used as the primary university mark.
- 1920 – 2006: the original coat of arms, both in circle-enclosed and in unenclosed form, is used as the primary university mark. From 1974 – 2006 a W&M with accompanying feathers was used to represent William & Mary athletically and in various other places.

# Key Audiences

- Prospective students – Applications, Yield

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- Current students – Graduation Rates, Retention, Employability

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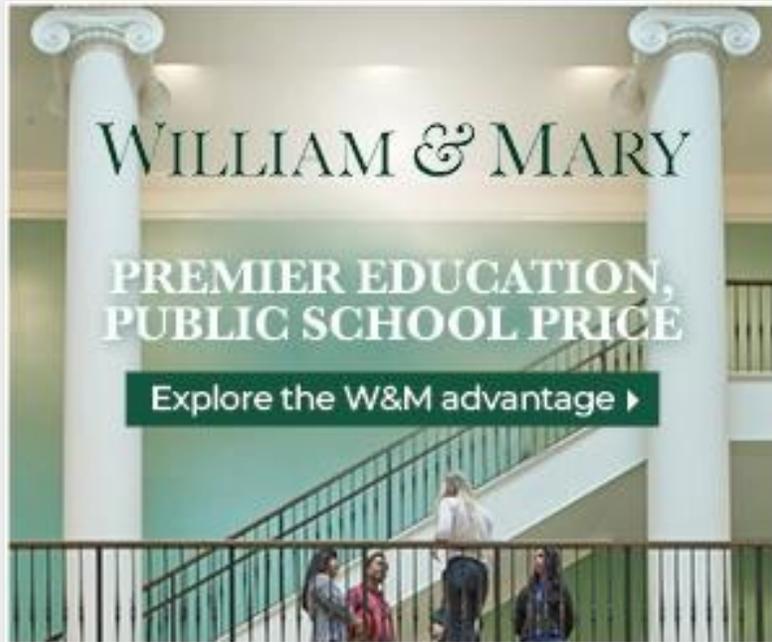
- Alumni – Private Support, Internships, Mentorship, Hiring

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- Employers – Hiring, Internships, Research, Corporate Partnerships



# Enrollment Marketing – Paid Digital Strategy



YouTube Search

0.09 / 0.15

**Internship to Thriving Career | William & Mary**  
Unlisted

William & Mary  
11.5K subscribers

Subscribe

1.6K views 2 weeks ago #WilliamandMary  
William & Mary helps students build their resume with internships & real-world research that prepares them for any career.

Ranked in the Top 10 for Best Public Schools for Internships by the Princeton Review. ...more

Google data science

All Images Videos News Books Shopping Forums More

AI Overview

Data science is a multidisciplinary field that uses a variety of methods to extract insights from data: ⓘ

**What it is**  
Data science is the study of data to gain insights that can be used to guide decision making and strategic planning. It combines principles from fields like mathematics, statistics, computer engineering, and artificial intelligence. ⓘ

**What data scientists do**  
Data scientists prepare data for analysis, develop strategies for analyzing it, and build models using programming languages. They also explore, visualize, and analyze

Show more ▼

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landing.wm.edu  
https://landing.wm.edu

**William & Mary - Explore Data Science at W&M**  
Choose from 49 data science courses + dozens of data-focused courses in other departments.

People also search for

- data science course
- data science pdf
- data science jobs
- data science syllabus
- data science degree
- what is data science in simple words
- data science salary
- data science vs data analytics



# Enrollment Marketing – Paid Digital Strategy

**WILLIAM & MARY**  
**FUTURE-DEFINING OPPORTUNITIES**  
 85% of students participate in research



Discover W&M ▶

**WILLIAM & MARY**  
**ONE-OF-A-KIND EDUCATION**  
 115 majors & minors (or design your own)



Start Here ▶

**WILLIAM & MARY**  
**BEACHES, CITIES & TRAILS NEARBY**  
 What's your ideal college location?



Explore W&M ▶

**WILLIAM & MARY**  
**A WINNING COMBINATION**  
 Top-Tier Academics + Division I Sports



Join the Green & Gold ▶

**WILLIAM & MARY**  
**DISTINCT & DISTINGUISHED**

Midsize university with global opportunities



Check out W&M ▶

# Enrollment Marketing

- Redesigning high visibility web sites
  - Homepage
  - Undergraduate Admission
  - Financial Aid
  - Student Life
  - W&M At-a-Glance

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- Expanded "Affordability" mailing to OOS students

