



W&M Org Structure

Succession Planning & Talent Development

Subcommittee on Compensation
February 2025



Q1 How is W&M organized at the highest level?
Q2 Why is it organized this way?



*A: W&M's organizational structure
reflects how we compete.*

Context: How Universities Compete



Businesses generally seek to create value profitably, which creates margin to invest. Short term losses may be incurred in the service of sustainable net profit margins. Businesses compete in three main ways: on **price, product differentiation, or customer**



Universities seek to gain market share and resources without generating a profit. Margin provides our strategic capacity to evolve. Beyond this, universities compete in the same ways other businesses do.



Public universities in VA compete for students and state resources. By law, we must balance our budget. VA state allocations lag the nation. Thus, VA universities are highly differentiated on price, product (degrees), and customer (student) experience.

Context: How W&M Competes



California
Community
Colleges



WILLIAM & MARY
Distinct & Distinguished

Located in Williamsburg, Virginia, William & Mary brings together the global opportunities of a public research university with the personal education of a liberal arts and sciences institution.

Lowest Cost

Degrees at volume for near term outcomes. Compete on price using scale and efficiency to keep down expenses. In most states, state support covers the most costs.

Degree Specialization

Niche market with barriers to entry and few providers. Degrees designed for specialized workforces. May have a comprehensive underwriter or may charge what the market will bear.

Customer Intimacy

Differentiate through superior quality and services, forging multi-generational bonds of loyalty. Spend high in mission areas. Seek efficiencies in non-mission areas to hold down costs.

W&M's Org Structure Reflects How We Compete



Hybrid Org Structure

Segmented knowledge functions (schools) organized by customer type and market.

Centralized engagement functions for major activities such as Student Affairs, Alumni Relations, Tutoring, etc.

Centralized support functions: Finance, IT, Marketing, HR, H&D...

Bundled "Solutions"

Learners pursue **knowledge products** (degrees) catalyzed by **core engagement functions** (health & wellness, mentoring, leadership growth, internships, civics, career development, alumni engagement & etc. ...)

Empowered Employees

W&M faculty and staff interact with and understand the unique needs of each student within different cohorts: UG, Grad, online, professional. Workforce optimized for specialized knowledge.

Common Disadvantages

- Highly complex
- Siloed: hard to share knowledge and standards across depts.
- Duplicated effort
- Difficult to leverage opportunities for scale
- Cross-functional services cause tension re quality & control

