

Ad Hoc Committee on Organizational Sustainability and Innovation

November 21, 2019



WILLIAM & MARY

CHARTERED 1693

Agenda

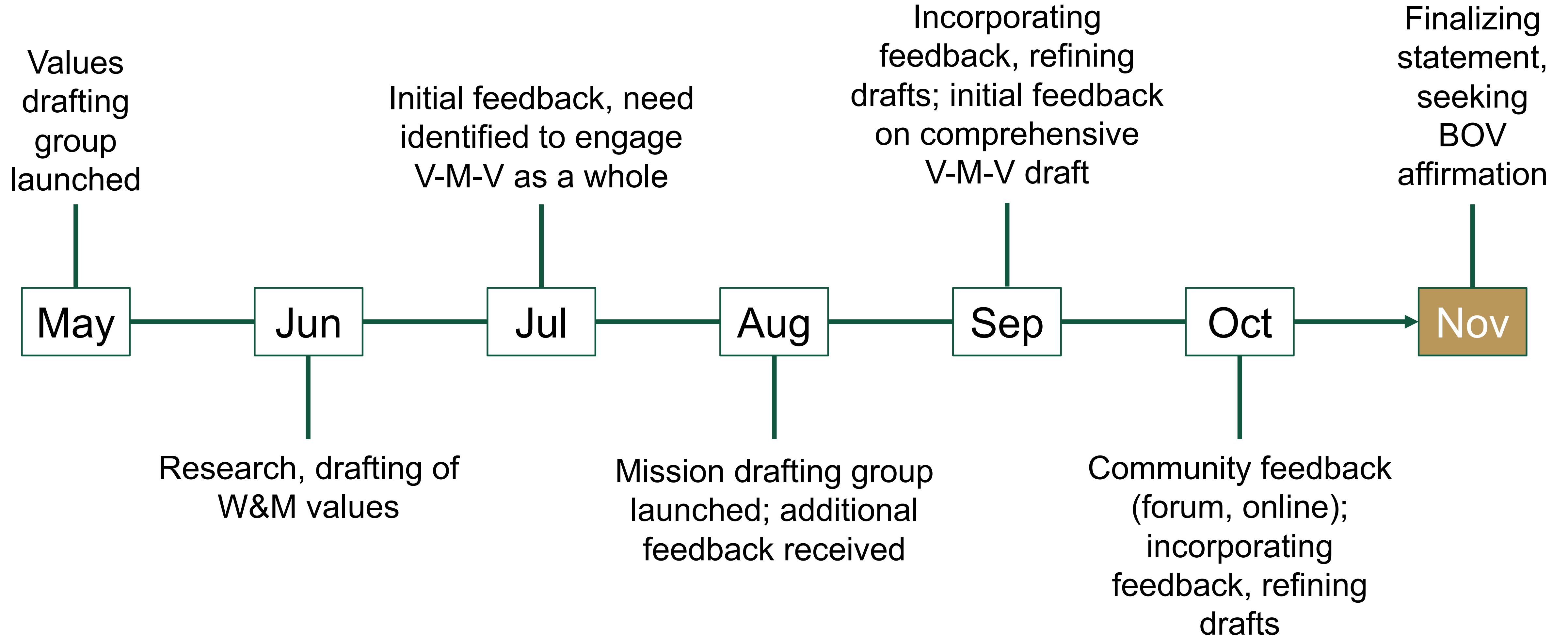
- Tour of Entrepreneurship Hub
- Opening Remarks
- Strategic Planning Update
- Diversity & Inclusion Update
- Financial Capacity Building