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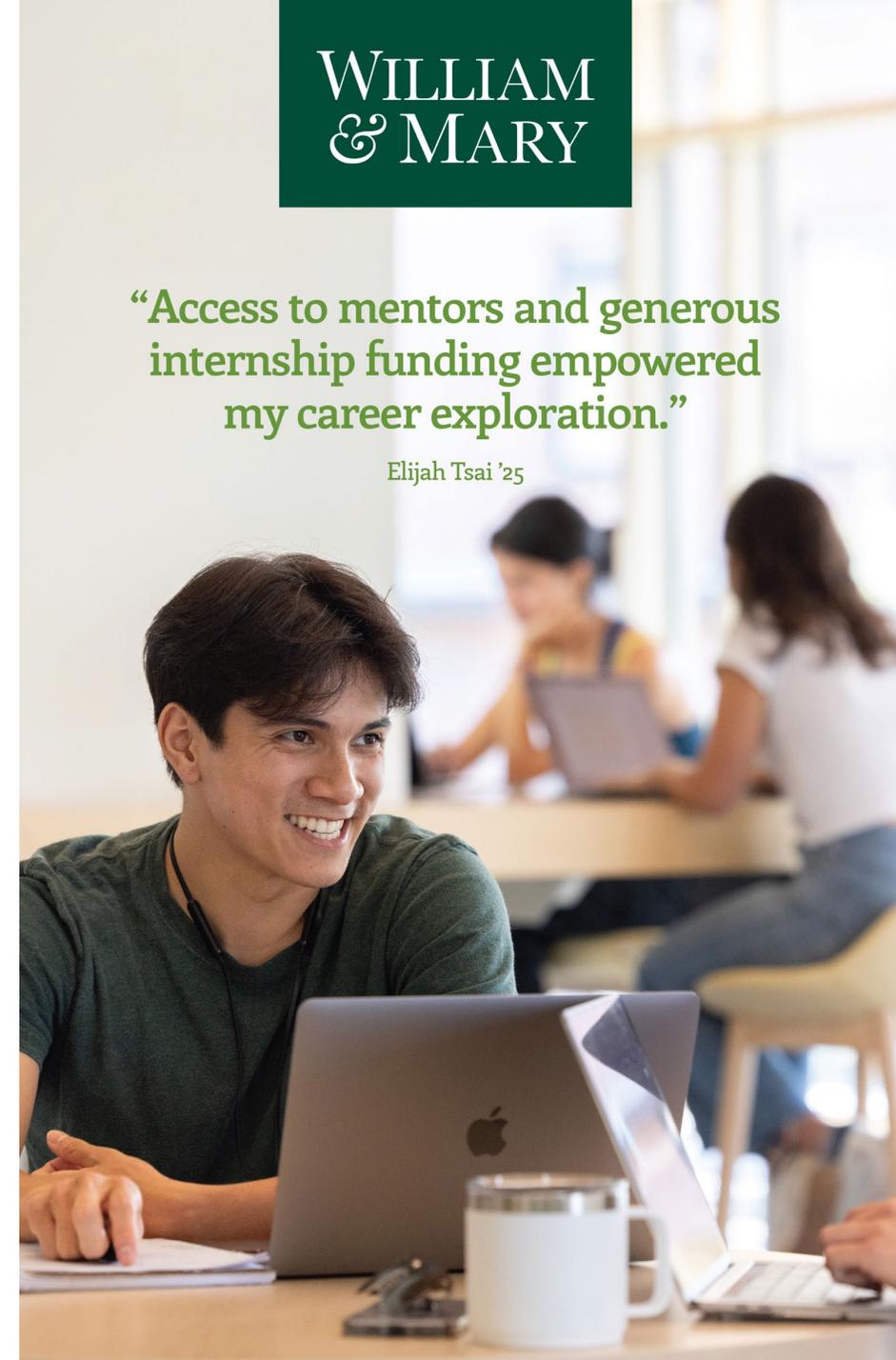
- Overhauled information session, refreshed Admission building

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“Access to mentors and generous internship funding empowered my career exploration.”