We Serve, So They Advance

Alumni *Lead their workplaces and communities*

Students

Learn

Educators and Researchers

Teach, coach, mentor, discover

Cabinet & Their Teams

Shape and advance institutional priorities

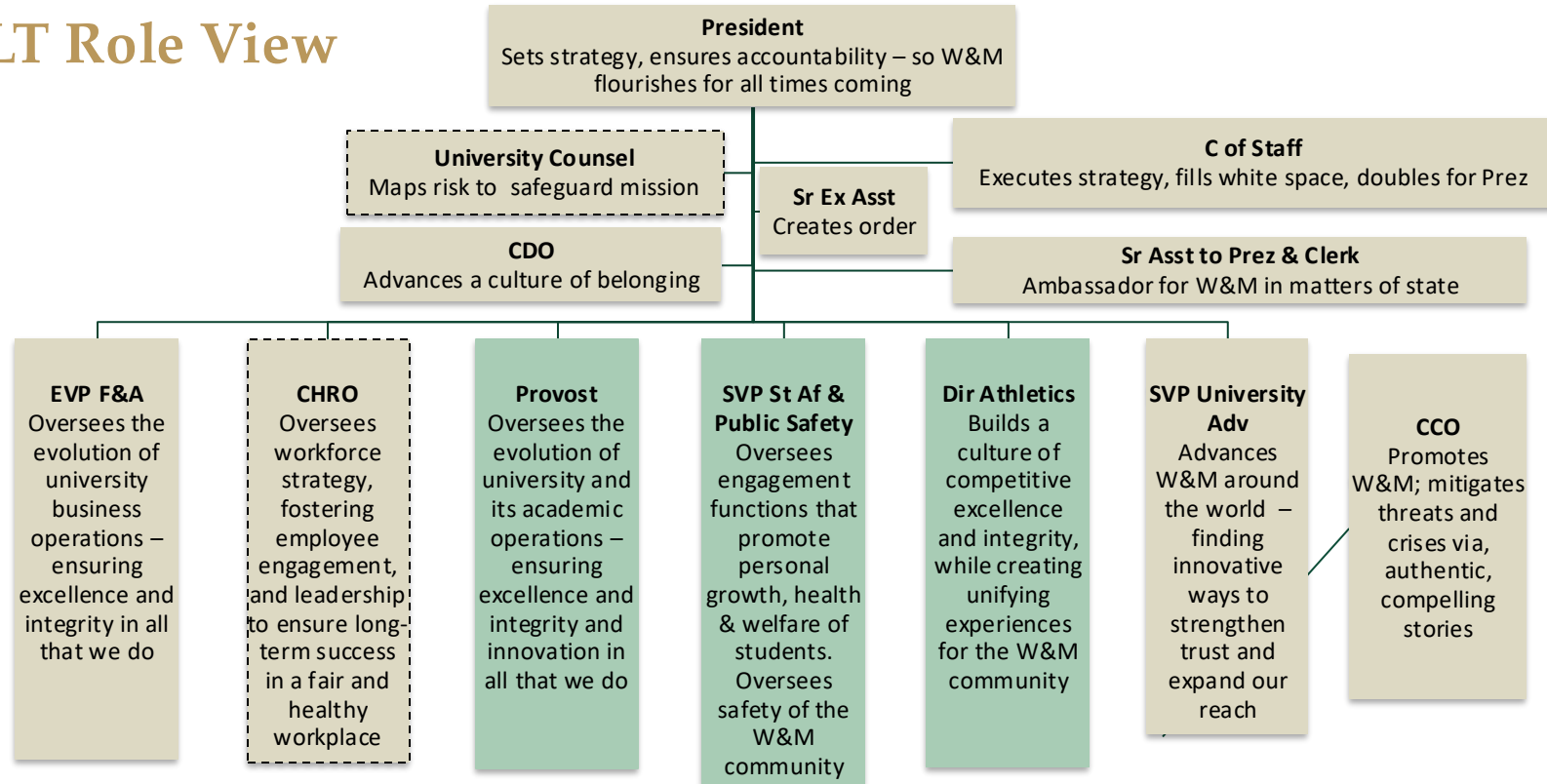
President

*Sets strategy, ensures
accountability*

BOV

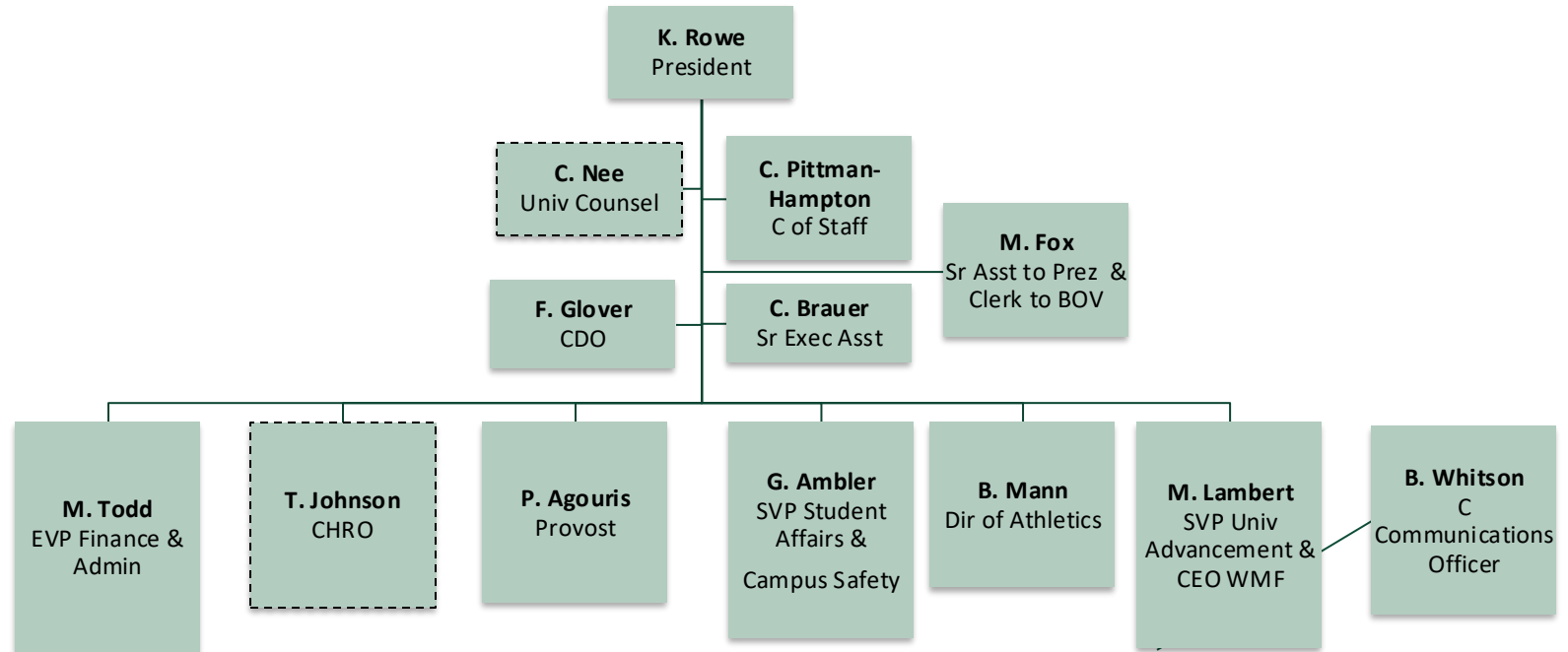
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ELT Role View

