



# Institutional Advancement Committee

Board of Visitors | September 26, 2024

WILLIAM & MARY



# Approval of Minutes

WILLIAM & MARY



# KPI Updates

WILLIAM & MARY

# Institutional Advancement KPIs

- Alumni Engagement

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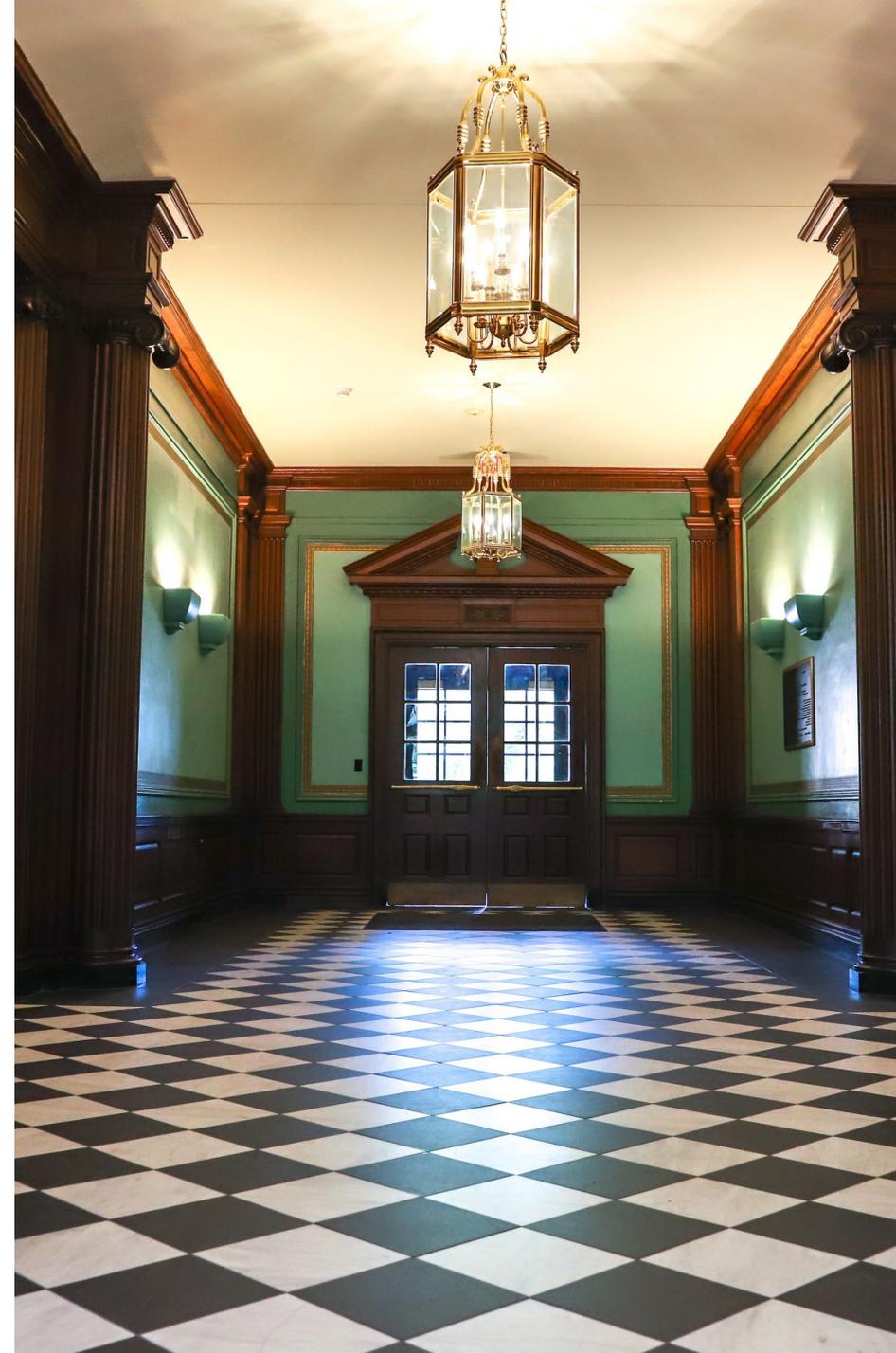
- Internships

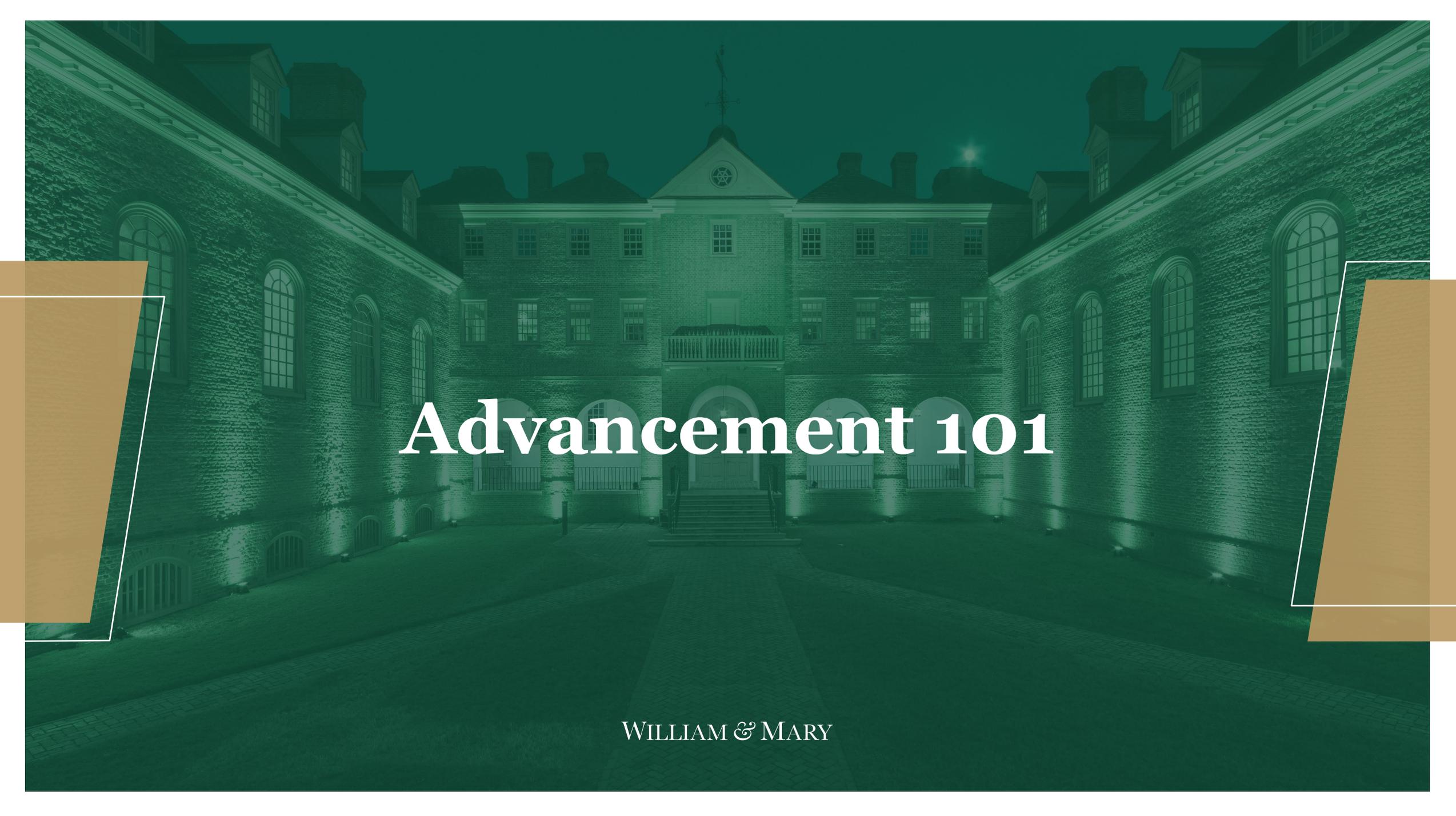
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- Philanthropy

