

RICHARD BLAND COLLEGE COMMITTEE
February 7, 2013
10:00 – 11:00 a.m.
Board Conference Room – Blow Memorial Hall

Dennis H. Liberson, Chair
Ann Green Baise, Vice Chair

- I. Introductory Remarks
- II. Approval of Minutes – November 29, 2012
- III. Closed Session (if necessary)
- IV. Open Session – Certification of Closed Session **Resolution**
- V. General Reports
 - A. Report from President Debbie L. Sydow
 - B. Report from Interim Chief Operating Officer – Ms. Annette Parker
 - C. Report from Faculty Representative – Professor Barbara Morgan
 - D. Report from Student Representative – Ms. Jessica Salazar
- VI. Action Material
 - A. Appointments to Fill Vacancies in the Professional Faculty **Resolution 1**
- VII. Informational Material
 - A. Strategic Plan 2013-2018 (Draft) Enclosure A
 - B. Part-Time Administrative Assignments Enclosure B
 - C. 2012-2013 Operating Budget Update Enclosure C
 - D. 2012-2013 Enrollment Update Enclosure D
 - E. 2013 General Assembly Update Enclosure E
 - F. Faculty Representative Report Enclosure F
 - G. Student Representative Report Enclosure G
- VIII. Discussion
- IX. Adjourn

RICHARD BLAND COLLEGE COMMITTEE

MINUTES – NOVEMBER 29, 2012

MINUTES
Richard Bland College Committee
November 29, 2012
Room 104 – James B. McNeer Hall
Richard Bland College

Attendees: Dennis H. Liberson, Chair; Ann Green Baise, Vice Chair; Kendrick F. Ashton, Jr.; John E. Littel. Board members present: Rector Jeffrey B. Trammell, Charles A. Banks III; Leigh A. Pence; Robert E. Scott; Peter A. Snyder; Michael Tang; John C. Thomas; faculty representative Barbara Morgan and student representative Jessica Salazar. Others present: President Debbie L. Sydow, C. Scott Davis, Michael J. Fox, J. Tyler Hart, Jeanne Holmes, Nate Jellerson, Deborah A. Love, Jeremy P. Martin, Chuck Moore, Beverly Morris, Michael L. Stump, Evanda Watts-Martinez, Sandra J. Wilms, Lois Wray, and other members of the Richard Bland faculty and administration.

Following tours of McNeer Hall, the new Integrated Science and Technology building, and the residence halls, Chair Dennis Liberson called the Committee to order at 10:00 a.m. and welcomed everyone to Richard Bland College, noting that the business portion would be deferred until later in the meeting.

Mr. Liberson called on President Debbie Sydow to introduce the Strategic Planning forum. Prior to beginning, the President and Mr. Liberson asked those present to introduce themselves.

President Sydow advised that Interim Director of Academic and Institutional Effectiveness J. Tyler Hart would assist with the PowerPoint presentation. Mr. Hart provided a snapshot of the process and President Sydow reviewed the historical backdrop that has led the College to this point. President Sydow and Mr. Hart proceeded to review the information gathered to date through forums focusing on strengths, weaknesses, opportunities and threats; discussed key data and trends and outlined the future focus to differentiate, brand and build a demand-driven portfolio of academic programs.

President Sydow then opened the forum to a general discussion of the plan to re-focus, re-invest and re-invent the College so as to align its mission and goals with the educational and economic development of the Commonwealth over the next five years.

The President outlined the timeline and various phases and advised that the goal of this process was to present the draft strategic plan articulating the mission, vision and goals of the College to the Board at the April meeting.

President Sydow and Mr. Liberson facilitated a dialogue between the Board members, administrators and members of the faculty.

Mr. Liberson concluded the discussion at 11:15 a.m. and advised that there would be a Richard Bland College Committee meeting on April 25 on the Richard Bland campus to focus specifically on the Strategic Plan and the mission and goals for Richard Bland College.

Prior to taking a short break, Mr. Liberson moved to approve the minutes of the meeting of September 20, 2012. Motion was seconded by Ms. Baise, and approved by voice vote of the Committee.

Mr. Liberson reconvened the Richard Bland College Committee at 11:30 a.m.