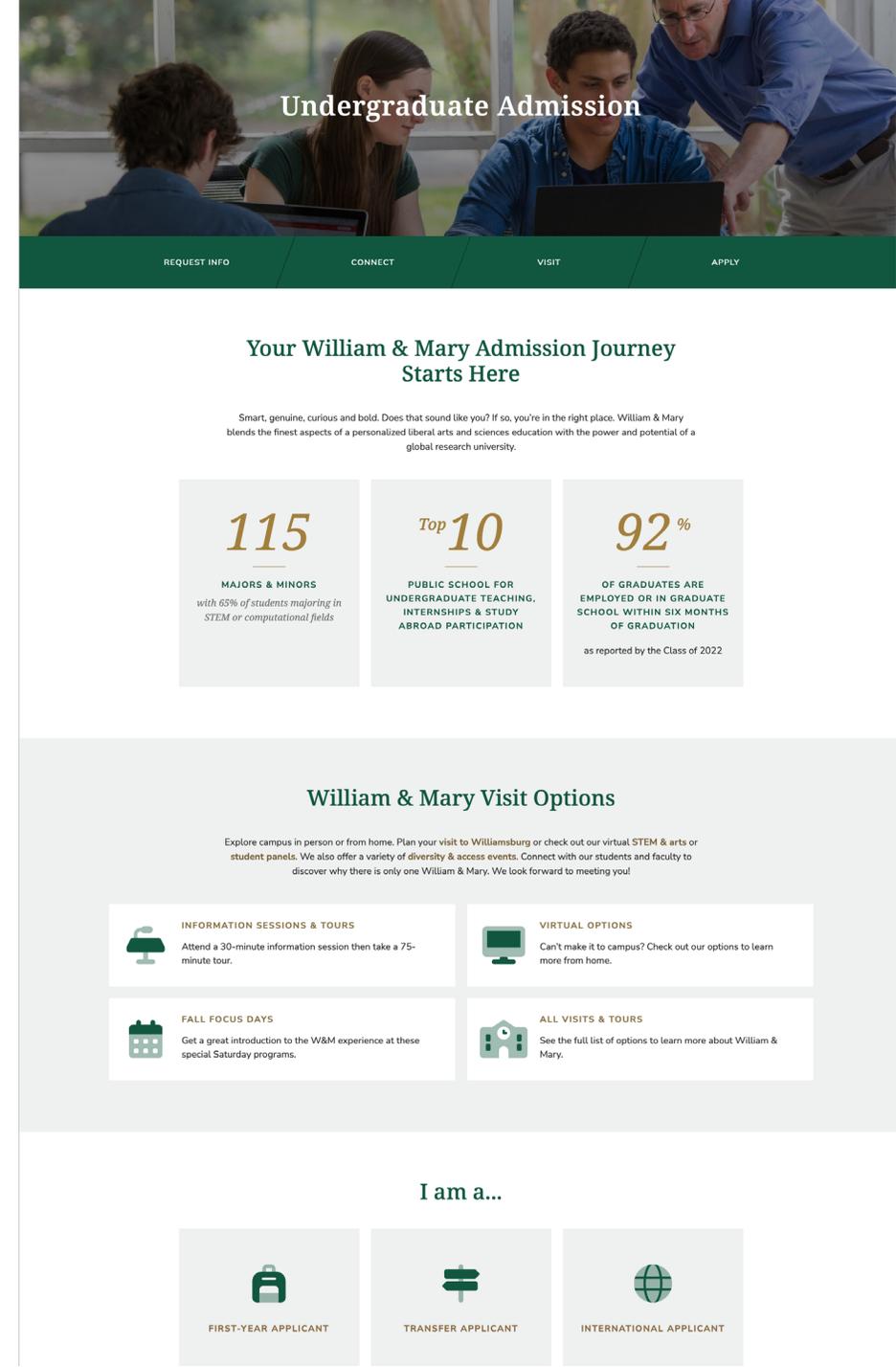
Elijah Tsai '25



# Enrollment Marketing – Metrics

YOY (Sep-Nov) comparisons on the undergraduate admission website:

- 10.6% increase in admission form submissions (RFIs, tours, senior interviews)
- 15.4% increase in active users to the admission website
- 6.9% increase in web sessions



## Undergraduate Admission

[REQUEST INFO](#)
[CONNECT](#)
[VISIT](#)
[APPLY](#)

### Your William & Mary Admission Journey Starts Here

Smart, genuine, curious and bold. Does that sound like you? If so, you're in the right place. William & Mary blends the finest aspects of a personalized liberal arts and sciences education with the power and potential of a global research university.

# 115

MAJORS & MINORS  
with 65% of students majoring in  
STEM or computational fields

# Top 10

PUBLIC SCHOOL FOR  
UNDERGRADUATE TEACHING,  
INTERNSHIPS & STUDY  
ABROAD PARTICIPATION

# 92%

OF GRADUATES ARE  
EMPLOYED OR IN GRADUATE  
SCHOOL WITHIN SIX MONTHS  
OF GRADUATION

as reported by the Class of 2022

### William & Mary Visit Options

Explore campus in person or from home. Plan your visit to Williamsburg or check out our virtual STEM & arts or student panels. We also offer a variety of diversity & access events. Connect with our students and faculty to discover why there is only one William & Mary. We look forward to meeting you!



#### INFORMATION SESSIONS & TOURS

Attend a 30-minute information session then take a 75-minute tour.



#### VIRTUAL OPTIONS

Can't make it to campus? Check out our options to learn more from home.



#### FALL FOCUS DAYS

Get a great introduction to the W&M experience at these special Saturday programs.



#### ALL VISITS & TOURS

See the full list of options to learn more about William & Mary.