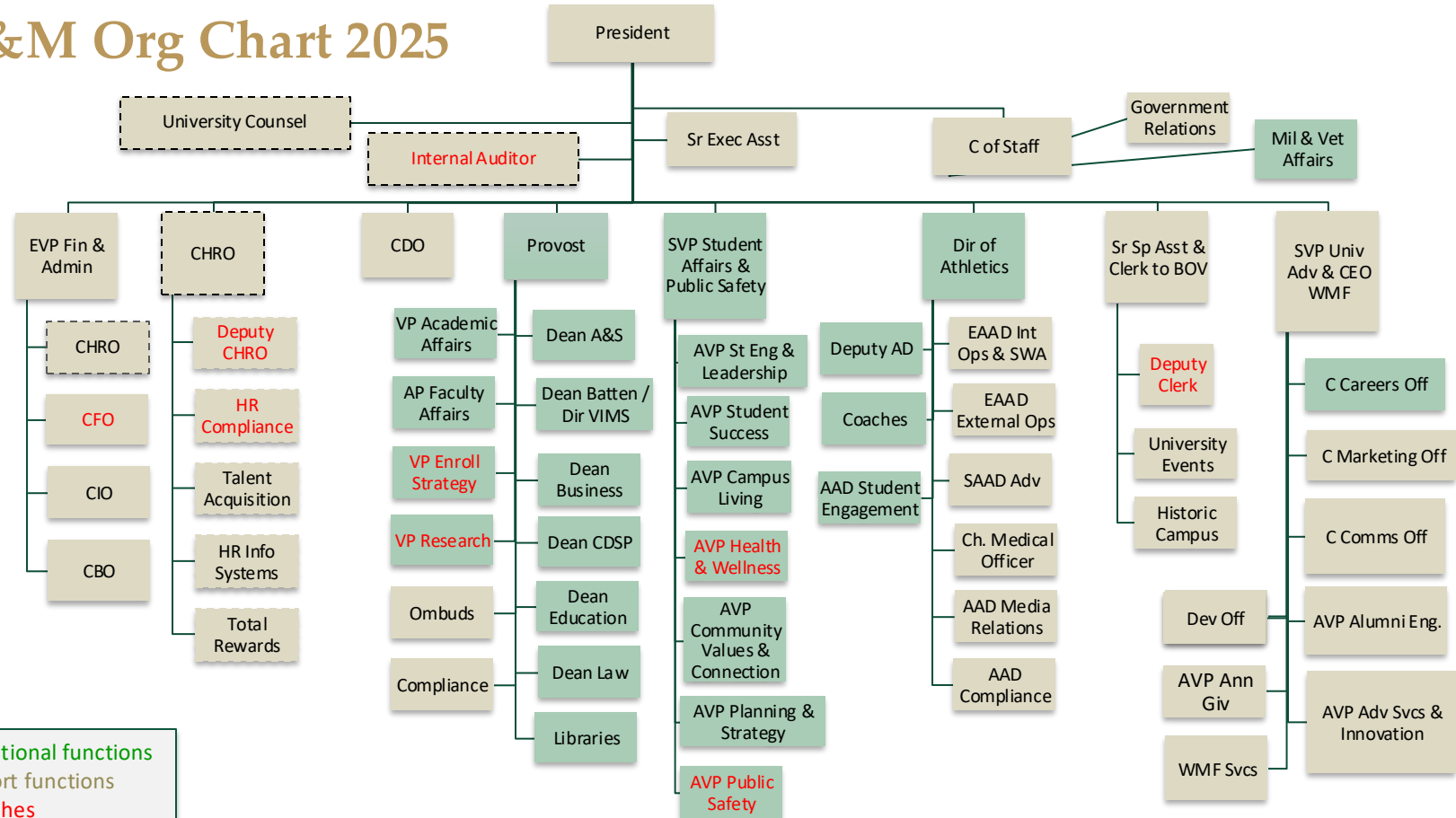


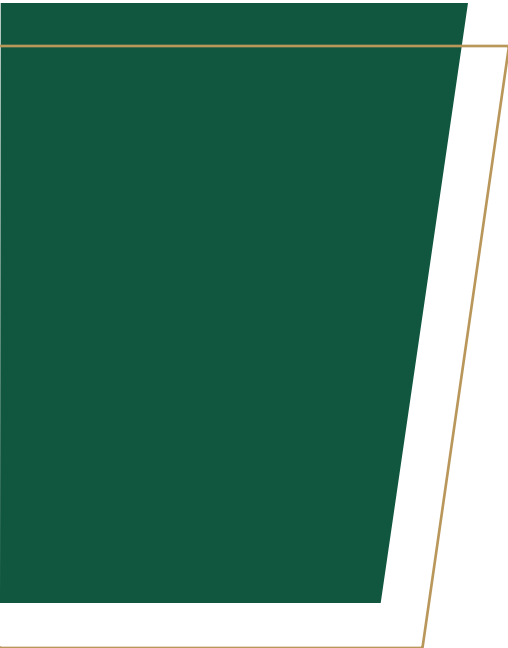
Core educational functions
Core support functions

ELT Reporting View



W&M Org Chart 2025





Q3 How do you expect the organization to evolve over time – given the future of education?

A: Evolutionary Tenets

Assumptions: undergraduates seeking in-person college experiences will remain the largest single source of revenue. UG recruiting will become more competitive. High value degrees will need to be future-proof, flexible, and integrate well with work.

So ...

1. We will lean into technology – in the classroom, business operations and new academic offerings.
2. We will employ fewer people and pay them better: depending more on shared procurement and services, public-private partnerships, and other collaborations.
3. Our employees will need a wider range of skills. Positions will be more dynamic, evolve more quickly. Authority, scope, and accountability will need to be refreshed regularly and with clarity.
4. We will need to hire differently, and to upskill and reskill our workforce to stay agile, positioning us for sustainable growth and innovation.
5. Given 3 and 4, clear paths for employee growth and advancement will matter even more – both for individuals and for the university.



Q4 for the Subcommittee: What does the BOV need to have as a read-out from this conversation?

- ✓ Simple org chart: who to ask about what (BOV Handbook, updated July)
- ✓ Regular updates on major open positions
 - “How W&M competes”?
 - Matrixed org chart?
 - Evolutionary tenets?
 - Other?