



Richard Bland College  
*of* WILLIAM & MARY

REPORT FROM PRESIDENT AND  
ADMINISTRATION

**RBC COMMITTEE, W&M BOARD OF VISITORS**

FEBRUARY 5, 2020



Richard Bland College  
*of* WILLIAM & MARY

**DR. KEN LATESSA**

Chief Innovation & Strategy Officer



Richard Bland College  
*of* WILLIAM & MARY

# SEIZE YOUR POTENTIAL

Strategic Plan 2020-2025



**A FRIENDLY,  
FAMILY ATMOSPHERE**



**ENTHUSIASTIC,  
STUDENT-FOCUSED  
SERVICE**



**THE POWER  
OF DIFFERENCE**



**BUILDING  
CONFIDENCE**



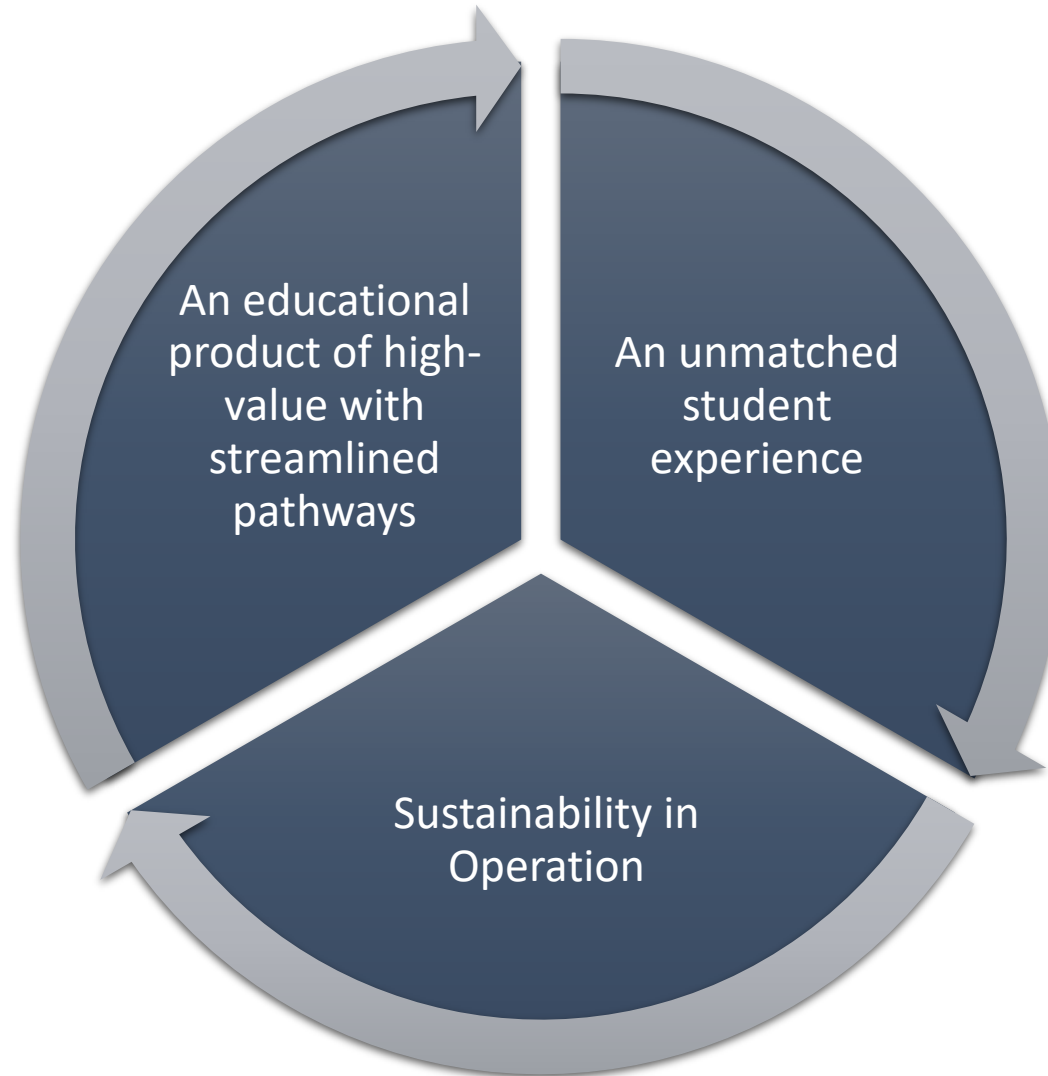
**QUALITY  
OUTCOMES**



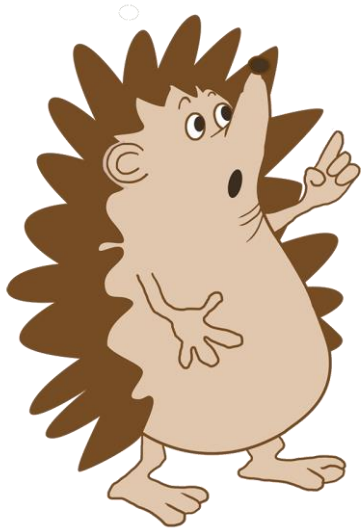
As defined by our core values and the culture they create,  
our CORE MISSION is...



***TO PREPARE OUR STUDENTS FOR A LIFETIME  
OF ENDLESS POTENTIAL***



G P S @ R B C





- 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





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**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



Richard Bland College  
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**DR. MARIA DEZENBERG**

Provost



Richard Bland College  
*of WILLIAM & MARY*