### I am a...



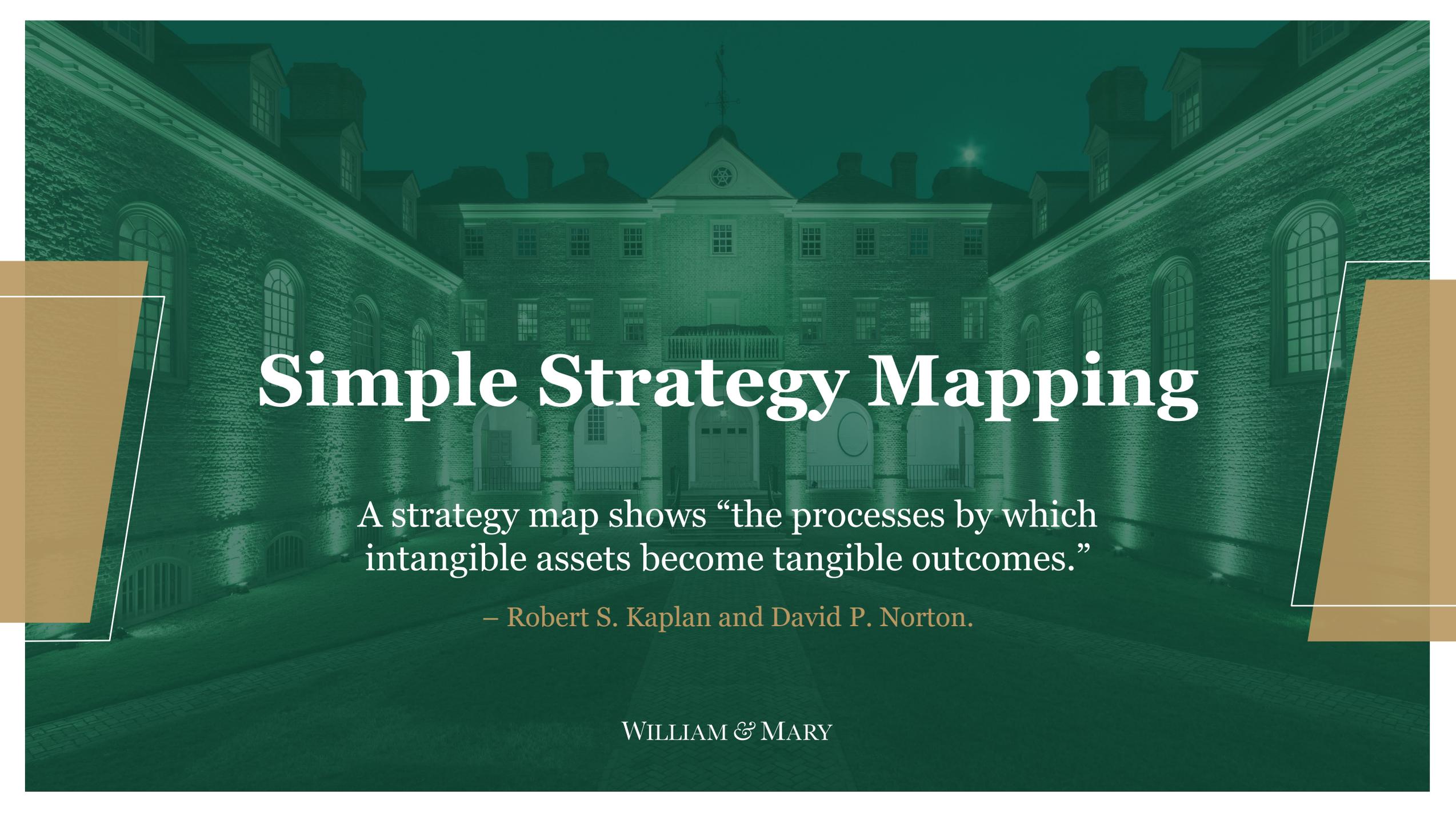
FIRST-YEAR APPLICANT



TRANSFER APPLICANT



INTERNATIONAL APPLICANT



# Simple Strategy Mapping

A strategy map shows “the processes by which intangible assets become tangible outcomes.”

– Robert S. Kaplan and David P. Norton.

