REPORT FROM PRESIDENT AND ADMINISTRATION

RBC COMMITTEE, W&M BOARD OF VISITORS

FEBRUARY 5, 2020
DR. KEN LATESSA
Chief Innovation & Strategy Officer
As defined by our core values and the culture they create, our CORE MISSION is...

TO PREPARE OUR STUDENTS FOR A LIFETIME OF ENDLESS POTENTIAL
THE RBC STUDENT VALUE PROPOSITION

- An educational product of high-value with streamlined pathways
- An unmatched student experience
- Sustainability in Operation
• Programs will well-defined pathways, milestone checkpoints and targeted at available opportunities
• Onboarding processes that are effortless and remove all barriers to starting education
• Tell our story of RBC and our student value proposition
• High school partnerships and bridge programs to transition underprepared students
• Take student support to the next level with just-in-time interventions and tools that provide actionable information
• College-wide assessment mechanisms to stimulate improvement
• Targeted professional development based on assessment of need
• Redesign administrative processes to remove barriers, particularly those that are student facing
• Evaluate and improve operational processes to ensure the effective use of fiscal, physical, and human resources and promote environmental stewardship
• Experiential learning opportunities such as internships, service learning, job placement, and research
• High-quality, practical learning spaces, both physical and virtual
• Initiatives that increase non-tuition revenue streams
• Cultivate a campus environment that supports physical, psychological and cultural health and safety
• Promote global thinking and perspectives
Educational Product of High-Value with Streamlined Pathways:

Objective: Measure direct effectiveness of pathways and the preparedness of our students for transfer

✓ Number of two-year credentials (degrees & certificates) achieved at RBC within three (3) years of start
✓ Number of credentials achieved from any postsecondary institution within six (6) years of start at RBC
An Unmatched Student Experience:

Objective: Measure the support and satisfaction that makes students persevere and get their degree

- Fall to spring persistence in the first year, from semester one to semester two
- Overall student satisfaction as measured by Net Promoter Score (NPS) on exit from the College
Sustainability in Operation:

Objective: Measure the fiscal health and demonstrate continuous improvement

☑ The Composite Financial Index for Higher Education
☑ Annual execution of assessment plans in 100% of all administrative units
MR. PAUL EDWARDS
Chief Business Officer
FY20 Budget Update

FY21 Budget Development

Audit Progress
$77,200 increase in Financial Aid (FA) for FY21

Additional increase for FA of $77,100 in FY22

Full funding ($15.7M) for the new Academic Innovation Center
- $1,252,000 – Guided Pathways for Success
- $650,000 – Financial Aid & Institution-based Work Study
- $708,400 – Compliance
- $410,000 – Advanced Manufacturing Academy
DR. MARIA DEZENBERG
Provost
ENROLLMENT OPTIMIZATION
Phased Approach
Carnegie Dartlet Partnership
ENROLLMENT OPTIMIZATION

Phase I: Assessment
Phase II: Fall 2020 Impact
Phase III: Long-Range Plan
Phase II

- Dual Enrollment
- Central Virginia High Schools
- Brand Refresh
- Marketing & Digital Strategy
• Marketing Consultant

• Former Chief Marketing Officer, Senior Advisor to College President

• Ph.D Leadership & Change, MBA Strategic Marketing Management

• Leadership Development Coach

• AACC National Council of Marketing & Public Relations: National Communicator of the Year
Pioneers of Digital Strategy | Experts in Lead Generation

• More than 30 years as a leader and innovator in higher education marketing across the US and around the world – Google Premier Partner

• Philosophy fuses principles of human psychology with marketing communications

• Services include integrated research, digital marketing, lead generation, reputation strategy, signature creative, team dynamics
Digital Marketing
Provide RBC with immediate online presence

Marketing Research
Identify current students and other target markets

Fall 2020 Enrollment Impact
Add value to multi-channeled campaign utilizing integrated digital marketing strategies, geospatial analysis, and new market analysis
ONLINE DISPLAY

Create and capture your prospects’ attention when they’re online. Display advertising can provide incredible brand awareness and exposure for your institution. Through an unmatched selection of advanced targeting strategies, we create compelling ads that will reach your audience on millions of websites and hundreds of thousands of apps. Our Display campaign metrics are the best in the industry.