# ENROLLMENT OPTIMIZATION

Phased Approach

Carnegie Dartlet Partnership



## ENROLLMENT OPTIMIZATION

Phase I:  
Assessment

Phase II:  
Fall 2020 Impact

Phase III:  
Long-Range Plan

## Phase II



- Marketing Consultant
- Former Chief Marketing Officer, Senior Advisor to College President
- Ph.D Leadership & Change, MBA Strategic Marketing Management



- Leadership Development Coach
- AACCC National Council of Marketing & Public Relations: National Communicator of the Year



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**DR. ROBIN DUNCAN**  
Carnegie/Dartlet

## 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-channelled 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

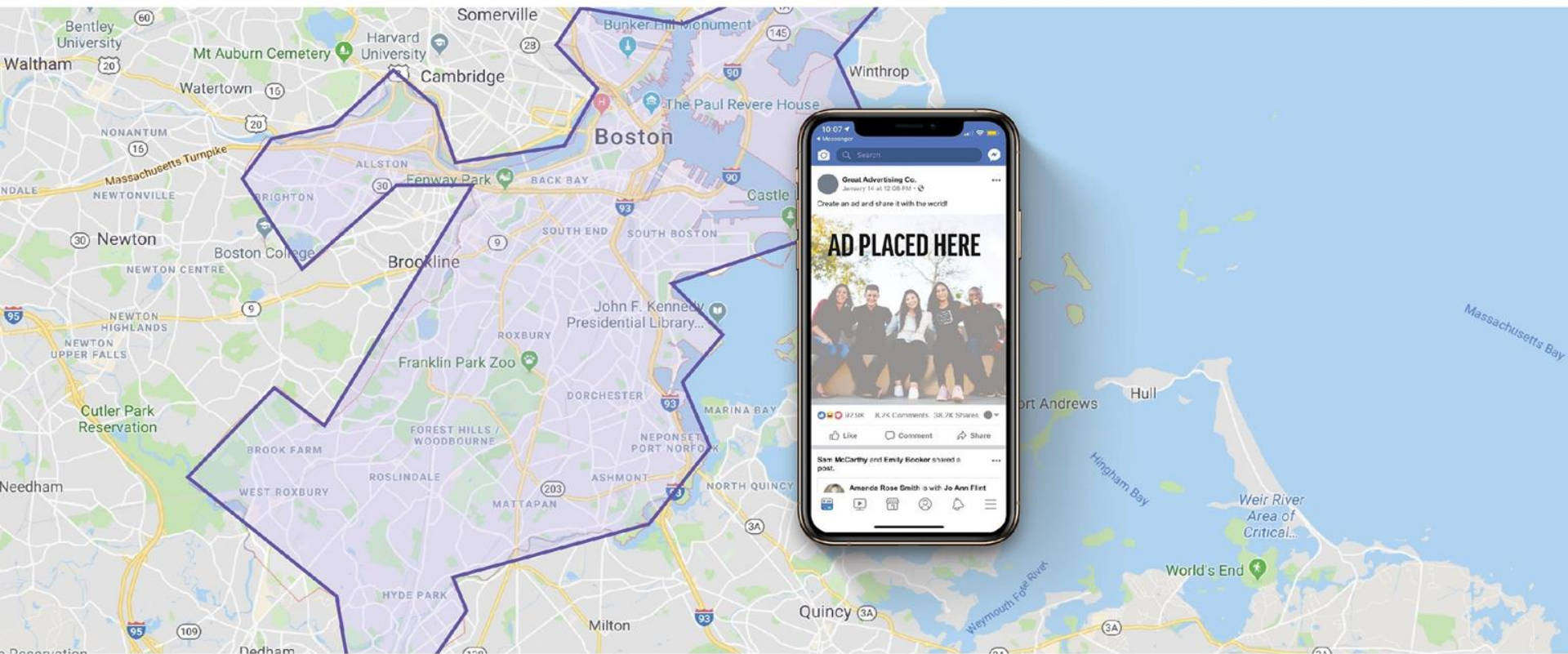
Once you've gotten your audience's attention, it's critical to keep it and deliver relevant, customized content through Retargeting. We won't just take a broad-brush approach. Your audience expects a personalized experience based on areas of interest and levels of intent, so our campaigns are segmented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