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# Example: Vision 2026

2021 Snapshot in Time



## Assumption

W&M's principal assets as an organization derive from undergraduate education



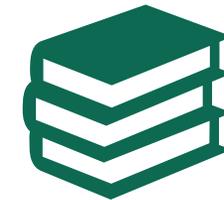
## W&M's "customer value" proposition

High quality, customer intimacy, a long-term investment that compounds over time



## Vision 2026 Approach

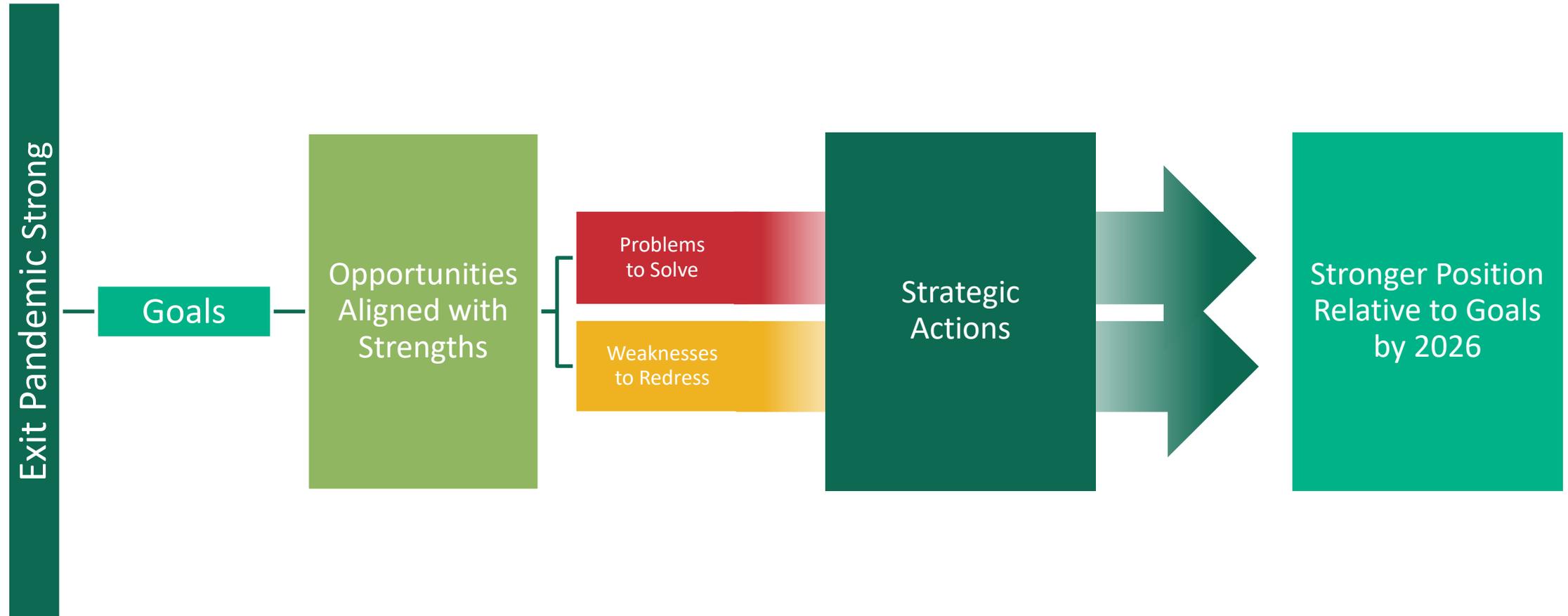
Set near term goals