RETARGETING

Once you’ve gotten your audience’s attention, it’s critical to keep it and deliver relevant, customized content through Retargeting. We won’t just take a broad-brush approach. Your audience expects a personalized experience based on areas of interest and levels of intent, so our campaigns are segmented to resonate and drive action and conversion.
GEOFENCING + MOBILE FOOTPRINTS

Through geofencing, we can capture mobile devices at specific locations such as feeder high schools or community colleges and serve ads while those devices are within the location or after they’ve left.

We can expand that advertising reach with our Mobile Footprints service once the device travels home and accesses Wi-Fi. Mobile Footprints combines the power of geofencing, Mobile Location Targeting, and IP Targeting and enables delivery to any device in the household, putting your message not only in front of students but any decision-making stakeholders living under the same roof.
FACEBOOK + INSTAGRAM

With more than two billion monthly active users, Facebook and Instagram use the same powerful targeting options to build awareness, increase event registration, and drive leads and conversions.

Facebook’s Engagement Audiences extend your reach with campaigns to automatically engage new leads or those who have previously interacted with your content. Lead generation ads provide an optimized, pre-populated inquiry or registration form, making Facebook ideal for increasing event registrations and driving leads seamlessly across devices. We can also bring your content to life through Facebook’s Canvas mobile ad experience, combining videos, photos, and carousels to capture the complete attention of your audience.

Native placements on Instagram, including photo, video, and carousel ads, are part of a user’s natural in-app experience. We can also complement your in-feed ads with Instagram Stories, bringing your school’s brand to life while connecting with the more than 400 million Instagram users watching Stories daily.
LANDING PAGES

Driving traffic from your ads to campaign-specific landing pages maximizes both your digital ad spend and your ability to convert and generate leads. From strategy and design to hosting and A/B testing, our in-house Creative team will leverage industry best practices and work with your institution to produce landing pages that serve all your campaign needs and generate inquiries. We can also integrate with your CRM for the ultimate efficiency in real-time lead delivery.
GEOSPATIAL ANALYSIS

Visual aids are key to light bulb moments. Not only are we able to pull demographic and psychographic understandings from exports of enrollment data and in-person conversations with your current students, but we place those data points on a map to uncover geocentric revelations about where you're drawing interest and where you are actually capitalizing on that interest. It's one thing to know where to pursue your ideal prospect and quite another to be able to see where huge opportunity gaps exist. These are the yet undiscovered, and they come to light through our geospatial mapping.
NEW MARKET ANALYSIS

We’ll take the guesswork out of the process and make recommendations rooted in data. We’ll execute a DMA-by-DMA analysis to tell you which markets are viable and carry out perception studies measuring awareness, reputation, competition, and, ultimately, market potential. We’ll help you find more of the students you want and, more importantly, what messages will resonate with them.
LIVE DASHBOARD, INSIGHTS, REPORTING, AND RECOMMENDATIONS
Richard Bland College of William & Mary

MS. JENNIFER ATKINS
Strategic Compensation Solutions

MS. CASSANDRA STANDBERRY
Director of Human Resources
Peer Report and Pay Study 2019-2020

January 28, 2020
Jennifer has specialized in the field of compensation and held total reward focused roles for the past 13 years. With over 19 years in the human resources field, she has worked with nonprofit, private, local and federal government and higher education organizations. Her primary focus has been to develop and implement strategic compensation solutions through policy and procedure development as well as improvements to compensation processes in the areas of base pay maintenance, market evaluations, regulatory changes, rewards and recognition programs, and bonus/incentive plan design. Most recently, Jennifer has served as the Compensation Director for the University of Virginia and CarMax, Inc, and is the Principal Consultant for Strategic Compensation Solutions, LLC.
Richard Bland College
of WILLIAM & MARY

Peer Report

Pay Study

Implementation
Peer Report

- Methodology
  - All two-year higher education institutions were examined across the United States. Peers were selected based on college size, program offerings, and other institutional characteristics that make them similar to Richard Bland.