Strategic Planning Phase I

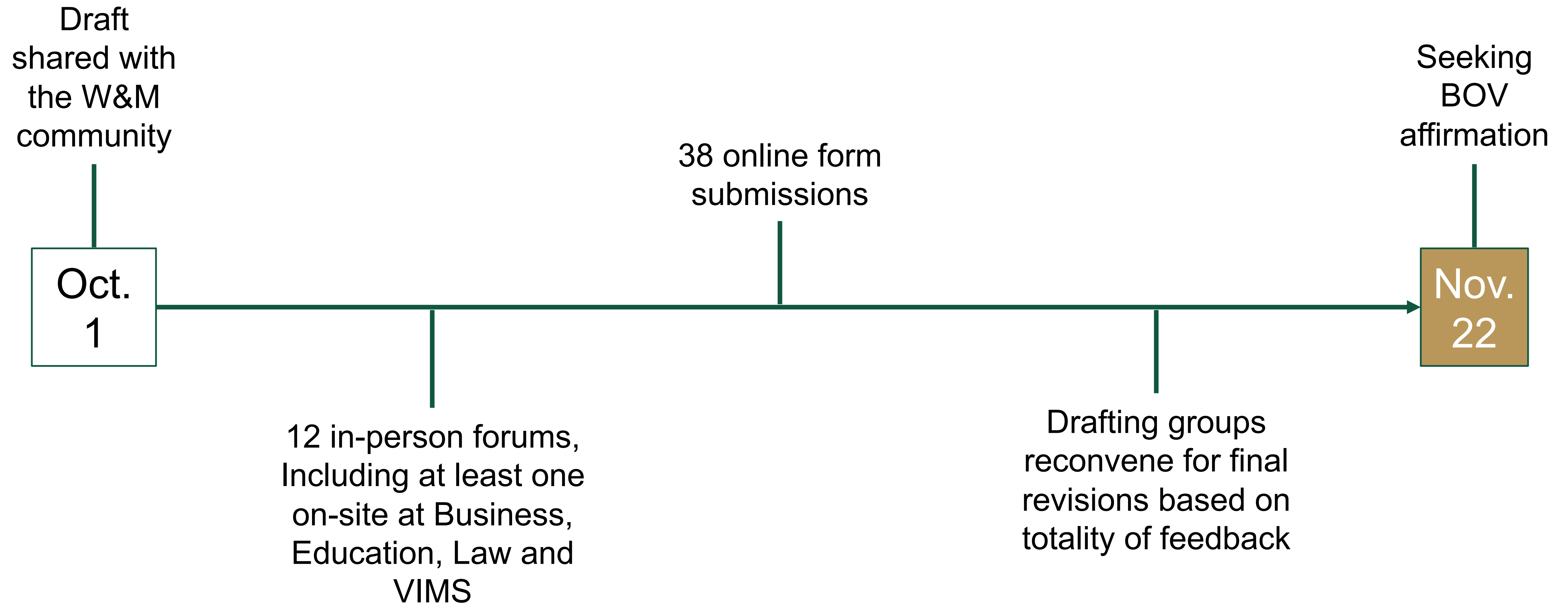
VISION, MISSION, VALUES



Phase I Timeline



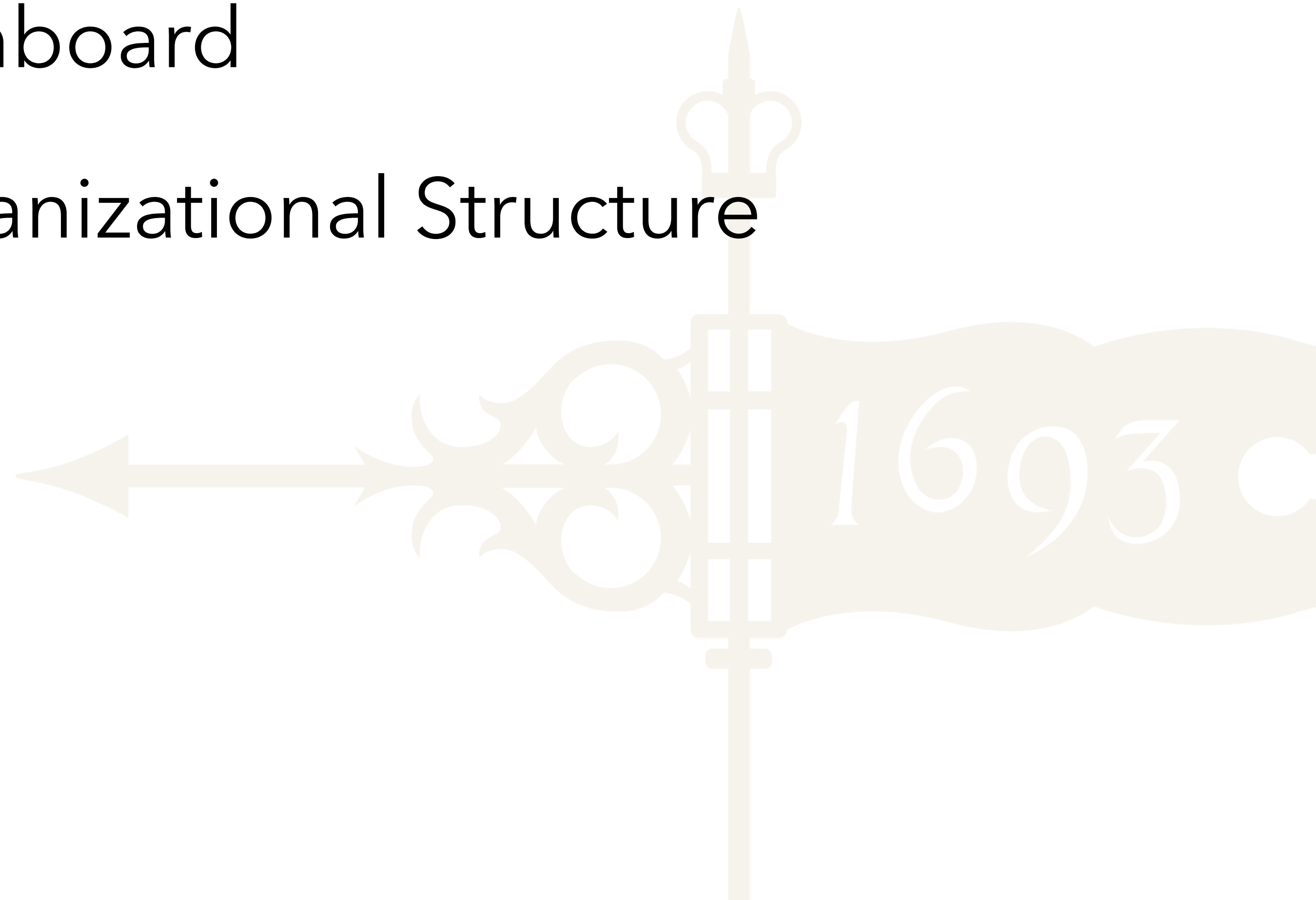
Community Input Timeline



Sharing the Proposed W&M Vision, Mission, Values Statement

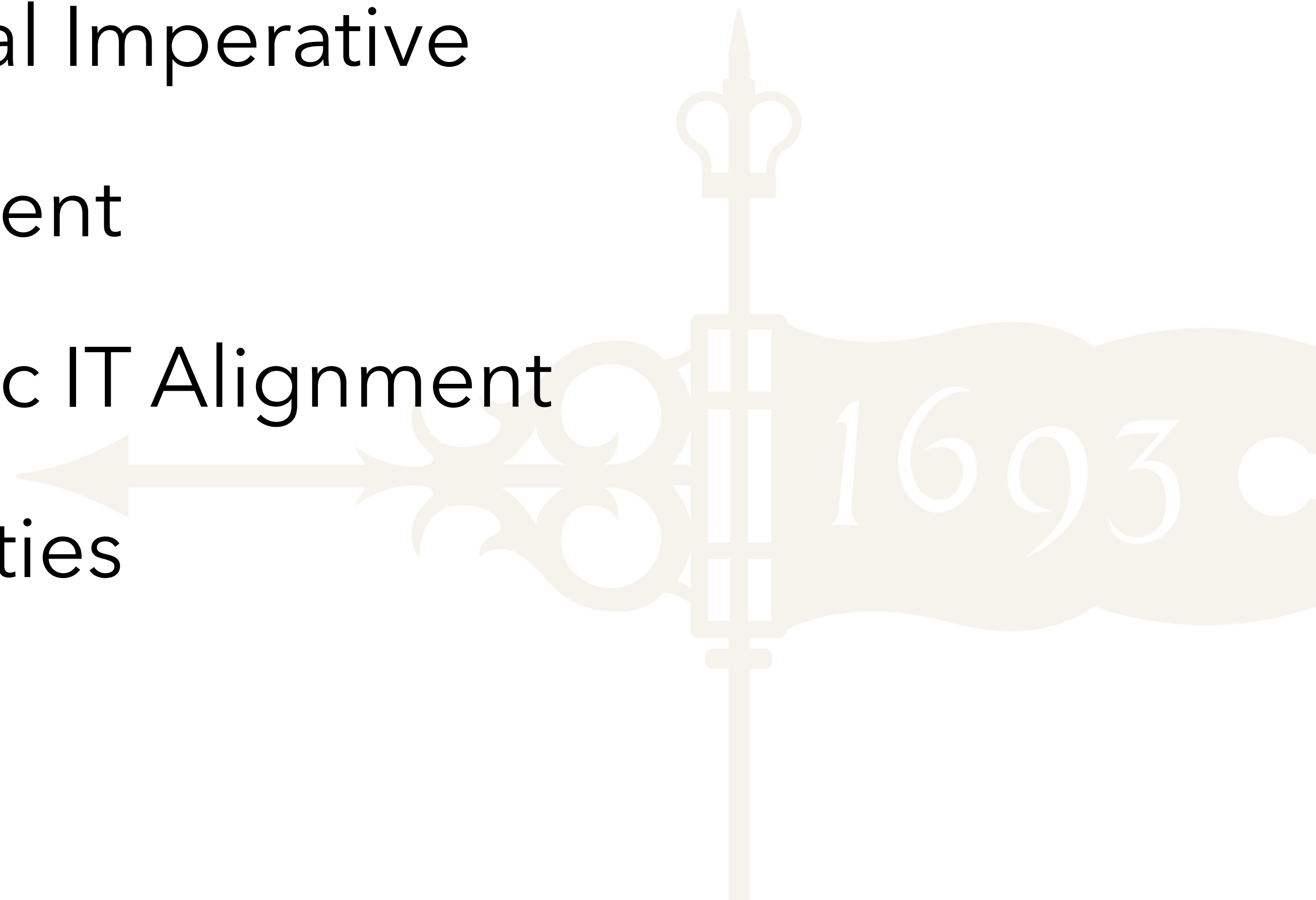
Diversity & Inclusion Update

- Diversity Dashboard