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- Reach & Awareness

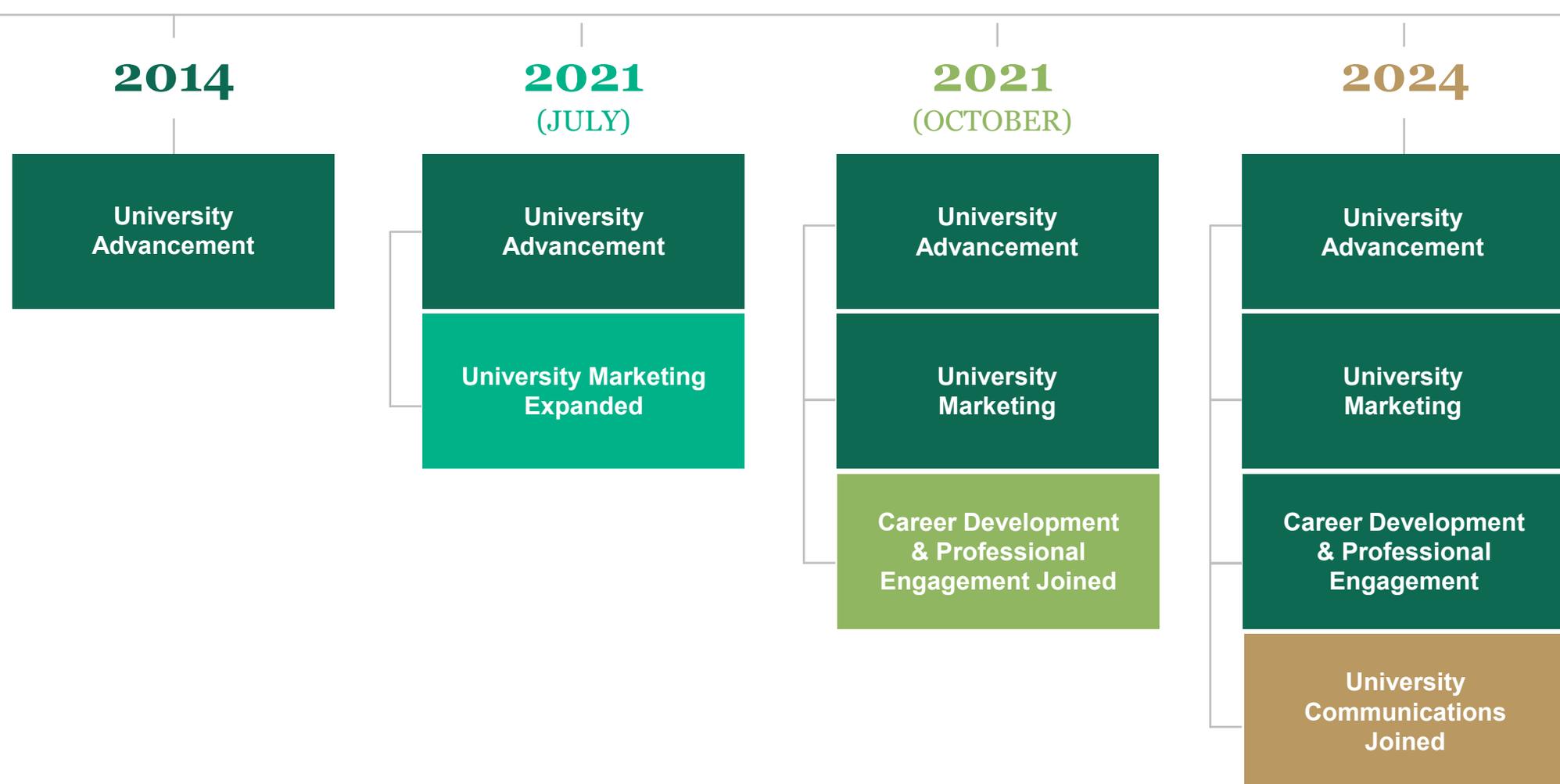




# Advancement 101

WILLIAM & MARY

# Evolution of Advancement



# University Advancement Mission & Goals

## Mission

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

## FY25 Goals

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



# University Advancement — Executive Leadership Team



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**Bruce  
Aird**

*Associate Vice President  
for Advancement  
Services & Innovation*



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**Mark  
Begly**

*Associate Vice President  
for Development*



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**Matt  
Brandon '92**

*Associate Vice President  
for Alumni Engagement*



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**Heather  
Golden P '24**

*Associate Vice President  
for University Marketing*

# University Advancement — Executive Leadership Team



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**Kirsten  
Kellogg '91**

*Assistant Vice President  
for Principal Gifts & Gift  
Planning*



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**Meghan Palombo  
M.B.A. '23**