## Vision 2026 Goals

Exit pandemic strong, improving student experiences and outcomes

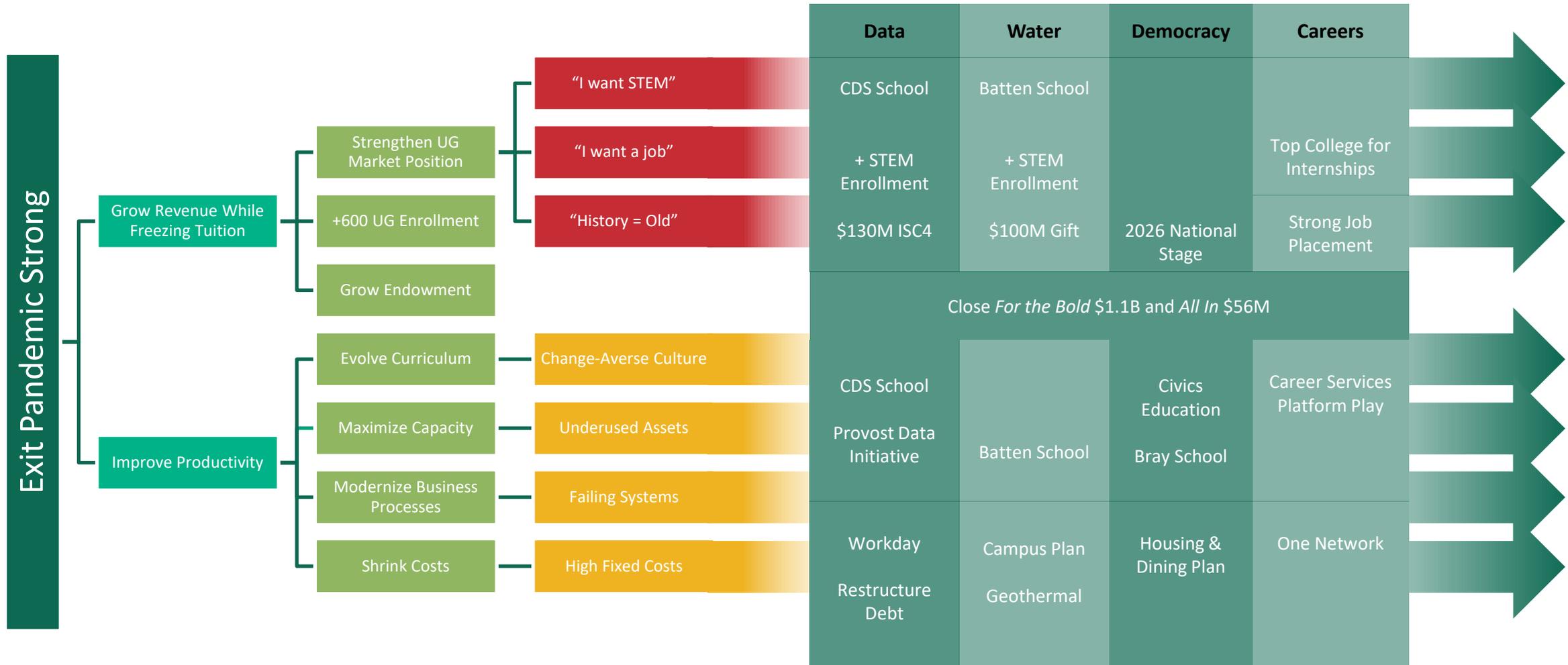
# Vision 2026 Basic Logic



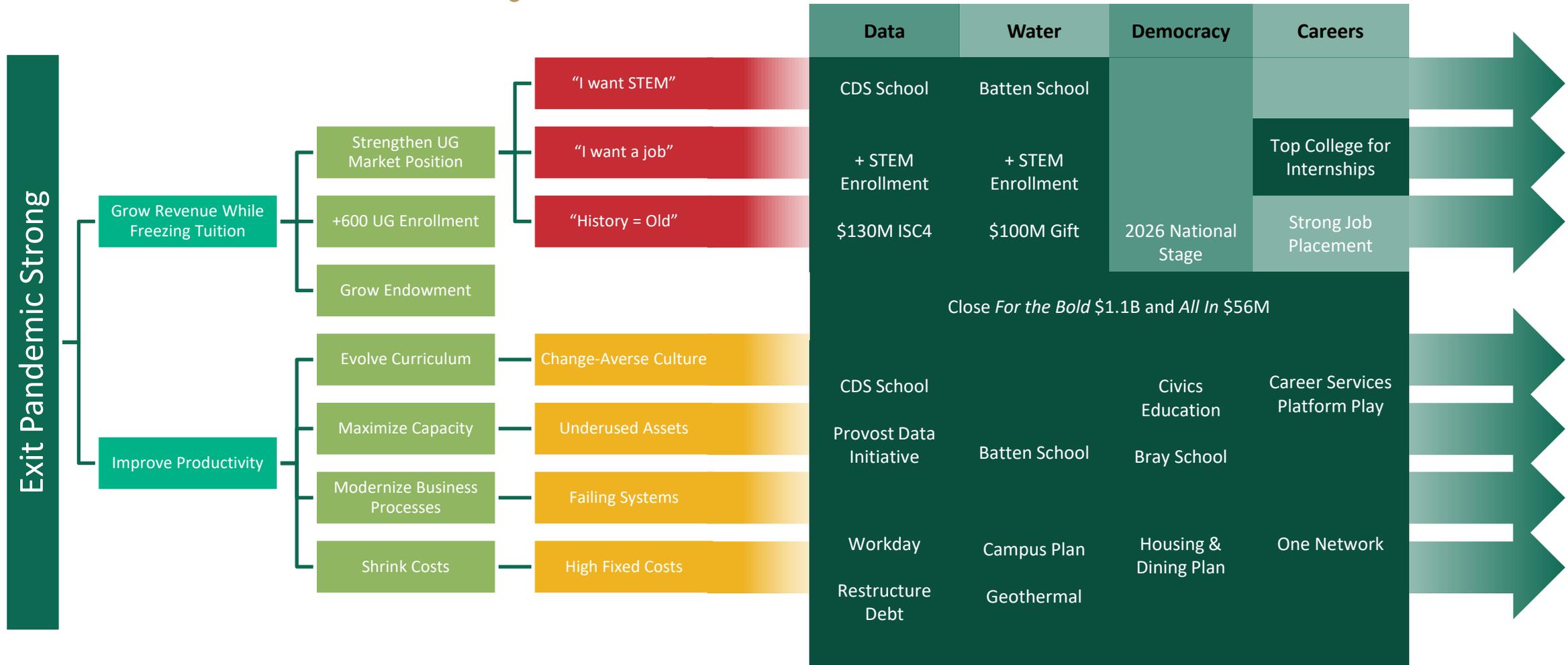
# W&M Position 2021



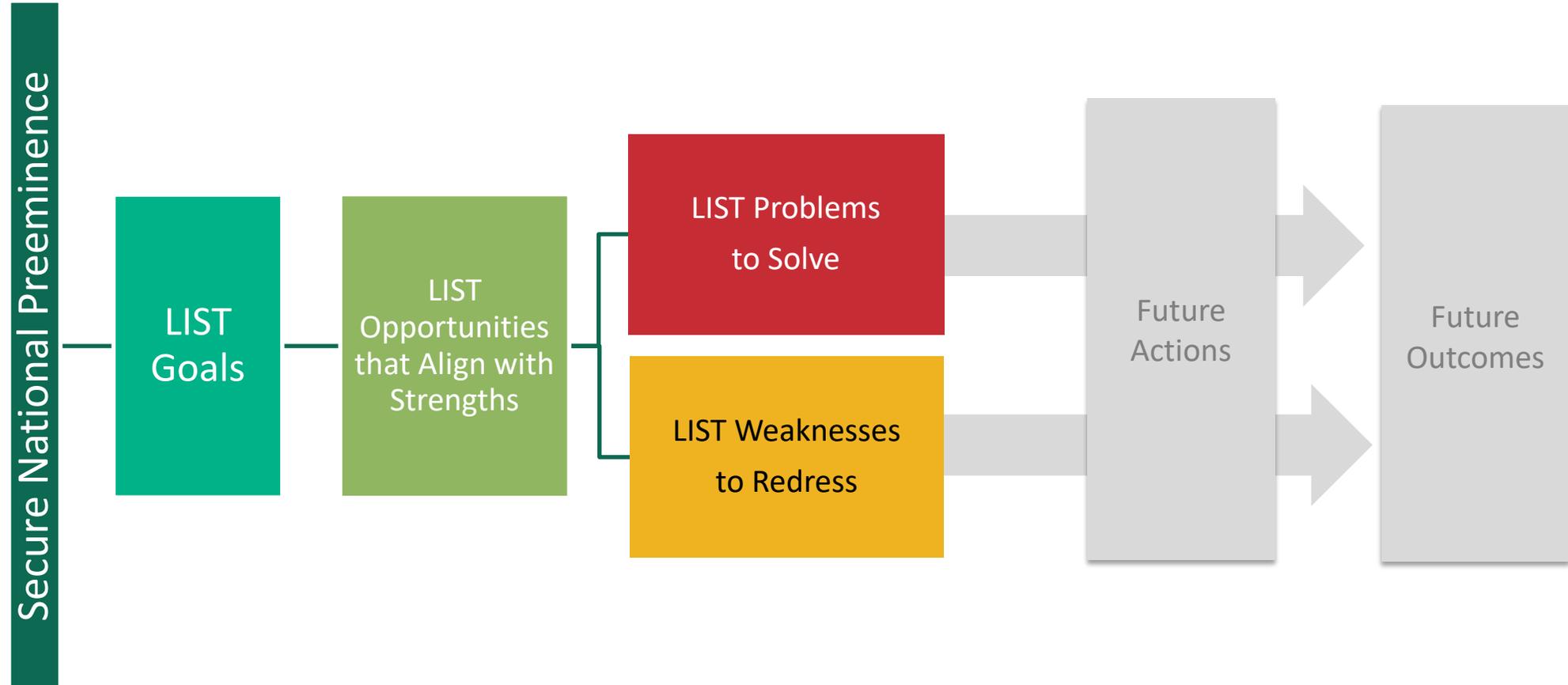
# Vision 2026 Build Out

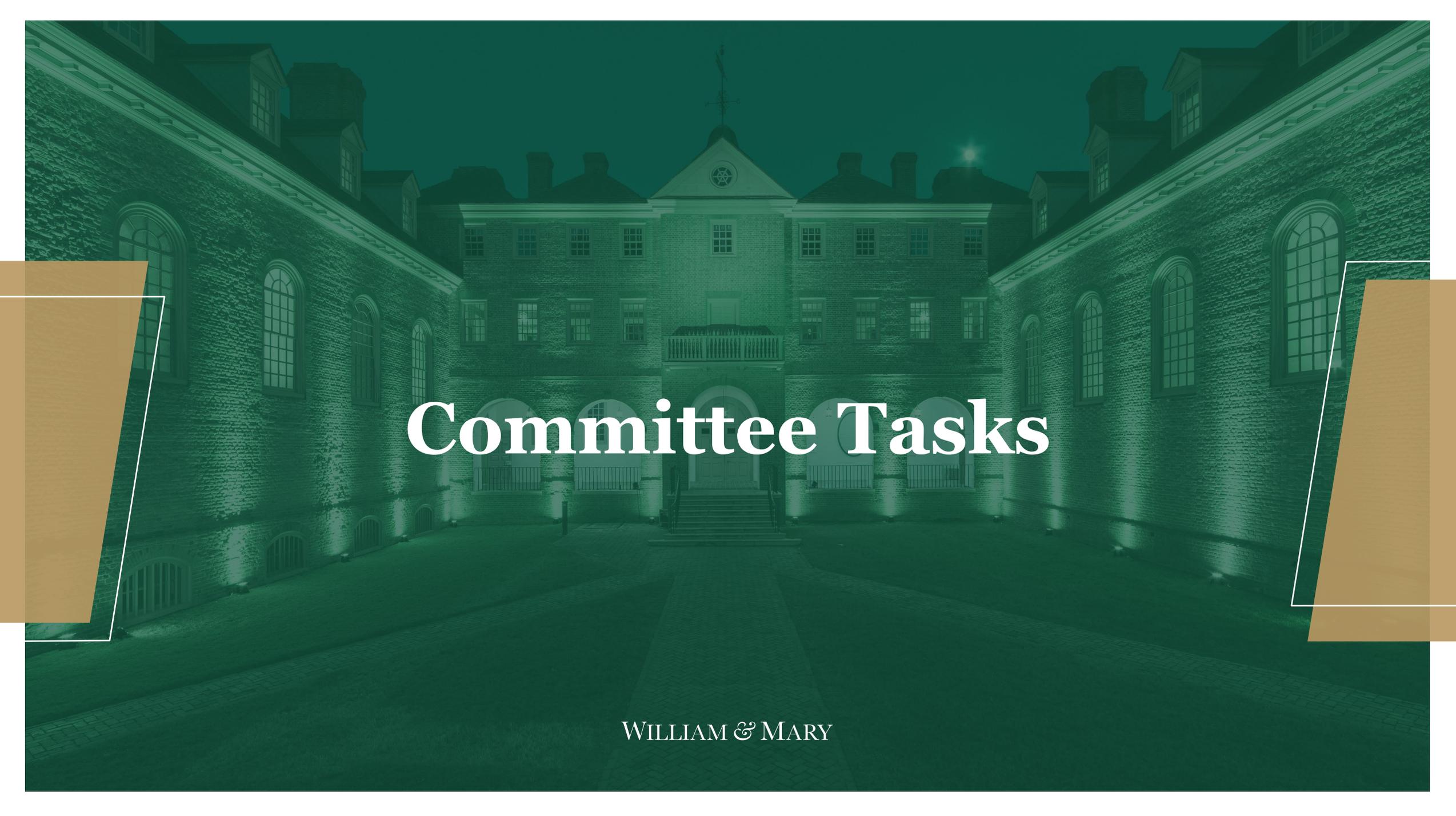


# Vision 2026 Today



# What a 2025 Strategy Map Could Look Like





# Committee Tasks

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# Committee Task 1