- New D&I Organizational Structure
- Recent Events

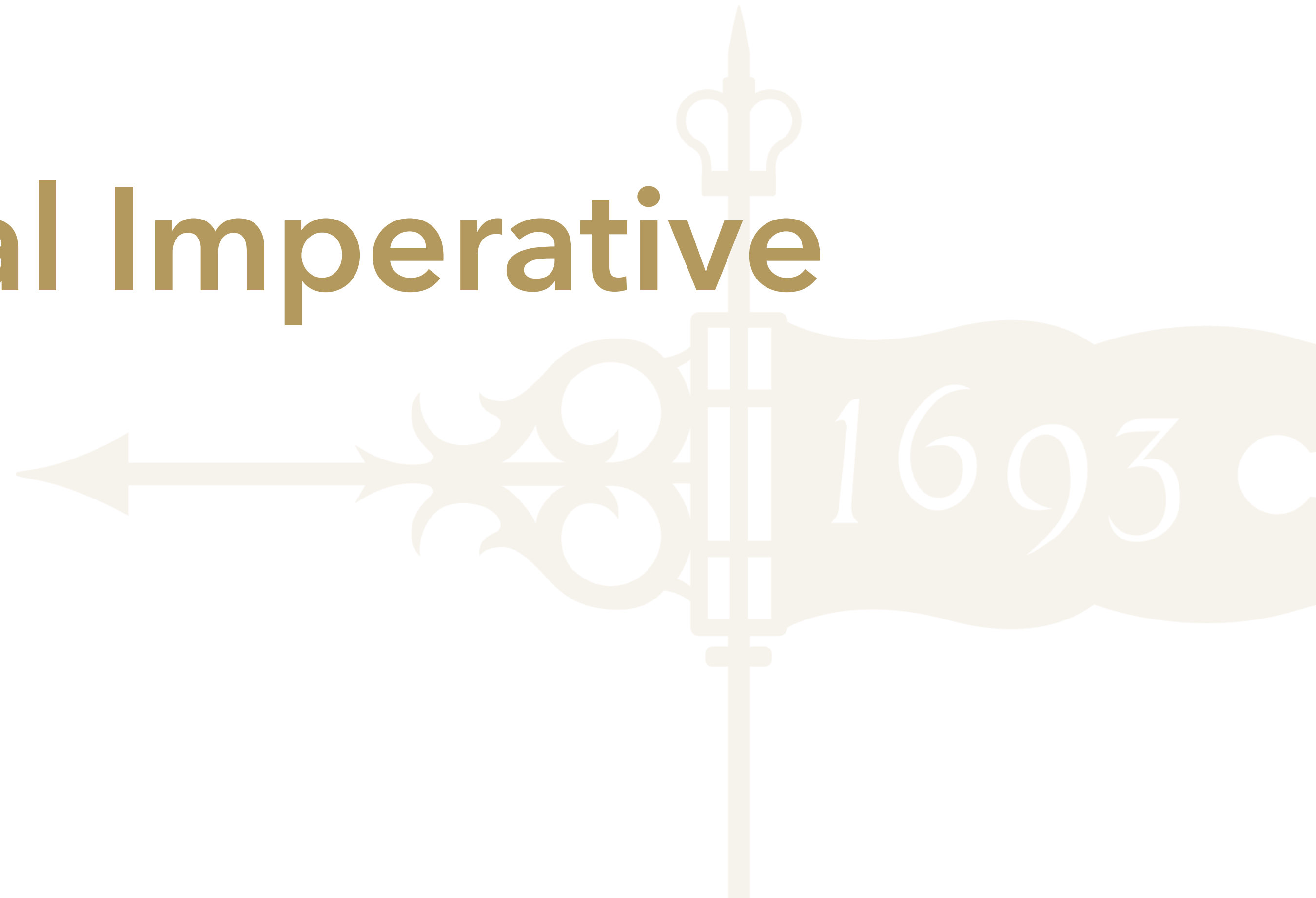


Financial Capacity Building

- 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

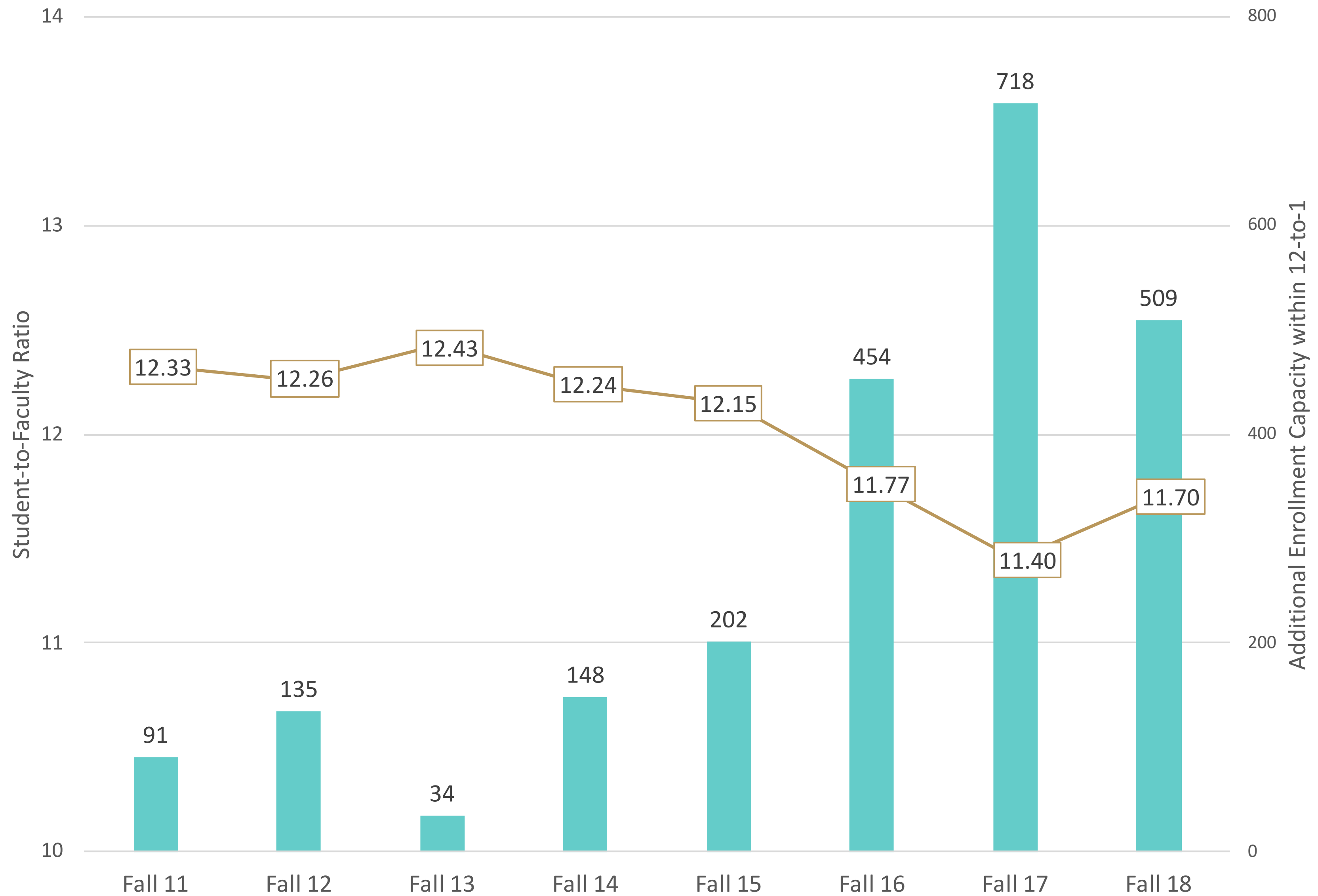
Building Capacity for Enrollment Growth



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



Enrollment Growth Has Challenges and Requires Investment

