

# Strategic Initiatives & New Ventures

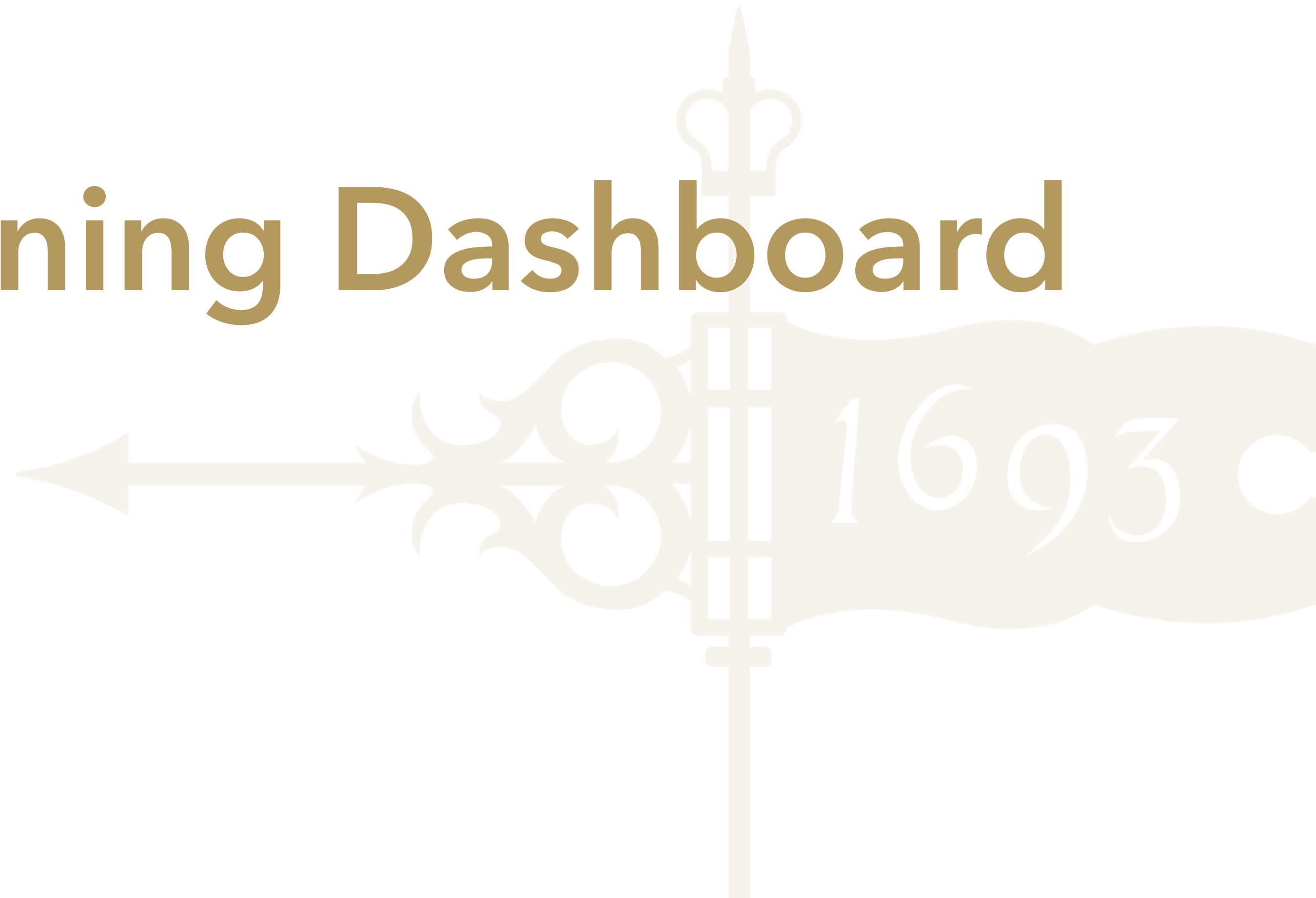
April 20, 2018



WILLIAM & MARY





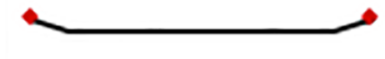






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# Strategic Planning Dashboard