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Last Name

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**SOFTWARE ENGINEERING TECHNIQUES THAT WILL TAKE YOU TO THE NEXT LEVEL**

- Build solutions using the latest proven technologies, architectures and life-cycles.
- Participate in engaging, seminar-style courses and a flexible part-time curriculum.
- Join our online community of students and faculty who are all active professionals.

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**FORT HAYS STATE UNIVERSITY**

1-800-546-1300 • 781-339-7000 • 1-800-785-1100

**CAMPAIN HEADLINE**  
Join our team of outdoor enthusiasts and become a part of the Fort Hays State University Outdoor Education Program. We're looking for people who love the outdoors and want to share their passion with others.

**CALL TO ACTION**  
[Join Our Team](#)

**CALL TO ACTION**  
Get more information about our program.

First Name

Last Name

Email

Phone

**Submit**

**STILL HERE** **IT'S HERE**

**CAMPAIN HIGHLIGHT**  
Our Outdoor Education Program is a unique opportunity for students to gain hands-on experience in the outdoors while earning credit. The program includes a variety of outdoor activities, including hiking, camping, and canoeing. Students will also learn about outdoor safety and environmental stewardship.

**CALL TO ACTION**  
[Learn More](#)

**CAMPAIN HIGHLIGHT OR TAGLINE GOES HERE!** [ATTEMPT](#)

**FORT HAYS STATE UNIVERSITY**  
Outdoor Education Program

**MSJ MOUNT ST. JOSEPH UNIVERSITY**

First Name

Last Name

Email

Phone

**Request Info**

**As Mount St. Joseph University, we believe a college education happens in the classroom and in the real-world.**

**Cooperative Education**  
Cooperative education, also known as a co-op, is a fantastic opportunity to learn in an actual career setting, apply your classroom and learn about career options... all while getting paid.

**Study Abroad & Cultural Immersion**  
Study abroad and cultural immersion enriches Mount St. Joseph's education. It provides students with a global perspective and enhances personal growth.