- Academic profile
- Selectivity
- Racial diversity
- Socioeconomic diversity
- Gender balance

Enrollment Growth Risks

>40% Admit Rate

Potentially hurts
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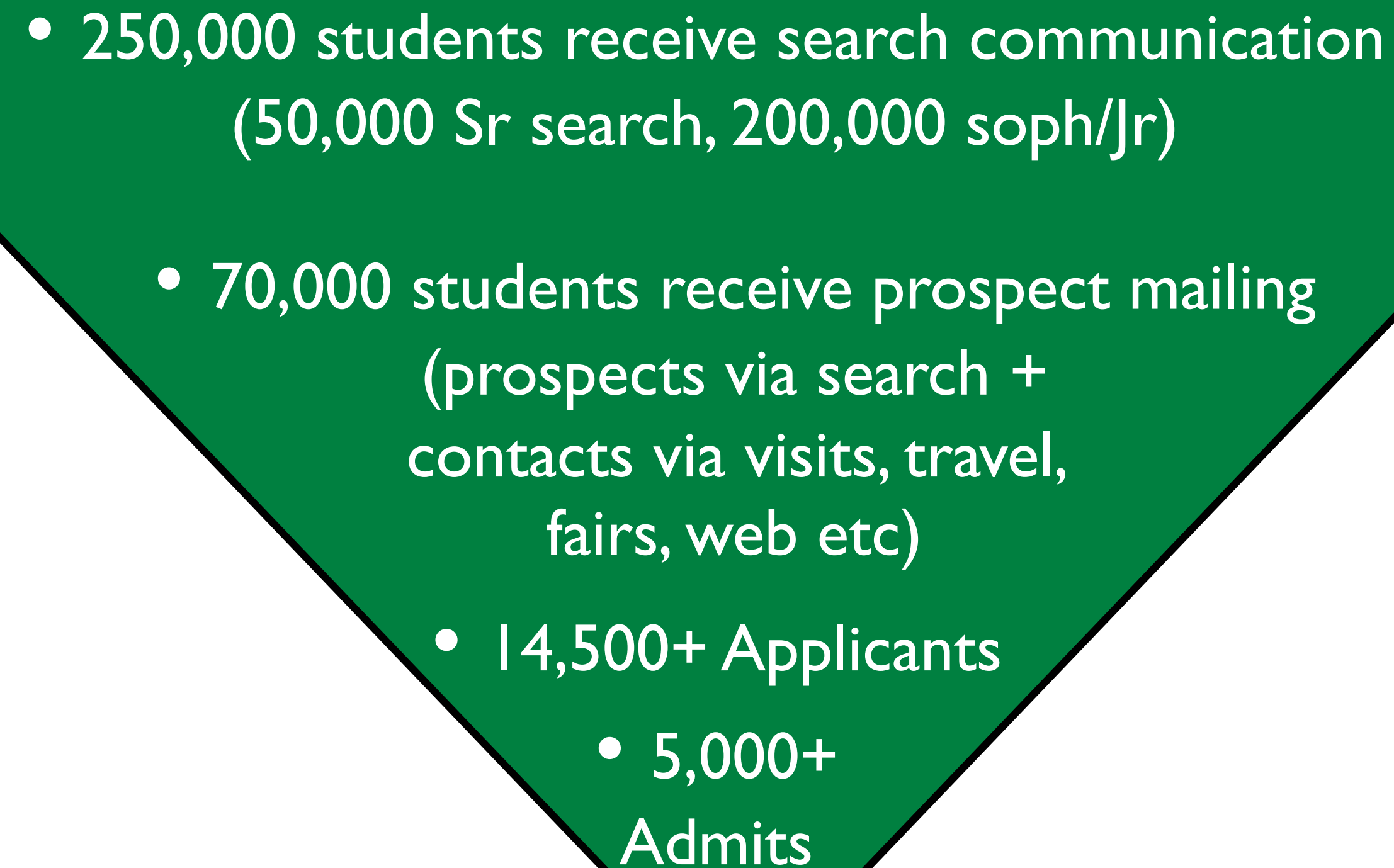
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>40th in U.S. News