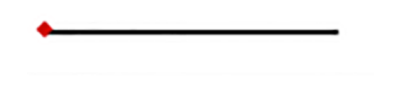
# STRATEGIC PLANNING DASHBOARD

= NEW DATA  
 = FUTURE DATA

CHALLENGE : Leading Liberal Arts University									COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2008-09)	2014-15	2015-16	2016-17	2017-18	TARGET	UVA	BROWN
1	Undergraduate acceptance rate		34.1%	33.0%	34.5%	36.5%	35.9%	34%	30% (2016-17)	9% (2016-17)
2	Undergraduate yield rate		35.0%	31.4%	29.5%	28.7%	28.6%	34%	38% (2016-17)	56% (2016-17)
3	Undergraduate SAT scores: 25th - 75th percentile range		1250-1440	1270-1470	1260-1460	1250-1470	1300-1480*	1250-1450	1240-1460 (2016-17)	1370-1570 (2016-17)
4	Undergraduate graduation rate: completions within 6 years		91%	90%	91%	92%	Available 4/2019	95%	94% (2010 cohort)	96% (2010 cohort)
5	Student-faculty ratio		11:1	12:1	12:1	12:1	11:1	12:1	15:1 (2016-17)	7:1 (2016-17)
6	Small undergraduate classes: percent with 2-19 students		45%	48%	49%	49%	49%	50%	56% (2016-17)	68% (2016-17)
7	USNWR: Best Undergraduate Teaching		6	4	12	7	Available 9/2018	1	17 (tie) (2016-17)	3 (2016-17)
8	Gap between avg. faculty salary and 60th percentile of SCHEV peers		15.3%	15.7%	17.7%	21.3%	Available 4/2019	60th pctl.	N/A	N/A
CHALLENGE : Diversity									COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2008-09)	2014-15	2015-16	2016-17	2017-18	TARGET	UVA	BROWN
9	Undergraduate students who are members of historically underrepresented groups		22%	29%	29%	29%	29%	N/A	30% (2016-17)	38% (2016-17)
10	Graduate/professional students who are members of historically underrepresented groups		13%	14%	16%	18%	20%	N/A	19% (2016-17)	24% (2016-17)
11	Undergraduate Pell grant recipients		9%	11%	11%	11%	Available 3/2019	N/A	12% (2015-16)	15% (2015-16)












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CHALLENGE : Global Engagement									COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2008-09)	2014-15	2015-16	2016-17	2017-18	TARGET	UVA	BROWN
12	Undergraduate students with international citizenship		2%	5%	6%	6%	6%	N/A	5% (2016-17)	12% (2016-17)
13	Graduate students with international citizenship		10%	15%	14%	14%	13%	N/A	18% (2016-17)	30% (2016-17)
14	Undergraduate students who study abroad		N/A	50%	51%	53%	Available 9/2018	60%	N/A	N/A
15	Total international student enrollment		N/A	667	687	694	702	600	N/A	N/A
16	Total countries with students enrolled		N/A	58	65	61	61	60	N/A	N/A
CHALLENGE : Lifelong Connection									COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2008-09)	2014-15	2015-16	2016-17	2017-18	TARGET	UVA	BROWN
17	Alumni giving participation rate: undergraduates with degrees		22.4%	27.1%	28.6%	29.9%	Available 9/2018	40%	20% (2015-16)	28% (2015-16)
CHALLENGE : Communications									COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2008-09)	2014-15	2015-16	2016-17	2017-18	TARGET	UVA	BROWN
18	USNWR: National Universities		33	34 (tie)	32 (tie)	32 (tie)	Available 9/2018	N/A	25 (2016-17)	14 (2016-17)
19	USNWR: Public Universities		6	6	6	6	Available 9/2018	N/A	3 (2016-17)	N/A

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CHALLENGE : Business Plan									COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2008-09)	2014-15	2015-16	2016-17	2017-18	TARGET	UVA	BROWN
20	USNWR: Financial Resources		88	113	112	111	Available 9/2018	70	55 (2016-17)	22 (2016-17)
21	Total sponsored program expenditures (in millions)		\$50	\$61	\$63	\$62	Available 4/2019	\$60	\$361 (2016-17)	\$116 (2016-17)
22	Debt service as percent of operating expense		N/A	5.6%	7.2%	5.5%	Available 9/2018	7%	N/A	N/A
23	Annual giving to the Fund for W&M plus expendable scholarships (in millions)		\$5.7	\$8.6	\$8.2	\$7.3	Available 9/2018	\$9	N/A	N/A
24	Total annual giving not including gifts >\$100K (in millions)		\$13.9	\$20.6	\$21.3	\$21.2	Available 9/2018	\$22	N/A	N/A
25	Total new private gifts and commitments (in millions)		\$62	\$106	\$143	\$135	Available 9/2018	\$100	N/A	N/A
26	Endowment per student (year end)		\$65,711	\$100,572	\$99,381	\$106,143	Available 10/2018	\$175,000	\$262,079 (2016-17)	\$333,103 (2016-17)
27	Total endowment (in millions)		\$495	\$811	\$804	\$874	Available 10/2018	\$1,500	\$5,852 (2016-17)	\$2,963 (2016-17)
28	Average per-borrower cumulative undergraduate debt		\$18,410	\$26,017	\$26,400	\$24,072	Available 2/2019	\$20,000	\$24,598 (2016-17)	\$23,810 (2016-17)
29	Undergraduate students who graduate with debt		40%	37%	35%	36%	Available 2/2019	40%	33% (2016-17)	37% (2016-17)
CHALLENGE : Administrative Resources and Infrastructure									COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2008-09)	2014-15	2015-16	2016-17	2017-18	TARGET	UVA	BROWN
30	All E&G Facilities Condition Index		11.0%	5.8%	4.8%	4.6%	4.6%	10%	4.9% (2016-17)	N/A