*Associate Vice President for  
Annual Giving &  
Philanthropic Engagement*



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**Kathleen  
Powell**

*Associate Vice President  
for Career Development &  
Professional Engagement*

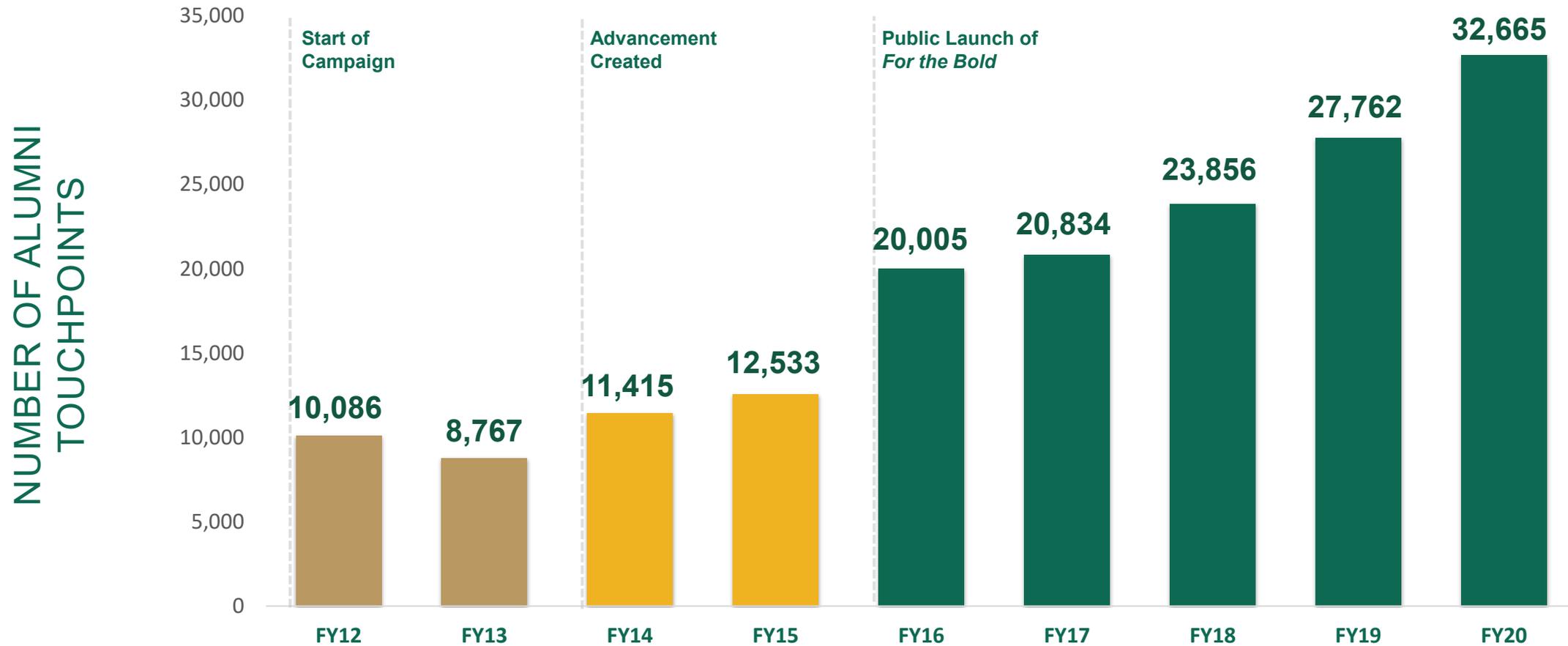


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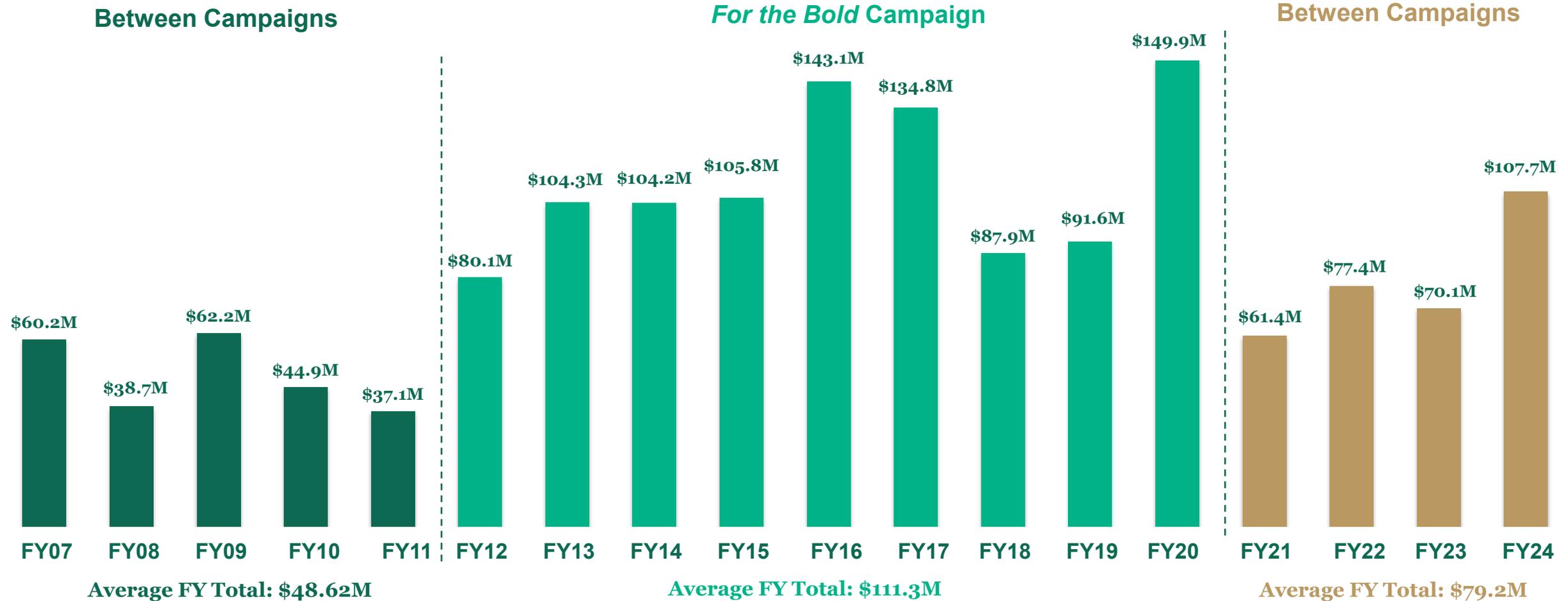
**Brian  
Whitson**