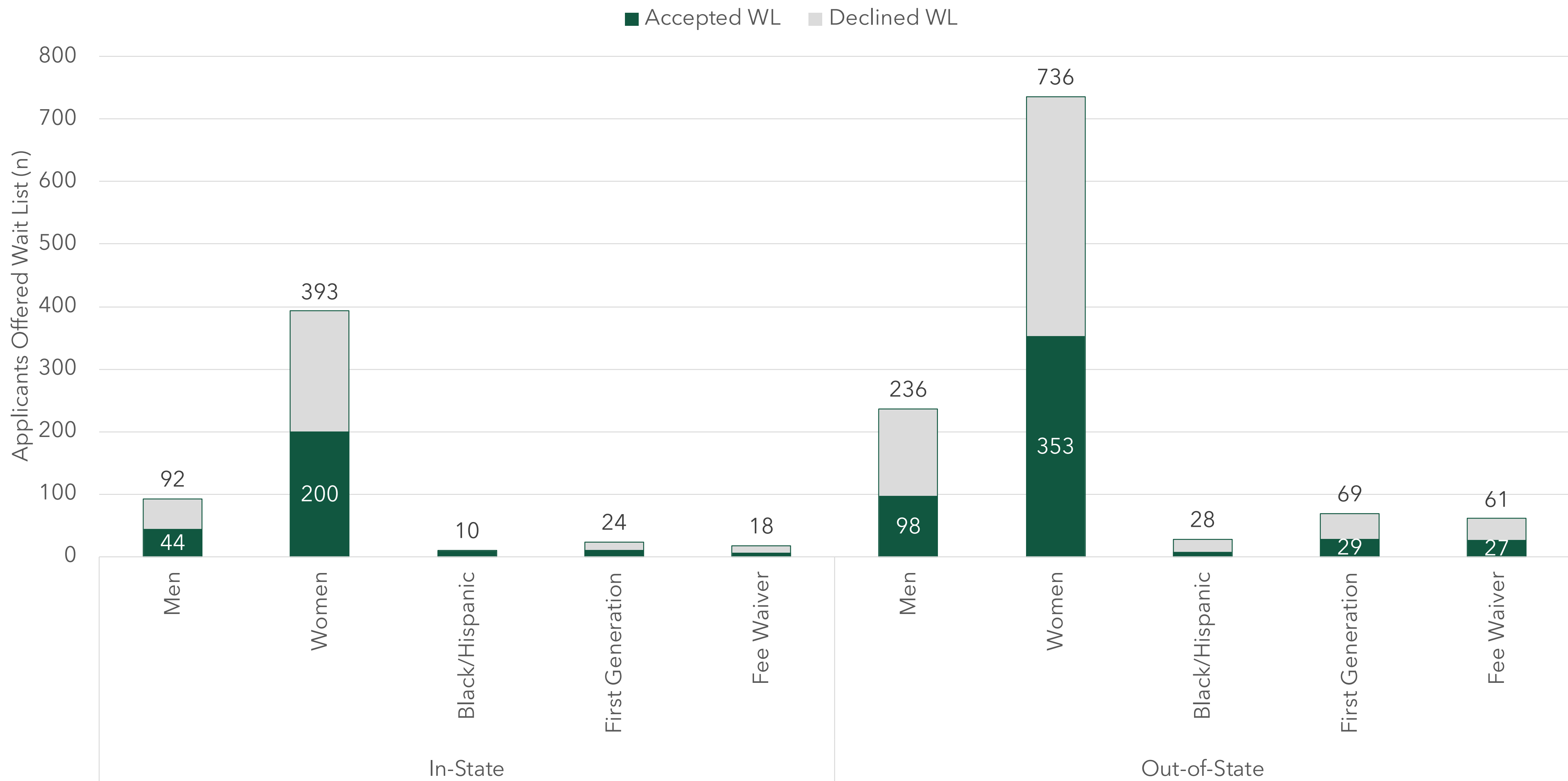
Impacted by shifts in class composition, esp. its academic and socioeconomic profile

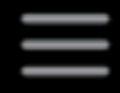
The Admission Funnel

- 
- 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





Chronicle illustration, Getty Images

The Great Enrollment Crash

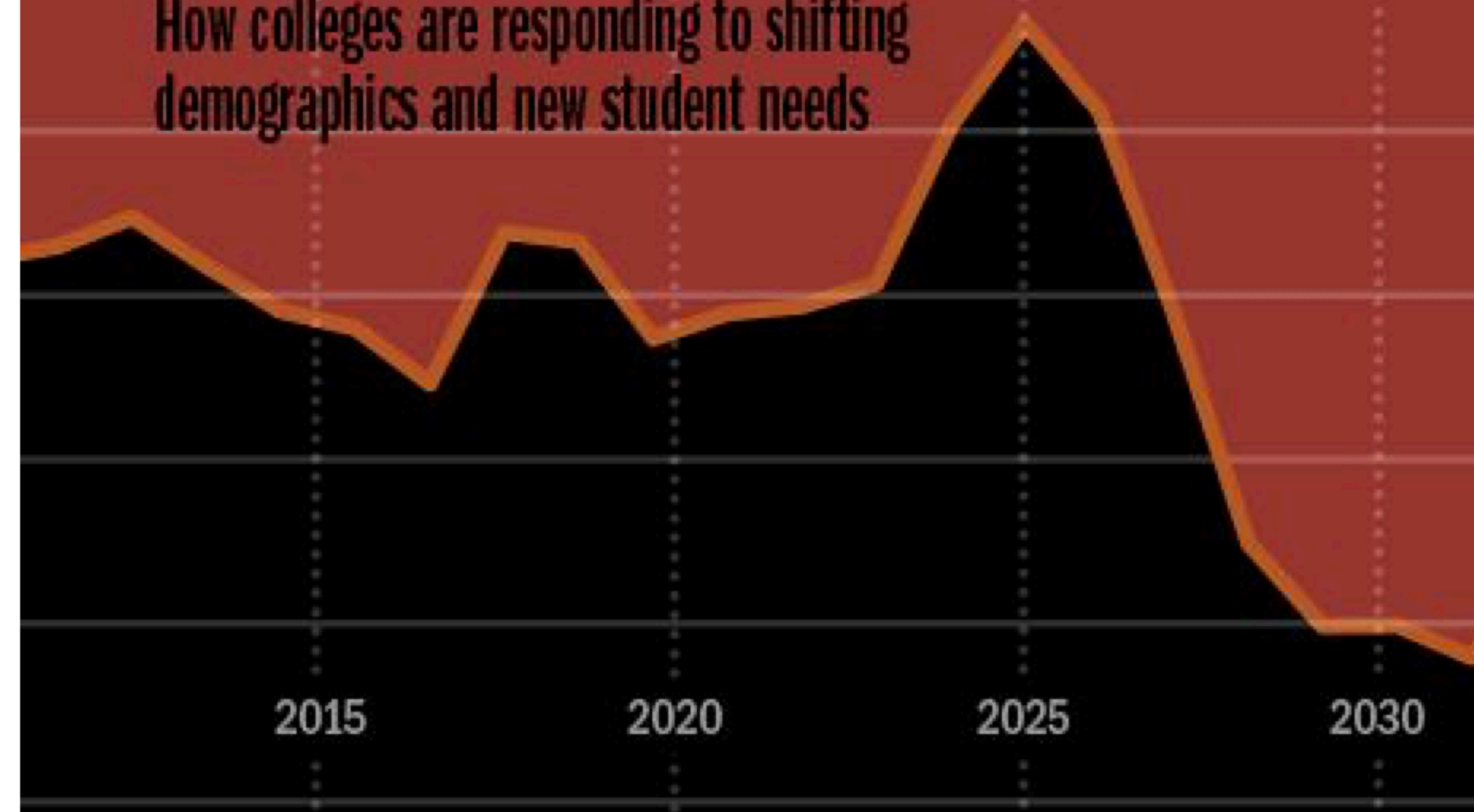
Students aren't showing up.
And it's only going to get worse.