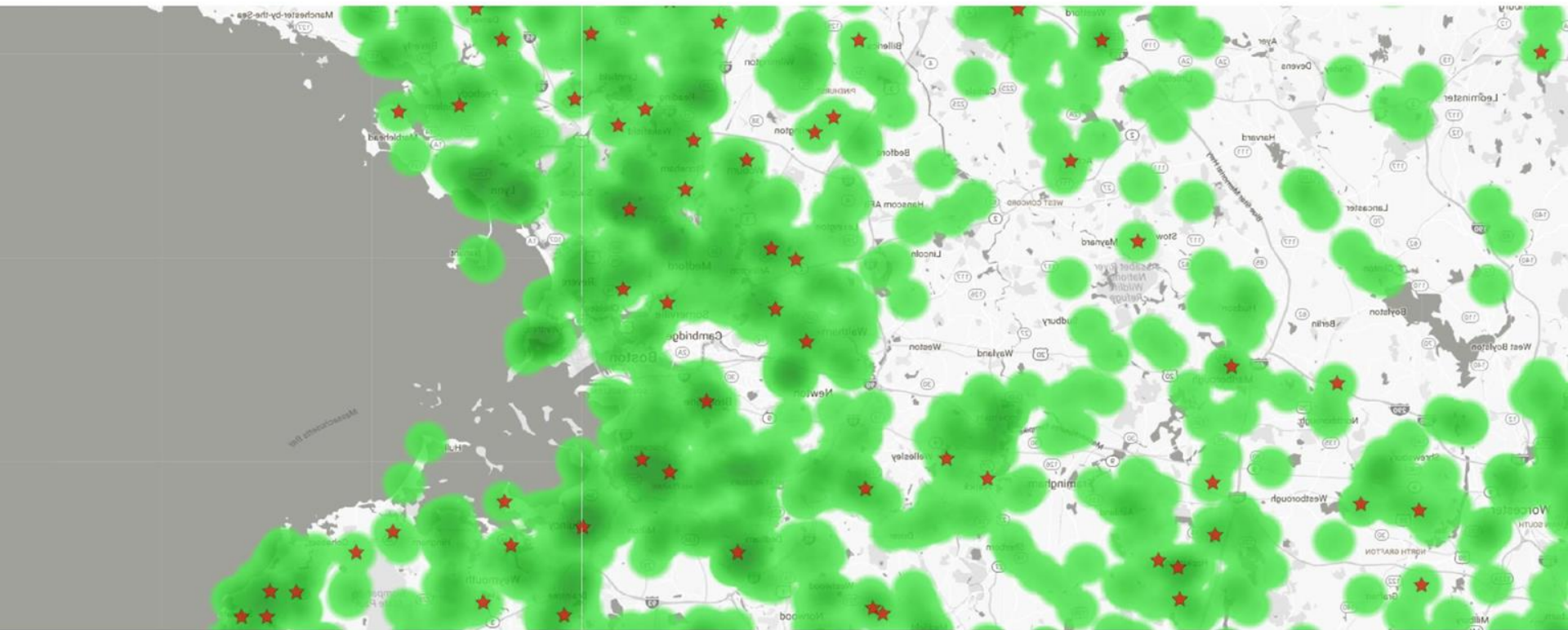
**Service Learning**  
Service learning is an opportunity for students to earn academic credit by participating in meaningful service activities. Service learning provides a chance for students to develop career skills, build their resume with meaningful experience, and foster relationships with community partners.

**Career Development**  
Students are always seeking the advantage of dedicated career development resources to help with their resume, explore career options, and learn industry skills.

Mount St. Joseph University | Copyright 2017

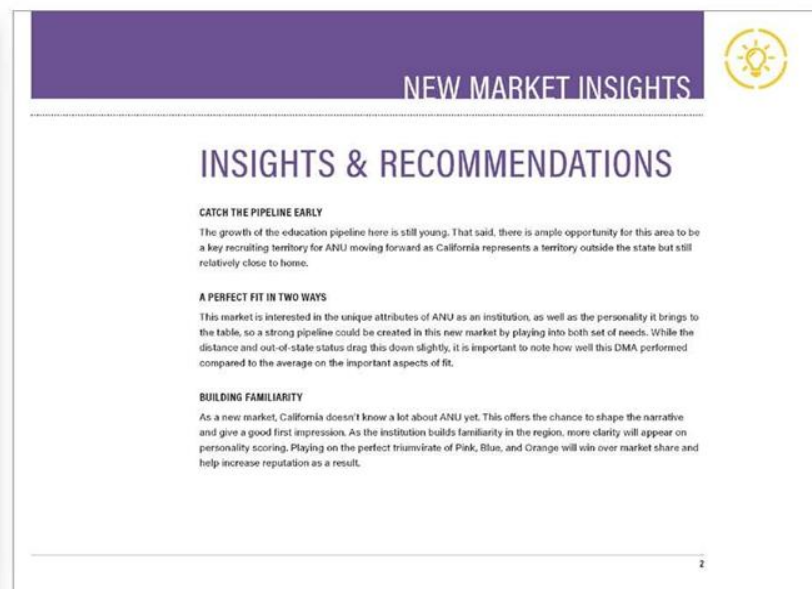
# GEOSPATIAL ANALYSIS

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.