*Senior Associate Vice  
President for  
Communications*

# Alumni Engagement Growth



# New Gifts & Commitments



Engagement



Homecoming & Reunion Weekend



Charter Day Weekend



Alumni Medallion Ceremony



Traditions Weekend



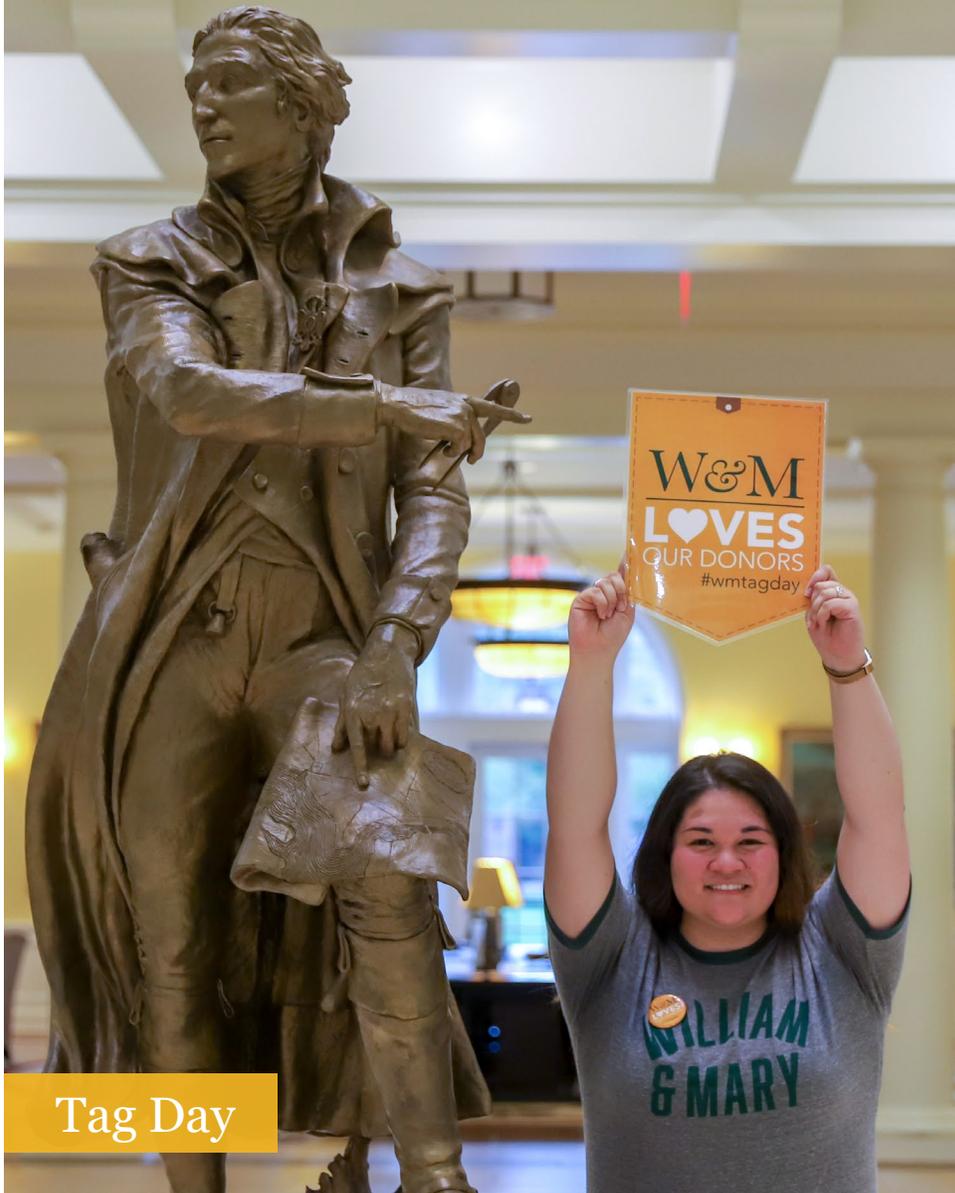
# HOMECOMING & REUNION WEEKEND AT WILLIAM & MARY

**CORD JEFFERSON '04**

**2024**

**GRAND MARSHAL**

# Philanthropy



Tag Day



Batten School



Scholarships Luncheon



OTOD

Careers



Internships



Career Fairs



One Network



Prof. Development Week

# Marketing & Communications

W&M Alumni Magazine

National Media

The New York Times

THE WALL STREET JOURNAL  
WSJ

AP Associated Press

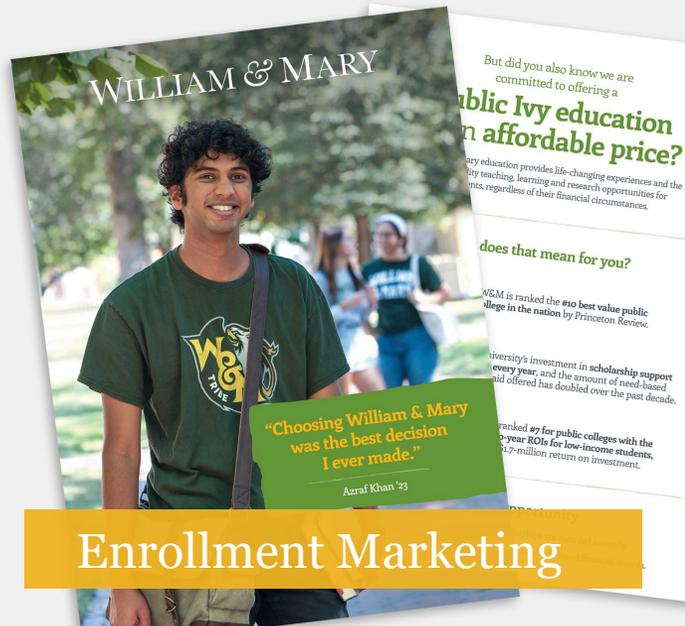
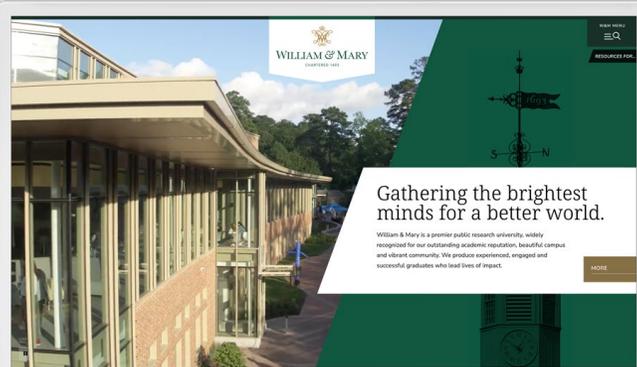
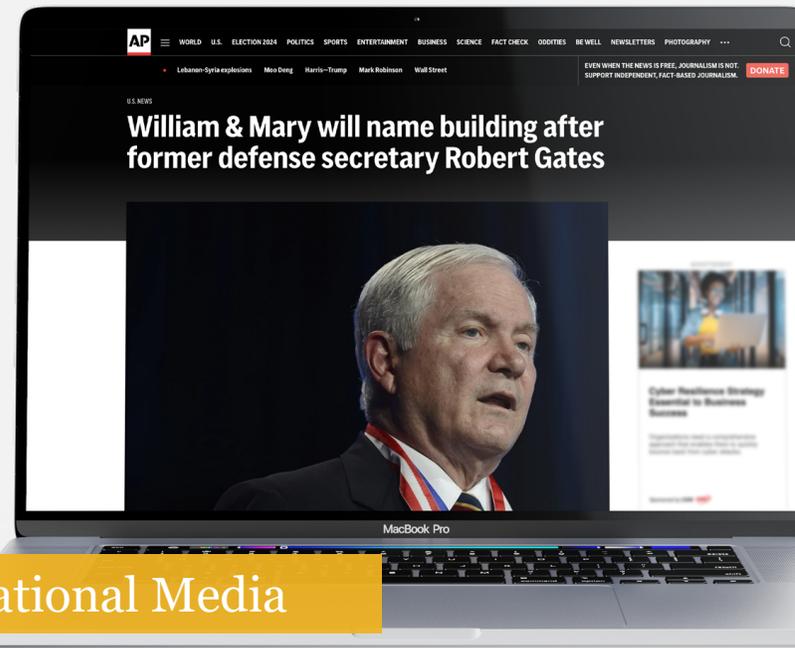


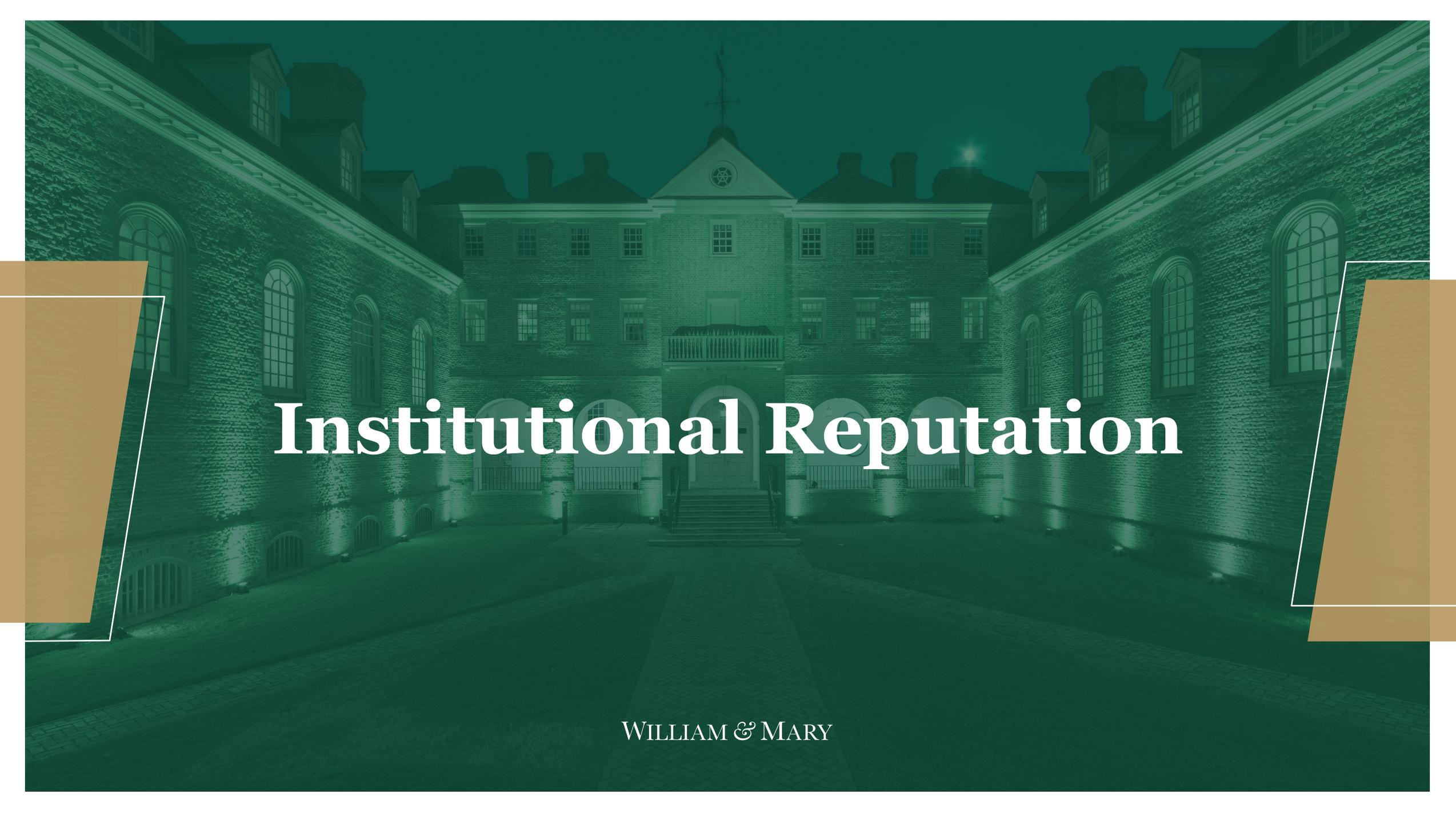
The Washington Post

W&M Web

Enrollment Marketing

Social Media





# Institutional Reputation

WILLIAM & MARY

# University Vision, Mission & Values

## Vision

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.