By BILL CONLEY

THE CHRONICLE
of Higher Education®

The Looming Enrollment Crisis

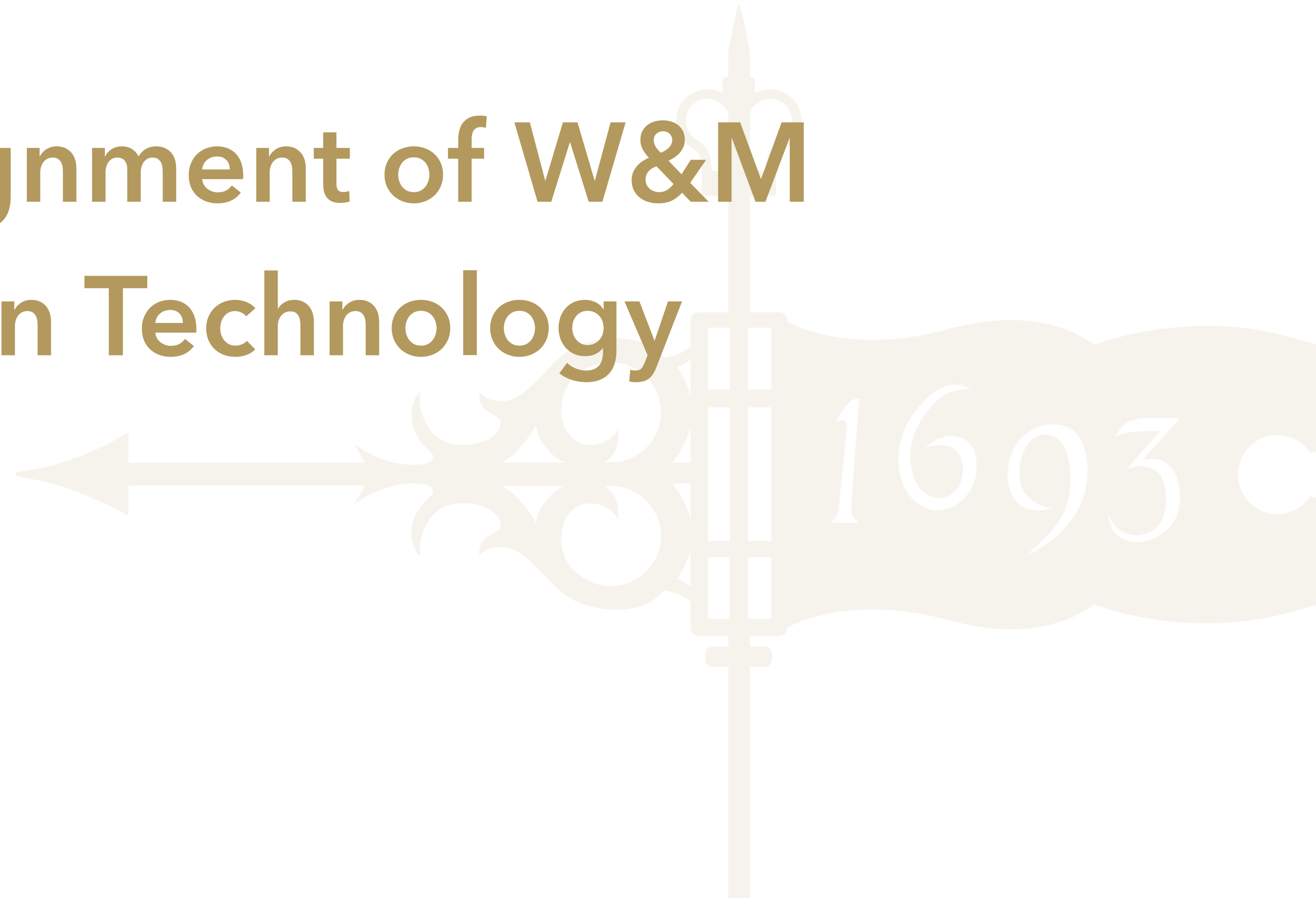
How colleges are responding to shifting
demographics and new student needs