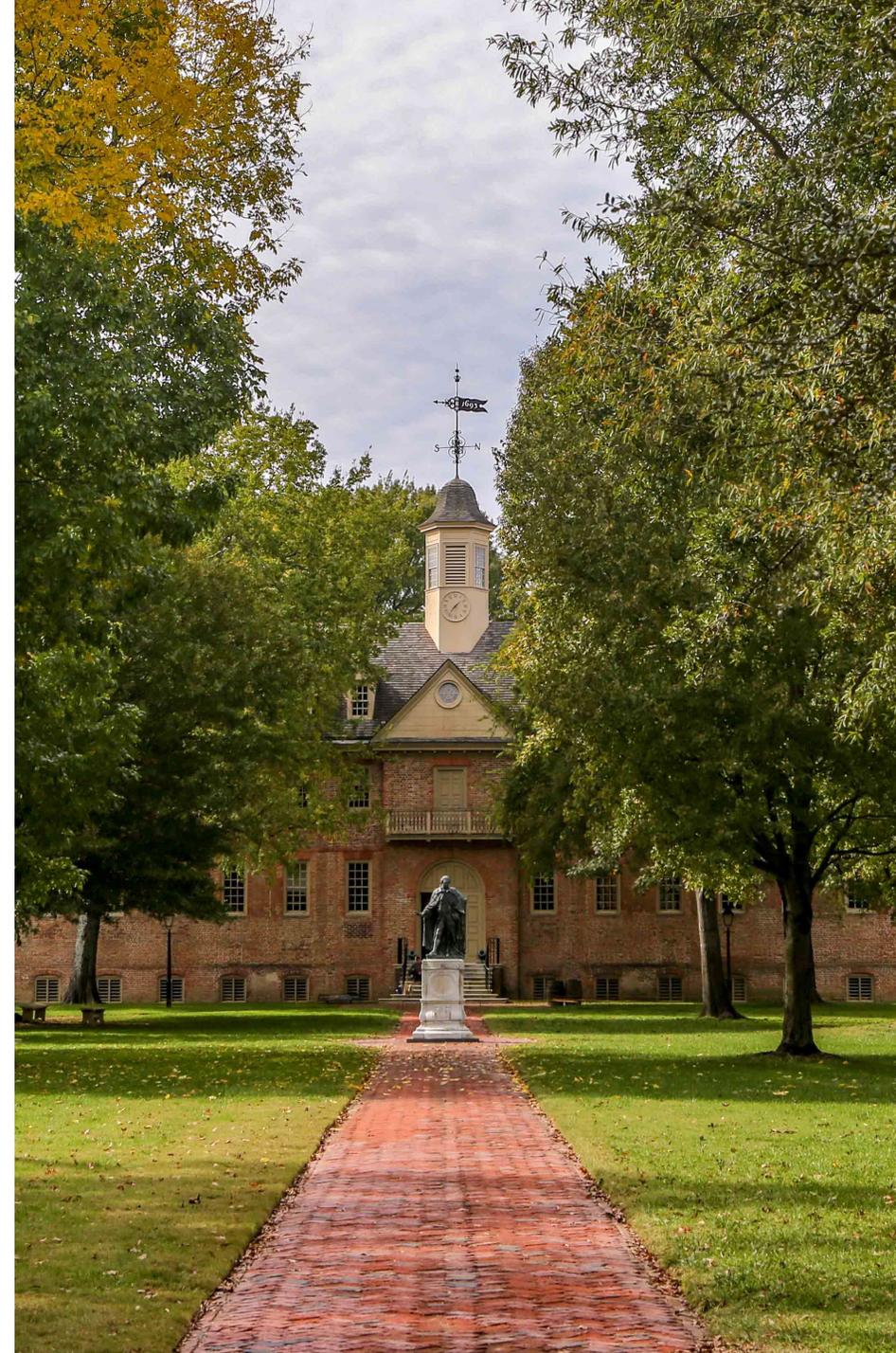
## W&M Mission

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.

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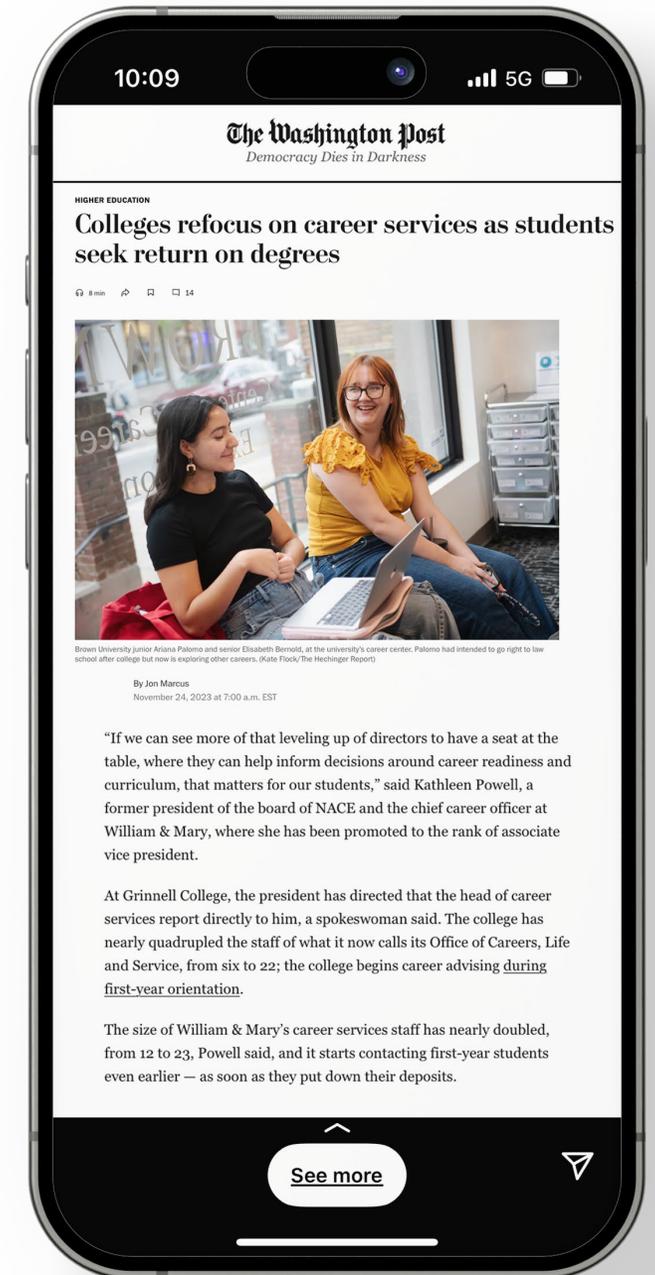
## What do you think of when you think of “National Preeminence?”

Please reflect in advance and come to the BOV meeting prepared to share.



# Committee Questions — Institutional Advancement

1. How might we undertake an objective reputational assessment with peer institutions?
2. How might we influence perceptions of W&M inside and outside the university community?
3. What strategies should we undertake for each of the primary audiences identified?
4. How might we better engage with employers to enhance awareness of the value of a W&M degree?



## Committee Task 2

Please fill out this simple SWOT analysis in advance of the Board meeting and come prepared to share.





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