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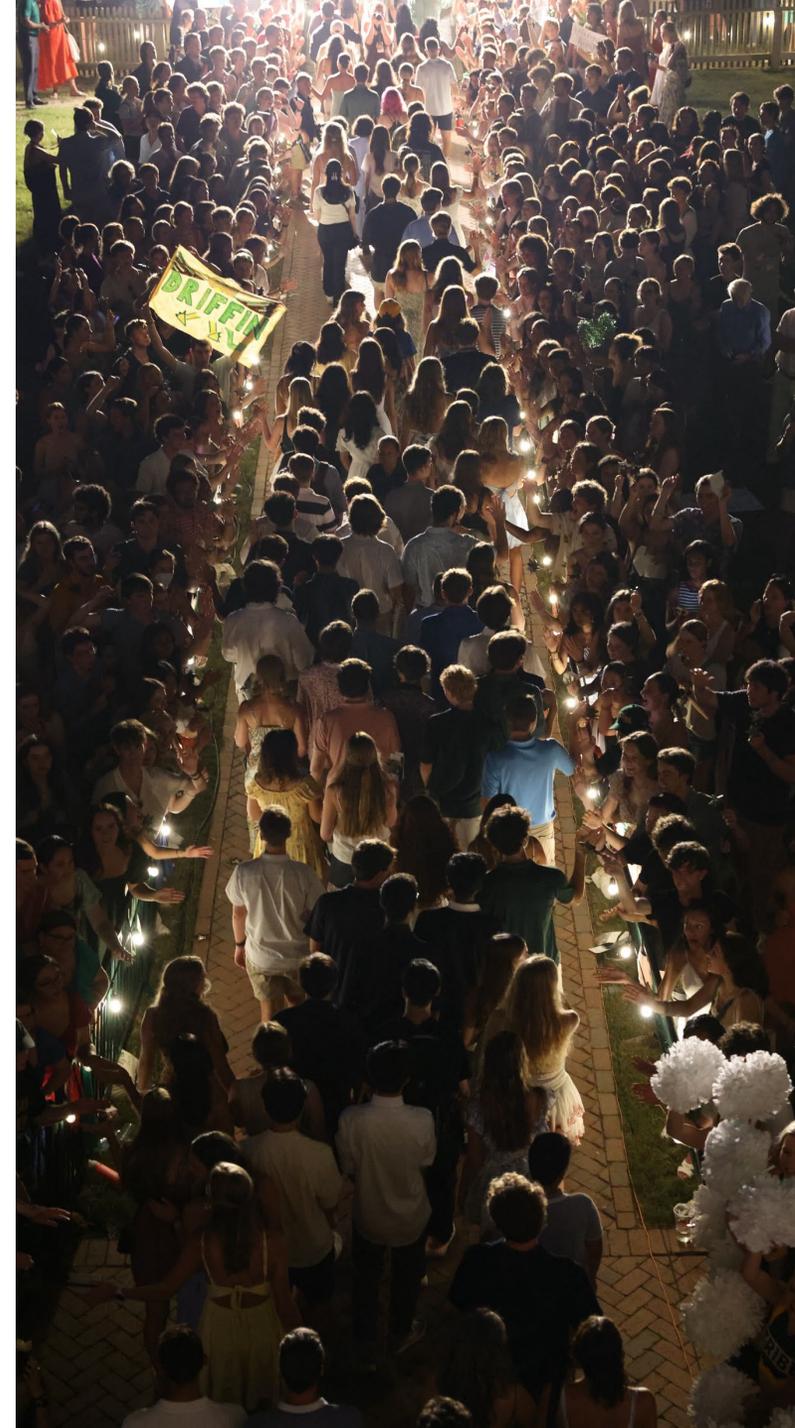
## Mission

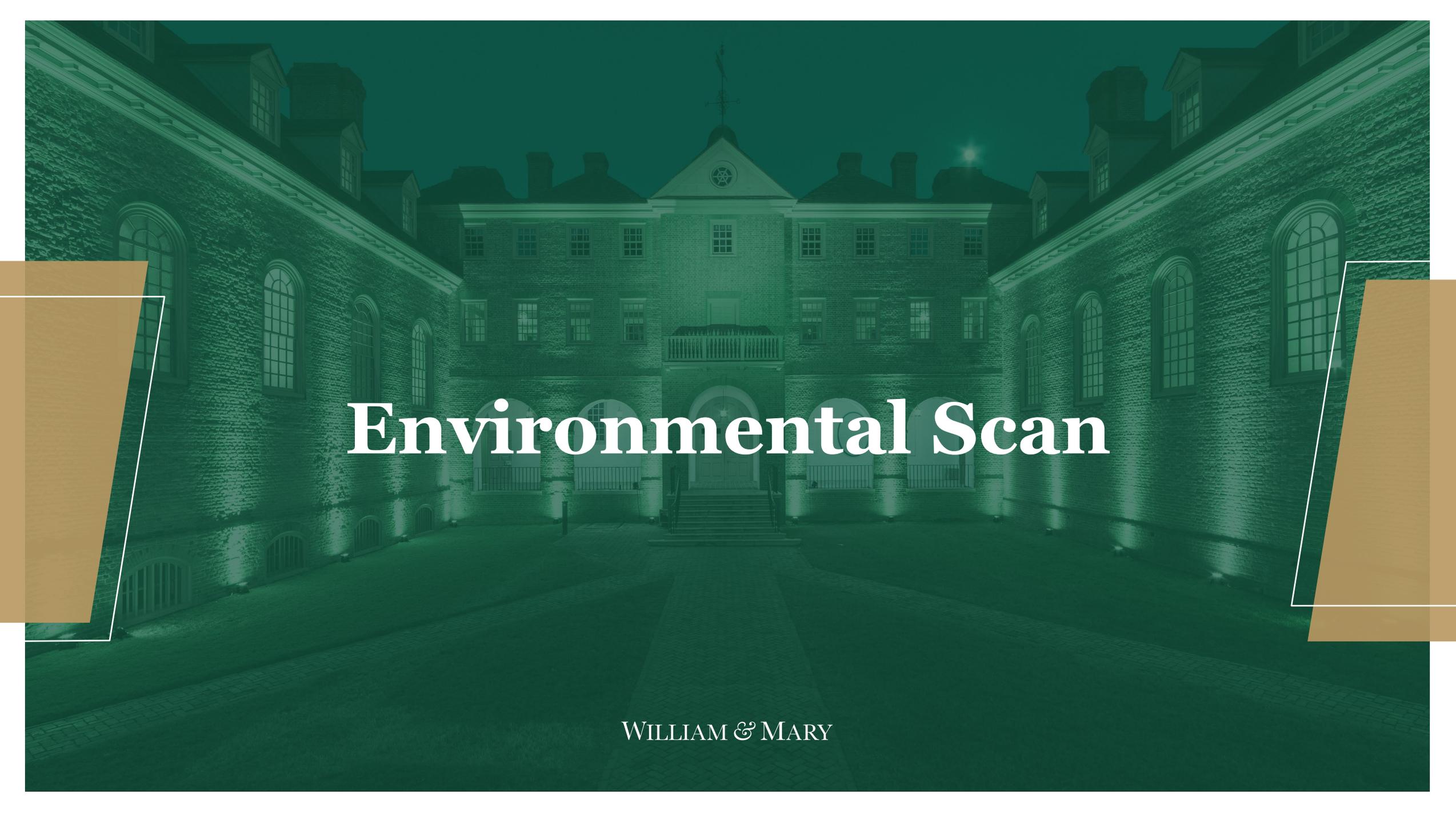
A preeminent, public research university, grounded in the liberal arts and sciences since 1693, William & Mary is a vibrant and inclusive community. Through close mentoring and collaboration, we inspire lifelong learning, generate new knowledge and expand understanding. We cultivate creative thinkers, 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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## Values

Belonging, Curiosity, Excellence, Flourishing, Integrity, Respect, Service





# Environmental Scan

WILLIAM & MARY

# Rankings

## U.S. News:

Adjusted W&M ranking from 53rd to 54th, due to more changes in methodology. W&M rose 18 spots in Computer Science to #64.

## The Wall Street Journal:

W&M is in top 20 public institutions of higher education for high-paying jobs in finance, management consulting and technology. W&M rose 34 spots in fall rankings.

## The Princeton Review:

W&M is top 10 among public universities for internships and #18 for the nation's top value in public universities.

## Washington Monthly:

W&M has a higher percentage of undergraduate alumni who go on to earn Ph.D.s than any other public university.

## Forbes:

W&M is #17 among public institutions in the nation.

## FIRE:

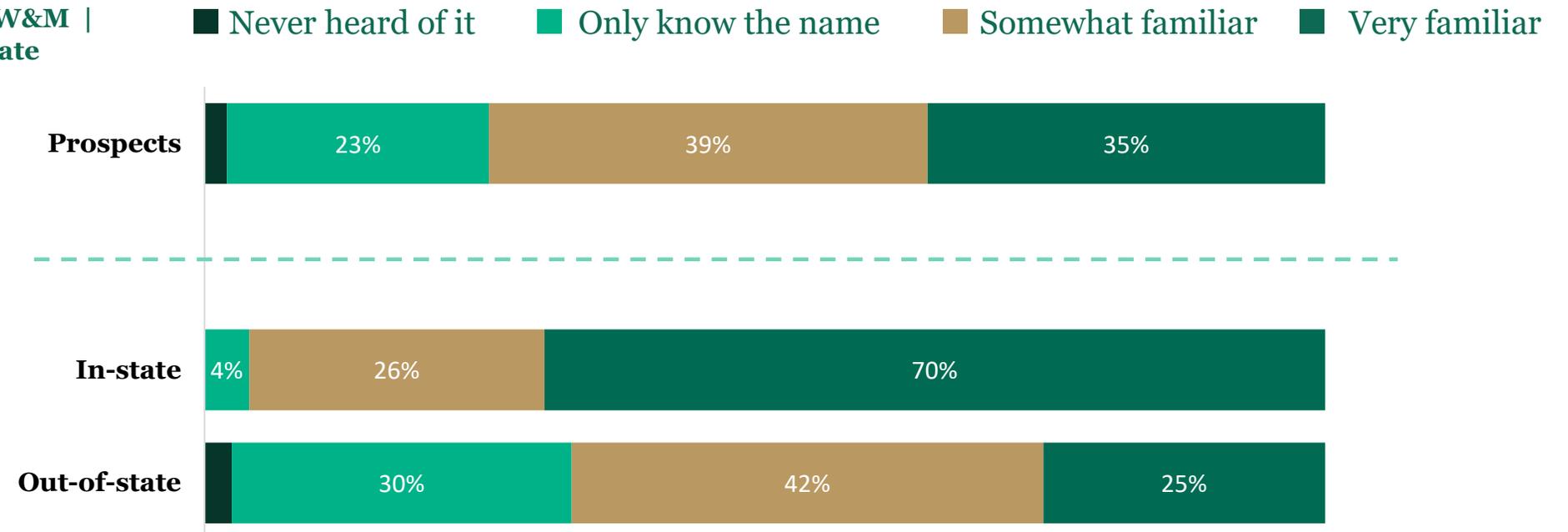
W&M is 12th nationally for universities dedicated to free speech.