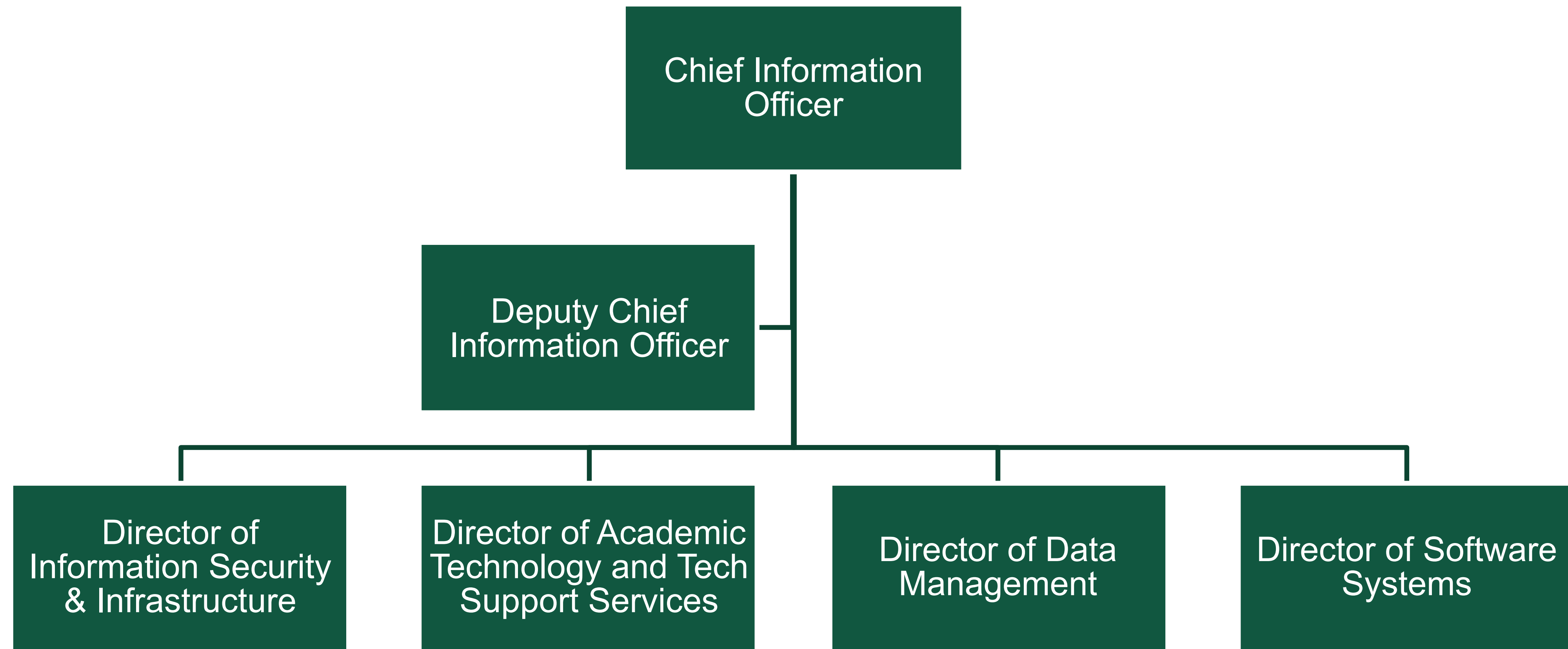
Building Capacity for Enrollment Growth

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.

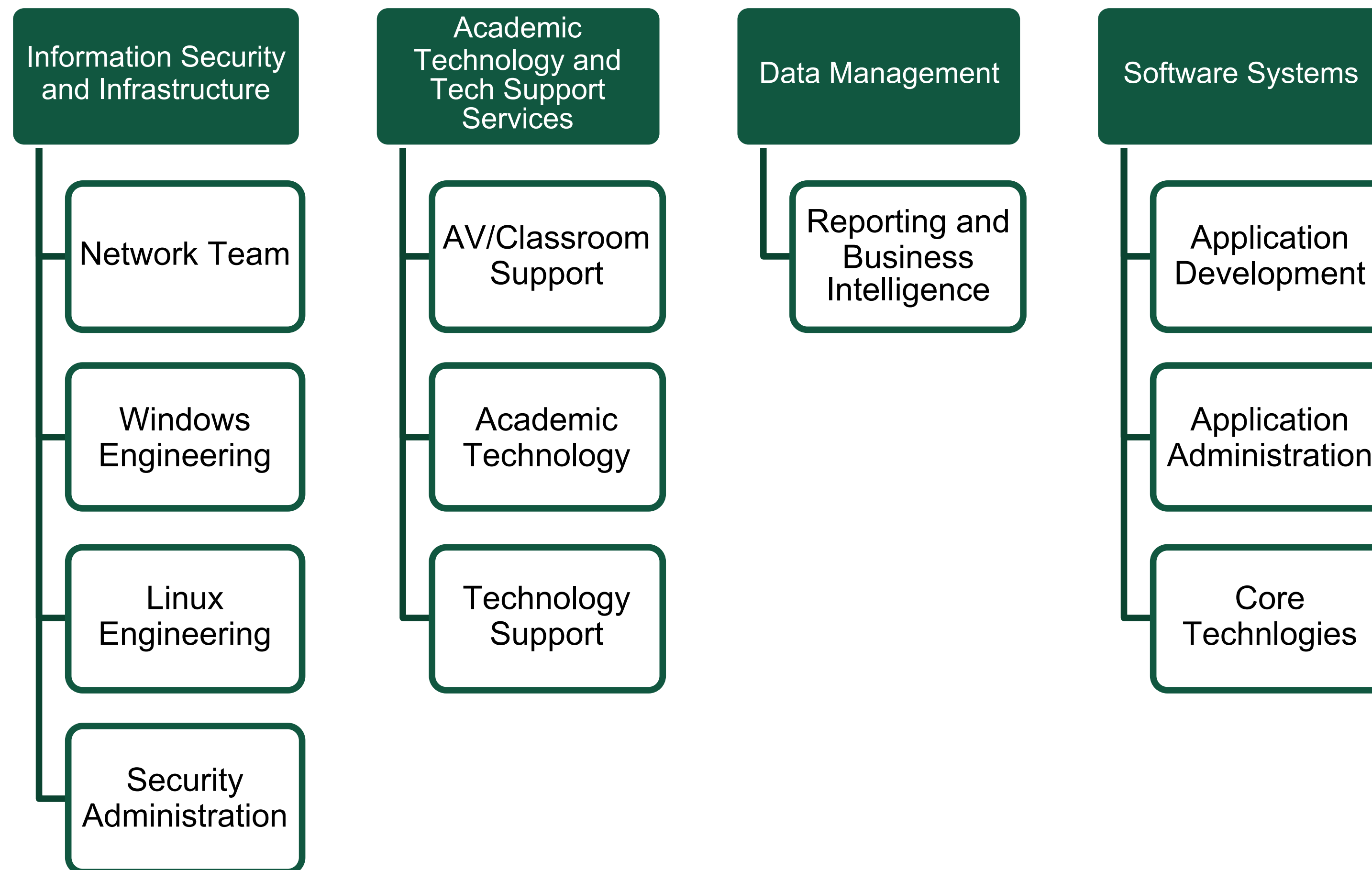
Strategic Alignment of W&M Information Technology