- Established Peer Groups
  - Less than 60 mile radius
  - Virginia
  - National
  - 130 Institutions identified
Pay Study

Methodology

- Analyze market competitiveness by rank and job role for faculty and staff positions
- Salary ranges, actual average salaries and title were collected from participants

Data Collection

- The data results from peer institutions were collected through a customized survey, supplemented by salary schedule and base pay research conducted by Strategic Compensation Solutions.
- Of the total 130 peer institutions, we reviewed salary information from 122 peer institutions (94%).
- The week of September 9, 2019, a survey email was sent out and collection occurred via the Form Stack survey system to each peer institution. Regular reminders were sent in the following weeks from Richard Bland College.
- Through early October, follow up with emails and phone calls to the HR offices of each peer institution occurred to inquire about participation to the survey. Data research on each peer institution was conducted to match roles with salary data.
- We concluded data collected from Form Stack on November 4, 2019
## Pay Study Roles

<table>
<thead>
<tr>
<th>Faculty Teaching Roles</th>
<th>Non Teaching Roles by Rank</th>
<th>Specific Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor</td>
<td>Director</td>
<td>Accounts Payable Manager</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>Asst Director</td>
<td>Chief Advancement Officer</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>Manager</td>
<td>Dir. Human Resources</td>
</tr>
<tr>
<td>Professor</td>
<td>Analyst</td>
<td>Dir. Ops and Capital Assets</td>
</tr>
<tr>
<td></td>
<td>Specialist</td>
<td>Director of Campus Housing &amp; Residence Life</td>
</tr>
<tr>
<td>Coordinator</td>
<td>Director of Communications</td>
<td></td>
</tr>
<tr>
<td>Asst Coordinator</td>
<td>Director of Financial Aid</td>
<td></td>
</tr>
<tr>
<td>Administrative support</td>
<td>Enrollment Analyst</td>
<td></td>
</tr>
<tr>
<td>Librarian</td>
<td>Enrollment Service Counselor</td>
<td></td>
</tr>
<tr>
<td>Counselor</td>
<td>ISO/Enterprise Architect</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learner Mentor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Program Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rec &amp; Registration Coord</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sr. Accountant</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Services Specialist</td>
<td></td>
</tr>
</tbody>
</table>
Pay Study Results

The data showed that RBC is competitive overall:

- RBC pays within 1% (on average) within market for majority of teaching faculty positions;
- Instructor and Professor slightly above median and Assoc and Asst Prof slightly below;
- “Levels” were in general, paid above reported market.
We will re-convene our sub committee to evaluate and make recommendations for future consideration. The committee will again consist of human resources professionals, finance, academic leadership.

**Items to be addressed could include:**

- Creating and educating on the use of bands within the range to address college market pressures
- Focused work on compensation philosophy and promotion practices
- Review of established hiring ranges to ensure competitive starting salaries
THANK YOU!

any questions?

Contact Jennifer Keyser Atkins, PHR:
StrategicCompensationSolutions.com
DR. RACHEL FINNEY
Professor, Languages & Humanities
EXPERIENTIAL SERVICE LEARNING
GUATEMALA 2020
HYBRID WORK COLLEGE FEASIBILITY STUDY
HYBRID WORK COLLEGE FEASIBILITY STUDY

January – April, 2020

• **Scope of work:**
  - Market analysis to gauge appetite for work college model
  - Financial analysis to include estimated cost savings from student labor, sources of additional funding
  - Gap analysis to determine feasibility and required execution steps/timeline
  - Identify any area(s) in need of additional research

• **5 member student team**
  - David Cullen, Team Lead
    - Principal and Senior Strategic Leader at EAB
    - Strategy, Operations, Marketing and Business Development at Royall & Company
    - BS, William & Mary
    - MBA candidate, VCU
RBC Shared Services
Review Process

**October 2019**
- Set project goals
- Review prior RBC work
- Develop approach
- Validate approach w/ industry expert

**Nov-Dec 2019**
- Calculate costs / transaction, RBC v W&M
- Compare current costs to industry standards
- Calculate potential savings

**January 2020**
- Rank size of potential savings
- Assess business process alignment
- Prioritize areas for further work
Review Assumptions

- RBC pays W&M at cost for services
- Cost could decline as W&M realizes savings due to increased volume
- Comparison to peers will identify improvements for both institutions
Potential Services

Reviewed to Date:
• Accounts Payable
• Collections
• ERP (Banner) Support
• Procurement
  – Sourcing
  – Contract Management
  – Vendor Management
• Travel & Expense

Future Exploration:
• HR
  – Benefits Enrollment
  – Time & Attendance
• Facilities
  – Design & Construction
  – Maintenance
  – Housekeeping
  – Fleet Management
Preliminary Cost Analyses

• High-level analysis focused on order of magnitude
• Further analysis to come with consultant
• Limitations with peer comparisons
Other Considerations

• RBC outsourcing might
  – Improve compliance
  – Accelerate delivery time
  – Add bench strength
• W&M seeks similar gains
• Discussions of outsourcing may de-stabilize current RBC staff