## Open Doors:

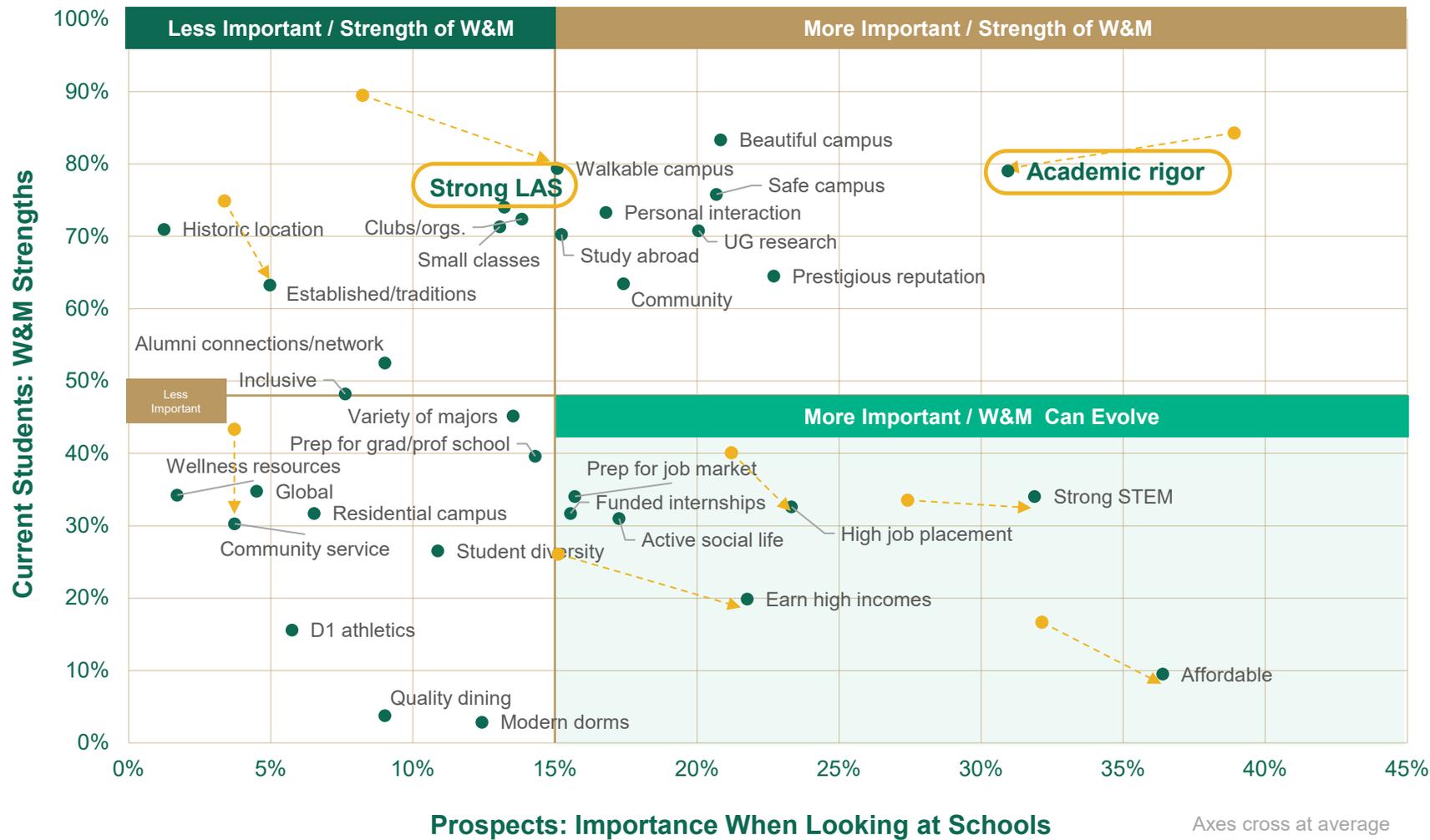
W&M ranked first in study abroad 10 times over the last 15 years.

# 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).

# Brand Scorecard 2019 vs. 2023: Prospective Students

	 WILLIAM & MARY <small>CHARTERED 1693</small>		 UNIVERSITY OF VIRGINIA		 VIRGINIA TECH.		 PRINCETON UNIVERSITY		 GEORGETOWN UNIVERSITY		 THE UNIVERSITY OF NORTH CAROLINA at CHAPEL HILL	
	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023
Unaided Awareness – Virginia (unaided mentions of excellent colleges and universities in VA)	50%	46%	66%	69%	45%	58% ↑	-	-	-	-	-	-
Aided Awareness – Virginia (aided mentions of VA institutions with the strongest academic programs)	84%	73% ↓	76%	76%	67%	76% ↑	-	-	-	-	-	-
Familiarity (% somewhat or very familiar)	75%	68% ↓	65%	66%	57%	64% ↑	86%	82%	68%	60% ↓	52%	54%
Academic Quality Rated Excellent (% excellent, rated if somewhat/very familiar with institution)	54%	52%	65%	56% ↓	34%	41% ↑	95%	93%	72%	69%	50%	63% ↑
Considering for Own Education (% Selected)	39%	33% ↓	37%	34%	20%	30% ↑	44%	40%	33%	24% ↓	23%	29% ↑

# Net Promoter Score 2019 vs. 2023:

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**

# Agreement Ratings – 2019 vs. 2023:

% of Students Who Agree or Strongly Agree

## Research Opportunities

W&M students have opportunities to conduct research.



## Academic Exploration

A W&M education encourages students to explore various areas of study.



## Valued by Employers

Employers value a degree from W&M.



## Practical Experiences

W&M students have opportunities for practical, hands-on experiences such as internships.



## Degree Value

My W&M degree offers more value than a degree from other Virginia colleges and universities.



## Leadership Development

W&M graduates go on to become leaders of their communities and industries.



## Career Preparation

W&M students are well-prepared for the workforce no matter what industry.