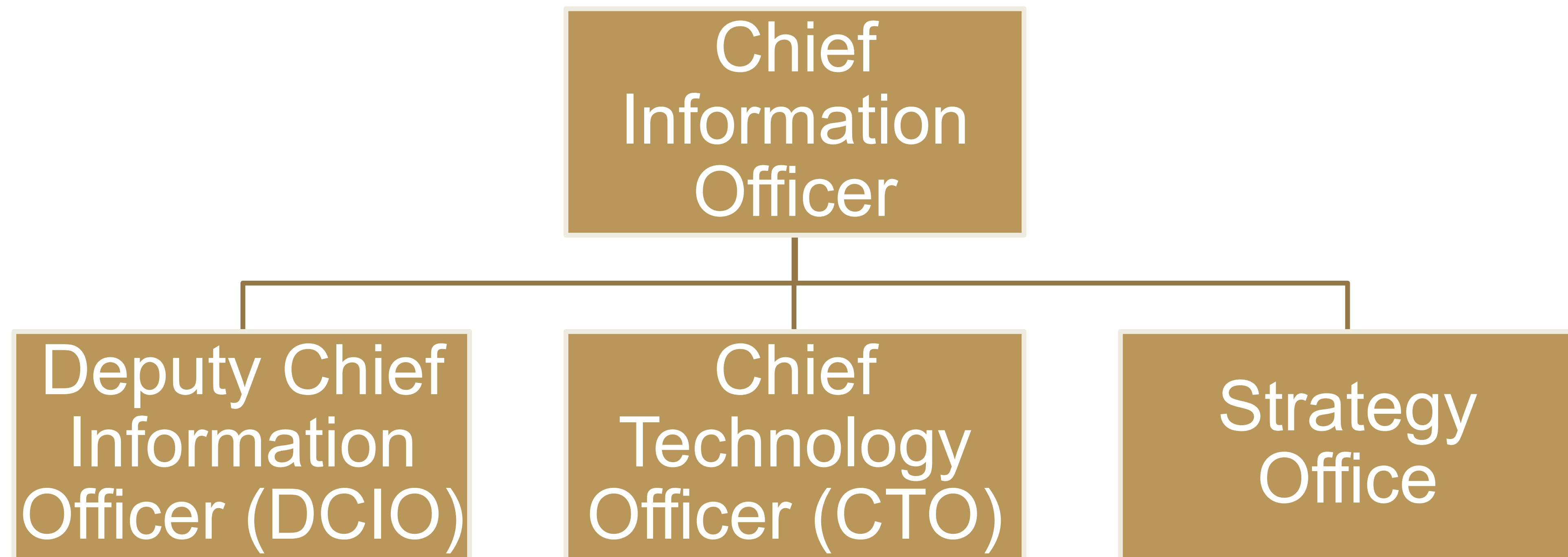
Prior IT Org Structure



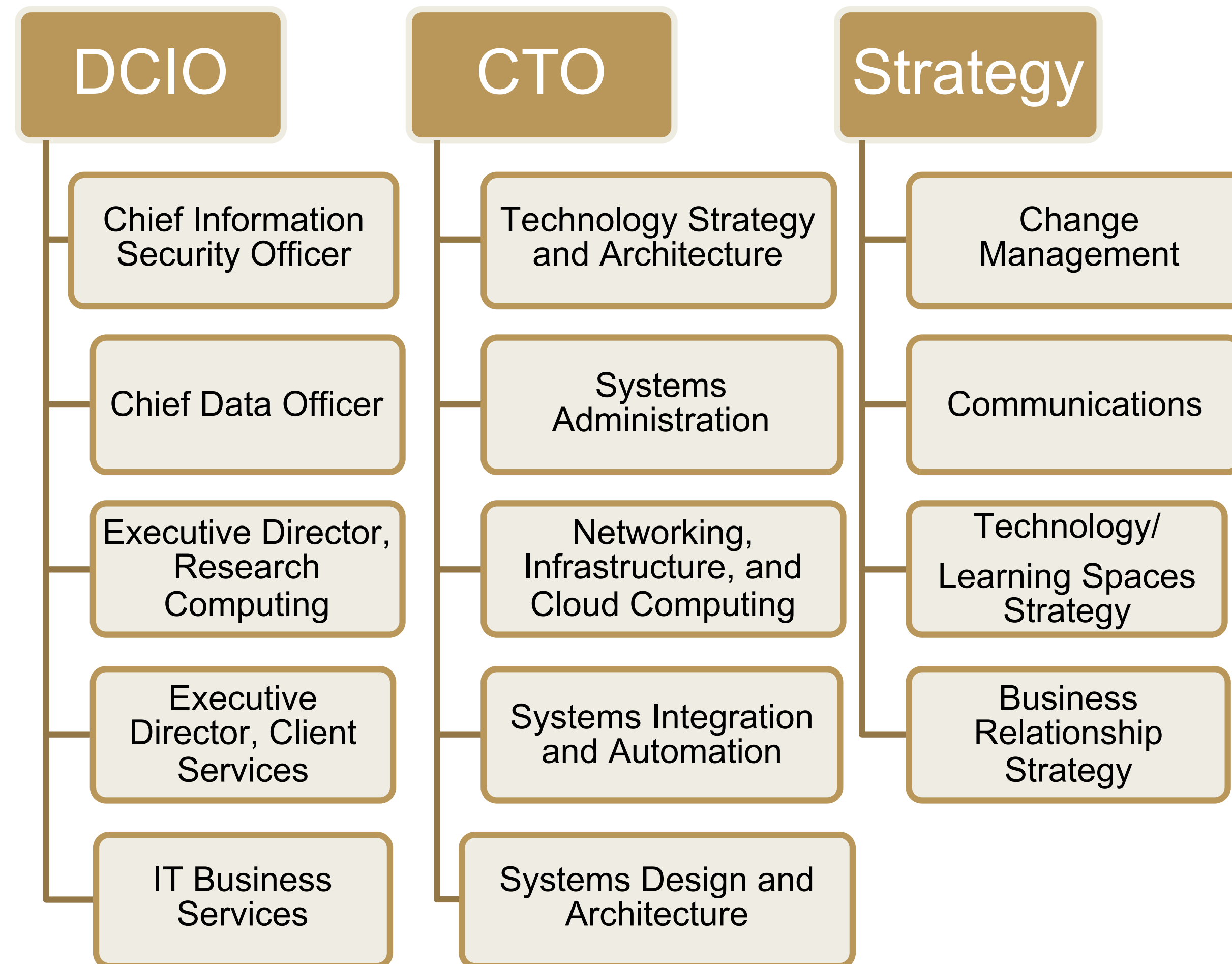
Current Team Alignment



Revised Org Structure



Revised Team Alignment



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