Agenda

- Tour of Entrepreneurship Hub
- Opening Remarks
- Strategic Planning Update
- Diversity & Inclusion Update
- Financial Capacity Building
VISION, MISSION, VALUES
Phase I Timeline

May
- Values drafting group launched
- Research, drafting of W&M values

Jun
- Initial feedback, need identified to engage V-M-V as a whole
- Mission drafting group launched; additional feedback received

Jul
- Incorporating feedback, refining drafts; initial feedback on comprehensive V-M-V draft

Aug
- Community feedback (forum, online); incorporating feedback, refining drafts

Sep

Oct

Nov
- Finalizing statement, seeking BOV affirmation
Community Input Timeline

- **Oct. 1**: Draft shared with the W&M community
- **Nov. 22**: Seeking BOV affirmation
- **38 online form submissions**
- **12 in-person forums**, including at least one on-site at Business, Education, Law and VIMS
- Drafting groups reconvene for final revisions based on totality of feedback
Sharing the Proposed W&M Vision, Mission, Values Statement
Diversity & Inclusion Update

• Diversity Dashboard
• New D&I Organizational Structure
• Recent Events
Financial Capacity Building

• Financial Imperative
• Enrollment
• Strategic IT Alignment
• IT Priorities
Financial Imperative
Financial Imperative

• W&M will be engaged in ongoing cost cutting to remain financially stable unless new sources of revenues are identified and costs are contained
  - Tuition and fees comprise more than two-thirds of the university’s current revenue
  - Tuition as a financial lever has been pulled; market constraints limit this as a strategy going forward

• Other financial levers will be essential to long-term financial sustainability and strategic investment
  - Volume – enrollment growth
  - Cost containment through process improvement
Building Capacity for Enrollment Growth
Smart Growth Supports Virginia’s Tech Talent Initiative

• $1.4 million in state support to W&M to be phased in (in addition to the $570,000 allocated earlier this year for new faculty positions in data science)

• Undergraduate degree growth from 62 computer science majors per year (2019 baseline) to 121 per year in 10 years

• Capital support for expansion of ISC 4 to accommodate program growth
Capacity to Support Greater Enrollment

- Student-to-Faculty Ratio
- Additional Enrollment Capacity within 12-to-1

Data for years: Fall 11, Fall 12, Fall 13, Fall 14, Fall 15, Fall 16, Fall 17, Fall 18

- Fall 11: 12.33
- Fall 12: 12.26
- Fall 13: 12.43
- Fall 14: 12.24
- Fall 15: 12.15
- Fall 16: 11.77
- Fall 17: 11.70
- Fall 18: 11.70

- Autumn 11: 91
- Autumn 12: 135
- Autumn 13: 34
- Autumn 14: 148
- Autumn 15: 202
- Autumn 16: 454
- Autumn 17: 718
- Autumn 18: 509
Enrollment Growth Has Challenges and Requires Investment

- Academic profile
- Selectivity
- Racial diversity
- Socioeconomic diversity
- Gender balance
Enrollment Growth Risks

>40% Admit Rate

Potentially hurts perception of selectivity and deters top students from applying
Enrollment Growth Risks

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<40% Male

Potentially hurts perception of coeducational experience and may deter interest from some students
Enrollment Growth Risks

>40% Admit Rate

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>40th in U.S.News

Impacted by shifts in class composition, esp. its academic and socioeconomic profile
The Funnel

• 250,000 students receive search communication (50,000 Sr search, 200,000 soph/Jr)

• 70,000 students receive prospect mailing (prospects via search + contacts via visits, travel, fairs, web etc)

• 14,500+ Applicants
  • 5,000+ Admits

1,545 Enrolling
Fall ‘17 Waitlisted Students Above W&M’s Academic Bottom Quartile

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The Great Enrollment Crash

Students aren’t showing up. And it’s only going to get worse.

By BILL CONLEY
The Looming Enrollment Crisis

How colleges are responding to shifting demographics and new student needs
Building Capacity for Enrollment Growth

Strategic investment in cultivating an applicant pool that allows for moderate enrollment growth in future years (on the order of hundreds, not thousands) is also strategic investment in the quality and composition of the incoming class, regardless of growth.
Strategic Alignment of W&M Information Technology
Prior IT Org Structure

Chief Information Officer

Deputy Chief Information Officer

- Director of Information Security & Infrastructure
- Director of Academic Technology and Tech Support Services
- Director of Data Management
- Director of Software Systems
Current Team Alignment

- Information Security and Infrastructure
  - Network Team
  - Windows Engineering
  - Linux Engineering
  - Security Administration

- Academic Technology and Tech Support Services
  - AV/Classroom Support
  - Academic Technology
  - Technology Support

- Data Management
  - Reporting and Business Intelligence

- Software Systems
  - Application Development
  - Application Administration
  - Core Technologies
Revised Org Structure

- Chief Information Officer
  - Deputy Chief Information Officer (DCIO)
  - Chief Technology Officer (CTO)
  - Strategy Office
Revised Team Alignment

DCIO
- Chief Information Security Officer
- Chief Data Officer
- Executive Director, Research Computing
- Executive Director, Client Services
- IT Business Services

CTO
- Technology Strategy and Architecture
- Systems Administration
- Networking, Infrastructure, and Cloud Computing
- Systems Integration and Automation
- Systems Design and Architecture

Strategy
- Change Management
- Communications
- Technology/Learning Spaces Strategy
- Business Relationship Strategy

CTO
- Change Management
- Communications
- Technology/Learning Spaces Strategy
- Business Relationship Strategy
W&M IT Priorities
(18-24 months)

• Foundational Work
  - Data Architecture and Governance
  - Reporting and Business Intelligence
  - Strategic Focus

• Research Computing
  - Advancement Services
  - University CRM
  - Procure-to-Pay/Source-to-Settle
P2P Business Case

• **Process Improvement:** Current process is inefficient, labor and time intensive, and has a high level of customer dissatisfaction

• **Cost Savings:** Anticipate annual savings through better contract management, improved spend management, and implementation of payment discounts

• **Timing:** Commonwealth’s recent RFP to replace current state purchase order system will require W&M to either convert to new state system or invest in its own