## Competitive Salaries

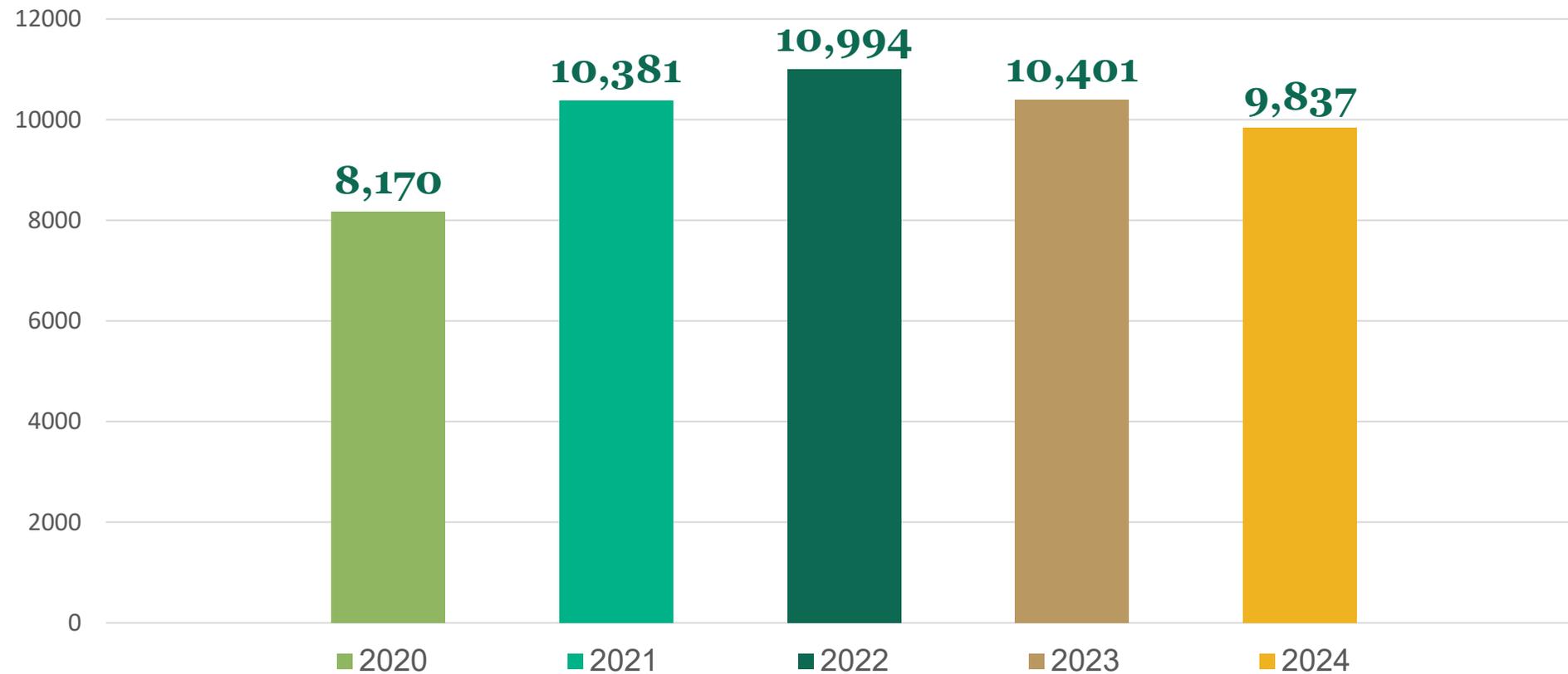
Graduates with W&M degrees earn competitive salaries.



## SURVEY QUESTION:

Rate your level of agreement with each of the following statements about William & Mary.  
Scale: Strongly disagree, disagree, agree, strongly agree, don't know

# Out-of-State Application Trends 2020-2024



# Alumni Sentiment

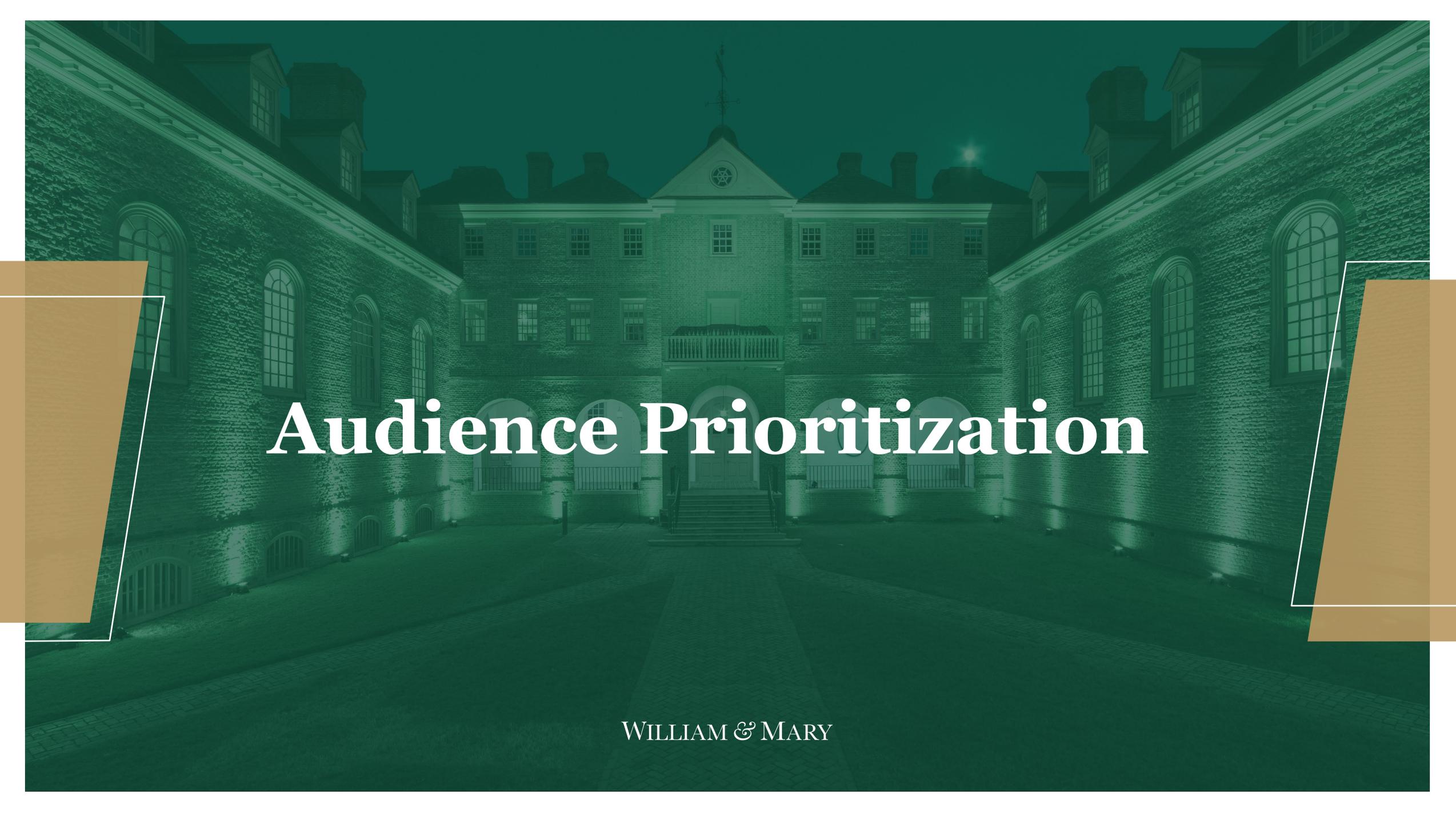
**Decline in W&M's ranking and reputation** is the top concern among our most highly engaged alumni and donors.

**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.



# Audience Prioritization

WILLIAM & MARY

# Think, Pair, Share

1. Which **three** audiences should be considered as our top priority for institutional awareness (rank order)?

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2. What metrics do you think each of the audiences cares about most?



# Potential Audiences

- Alumni

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- Current students

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- Employers

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- Faculty & Staff

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- Government officials

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- Parents (prospective and/or current)

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- Prospective students





# BoV Committee Engagement

WILLIAM & MARY

# Academic Affairs

1. Why is it important for W&M to be an R1 institution according to the new classification criteria?

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2. How can we expand our Ph.D. programs, both in terms of disciplines as well as number of graduates?

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3. What is needed to ensure that external research funding and faculty-led innovation increase in a way that aligns with national priorities and enhances our reputation?

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4. Do we have academic departments, institutes and centers that have objectively strong national and global reputations, and how can we leverage their successes to elevate the institution as a whole?

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5. How do we prepare our students academically to ensure that our graduates are competitive regarding salaries and job placement in top industries?

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6. What strategies can we develop to close the gap in actual vs. projected graduation rates?

# Student Experience

1. How can W&M Athletics help the university achieve national preeminence?

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2. How can W&M Athletics enhance the university's ability to attract and retain the best and the brightest in the nation?

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3. How must W&M Athletics evolve to compete and win in this ever-changing environment?

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4. How might we improve core elements of the student experience outside of the classroom?