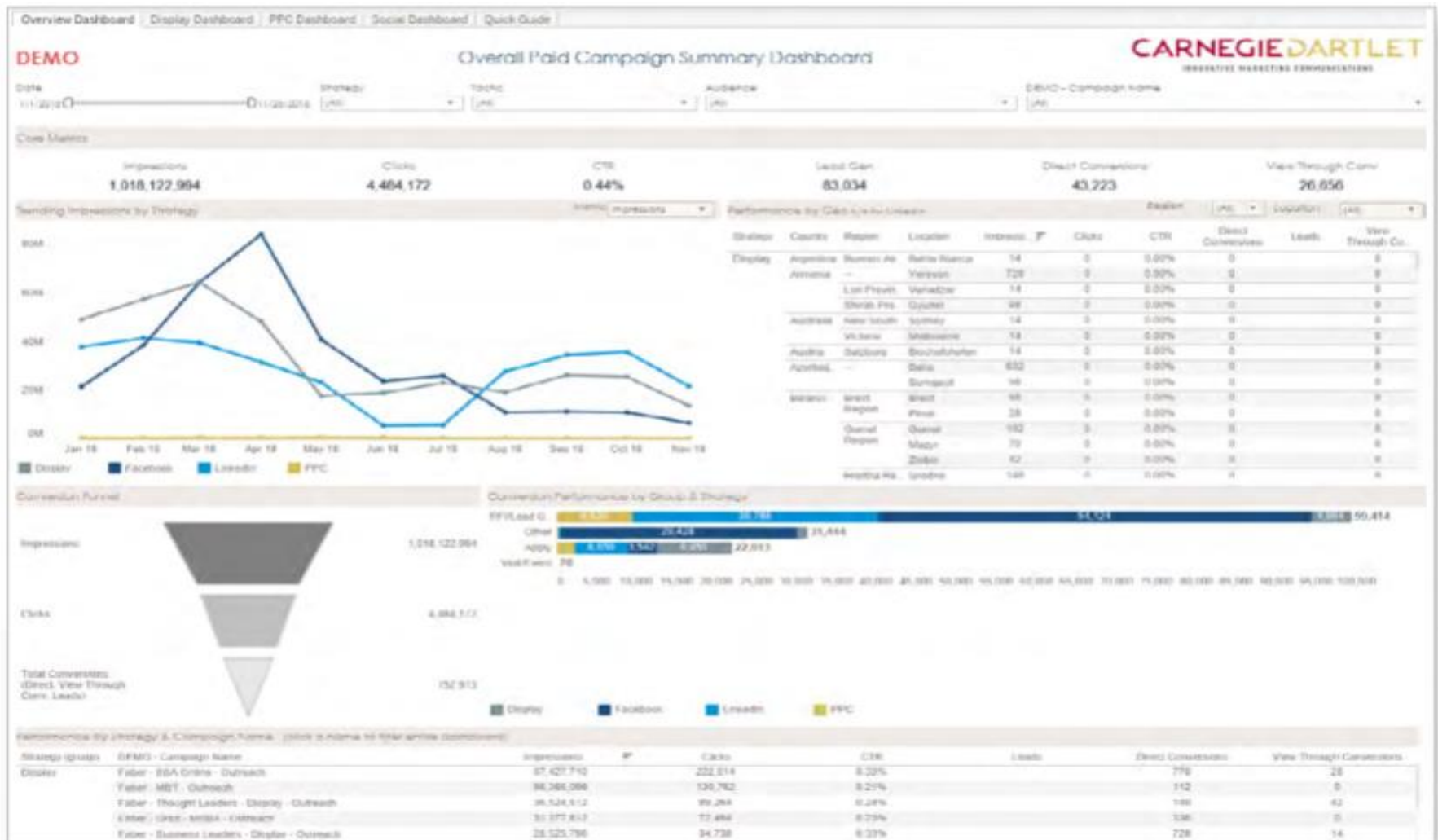


# NEW MARKET ANALYSIS

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



Richard Bland College  
*of* WILLIAM & MARY

January 28, 2020

# Peer Report and Pay Study 2019-2020



## Jennifer Keyser Atkins, PHR, M.S.Ed

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.





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Peer Report



Pay Study



Implementation

A row of eight light bulbs hanging from above. The first seven bulbs are unlit, while the eighth bulb on the right is illuminated, casting a glow. The background is dark grey.

# 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

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



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# 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



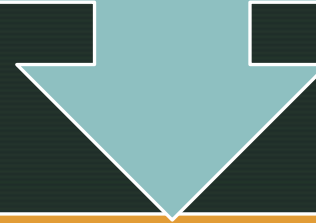
“Levels” were in general, paid above reported market

# Implementation



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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](http://StrategicCompensationSolutions.com)





Richard Bland College  
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**DR. RACHEL FINNEY**

Professor, Languages & Humanities



Richard Bland College  
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EXPERIENTIAL SERVICE  
LEARNING

GUATEMALA 2020









Richard Bland College  
*of* WILLIAM & MARY

**MS. STACEY SOKOL**  
**Program Manager**



Richard Bland College  
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# 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





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**DR. TYLER HART**

Chief Development Officer

**MS. AMY SEBRING**

W&M Vice President for Finance & Technology

# 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