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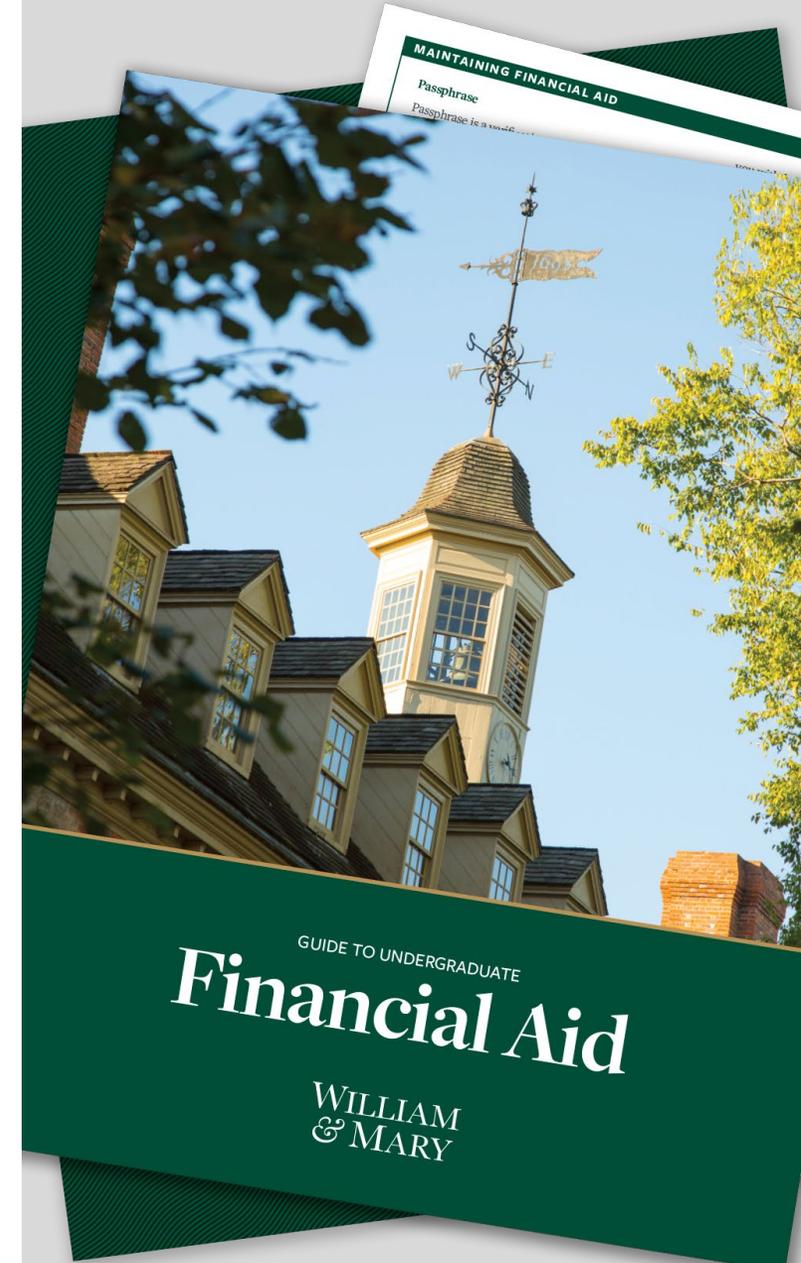
5. How might we better understand current student sentiment to determine if their actual experience matches the experience we promise?

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6. How might we address gaps in the current student experience to better live up to the experience we promise?

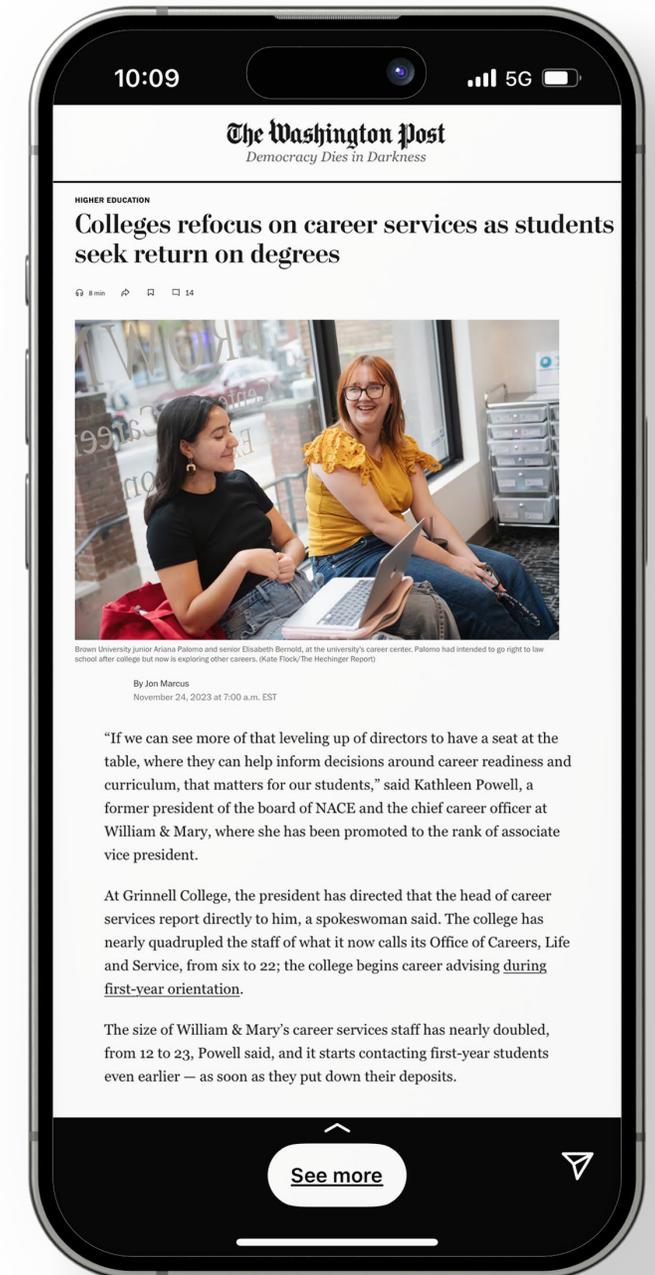
# Financial Affairs

1. What is the magnitude of the resource gap we would need to close to secure specific aspects of national preeminence?
2. What levers can we pull to achieve those aspects of national preeminence?



# 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?





# Blue Sky Thinking: Possibilities

WILLIAM & MARY

# Batten School of Coastal & Marine Sciences

- Announcement Event

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- Organic Content — Earned, Owned & Social Media

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- Paid Media — Print

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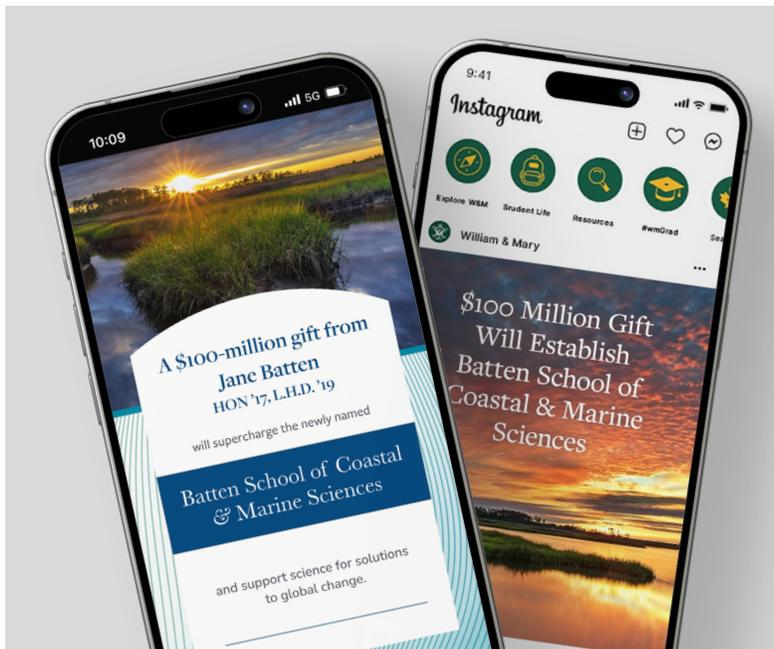
- Paid Media — Digital

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- Web — Landing Page — Visit, Apply, Give

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- Year of Sustainability/Conservation



# "W&M Bowl"

- McDermott/Tomlin Super Bowl Ad

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- Paid Media — Print

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- Paid Media — Digital

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- Web Landing Page — Visit, Apply

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- Regional Watch Parties — Service Projects

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- Targeted Regional Advertising





# Open Discussion

WILLIAM & MARY

# Discussion Prompts

- What do you think are the most important things that members of the Board of Visitors can do in the next year to assist in securing national preeminence?
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- What are the most important aspects of institutional reputation for the university to focus on in the year ahead?



# Institutional Advancement Committee

Board of Visitors | September 26, 2024

WILLIAM & MARY