President Sydow presented a PowerPoint report that reviewed the partnership potential of William and Mary and Richard Bland College, focusing on a guaranteed/dual admission proposal, using as an example Oxford College of Emory University in Georgia. A general discussion ensued.

Interim Director of Financial Management Beverly Morris provided an update on the 2012-2013 Operating Budget, as detailed in Enclosure B, and reported briefly on capital outlay progress, as detailed in Enclosure C.

Interim Director of Student Enrollment Management Jeanne Holmes provided an update on 2012-2013 enrollments, as detailed in Enclosure D. A brief discussion ensued.

Faculty representative Professor Barbara Morgan commented on the proposed Faculty Senate and the Bylaws from the faculty perspective, noting it was modeled after the William and Mary Faculty Assembly.

The report from student representative Jessica Salazar was contained in the agenda book at Enclosure E.

President Sydow reviewed **Resolution 2**, Resolution to Approve the Establishment of the Richard Bland College Faculty Senate and Bylaws of the Organization. She discussed the newly established shared governance model and the use of a Faculty Senate, College Council and college committees, as detailed in Enclosure A. A brief discussion ensued focusing on the role and responsibilities of adjunct faculty as well as concern that the faculty role be advisory only. President Sydow expressed confidence that this system would encourage faculty input into the decision-making process.

President Sydow presented the two retirement resolutions for Dr. Russell E. Whitaker, Jr., Vice President of Administration and Finance, and Frances S. Scarbrough, Human Resources Director. Mr. Liberson noted that Dr. Whitaker has been very helpful and supportive of the new president.

Mr. Hart discussed the updates made to the 2012-2018 Six-Year Plan to incorporate funding actions by the Commonwealth, update tuition and fees, and including the additional goals and strategies set forth by the new administration to advance the organizational efficiency and effectiveness of the College, as detailed in **Resolution 1**. A brief discussion ensued.

Richard Bland College Committee

MINUTES

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Mr. Liberson asked for a motion to approve as a block **Resolution 1**, 2012-2018 Six-Year Plan (Update); **Resolution 2**, Resolution to Approve the Establishment of the Richard Bland College Faculty Senate and Bylaws of the Organization; **Resolution 3**, Retirement of Dr. Russell E. Whitaker, Jr., Vice President of Administration and Finance; **Resolution 4**, Retirement of Frances S. Scarbrough, Human Resources Director; and **Resolution 14**, Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia and Richard Bland College for the Fiscal Year Ended June 30, 2012, presented jointly with William and Mary. Motion was made by Mr. Ashton, seconded by Mr. Littel and approved by voice vote of the Committee.

There being no further business, the Committee adjourned at 12:20 p.m.

RICHARD BLAND COLLEGE
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY

Vacancies in the Professionals and Professional Faculty of Richard Bland College of The College of William and Mary have resulted because of a retirement, a vacancy, or a newly created position.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointment of the following individual to fill these positions:

Charles T. Moore, Jr., Director of Athletics and Recreation, effective October 15, 2012

B.S. (1999), Christopher Newport University
M.A. (2010), American Public University

Randolph Macon College
Assistant Men's Basketball Coach, 2010-2012

Virginia Commonwealth University
Coordinator of Work Study and Student Development, 2011-2012
Fitness Programs Assistant, 2009-2011

Patrick Henry Community College
Head Coach – Men's Basketball, 2007-2009

Amelia Academy
Athletic Director/Boys Basketball Coach, 2001-2007

Jeremy M. Colb, Admissions Counselor/Academic Advisor, effective November 14, 2012

B.S. (2010), Christopher Newport University

TYGES International, Executive Recruiter, May 2012-August 2012

Christopher Newport University, Admissions Officer, August 2010-May 2012

Newport News/Williamsburg International Airport, Marketing/Public Relations Intern, January 2010-August 2010

Board of Visitors

Resolution 1

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RICHARD BLAND COLLEGE
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY

Lashrecse D. J. Aird, Assistant to the President, effective November 25, 2012

B.A. (cum laude) (2008), Virginia State University

Virginia House of Delegates

Legislative Aide to Delegate Rosalyn R. Dance, 2006-2007 and 2008-2012

Jason M. Brown, Director of Human Resources, effective January 10, 2013

B.S. (1993), Virginia Commonwealth University

M.A. (2006), Webster University

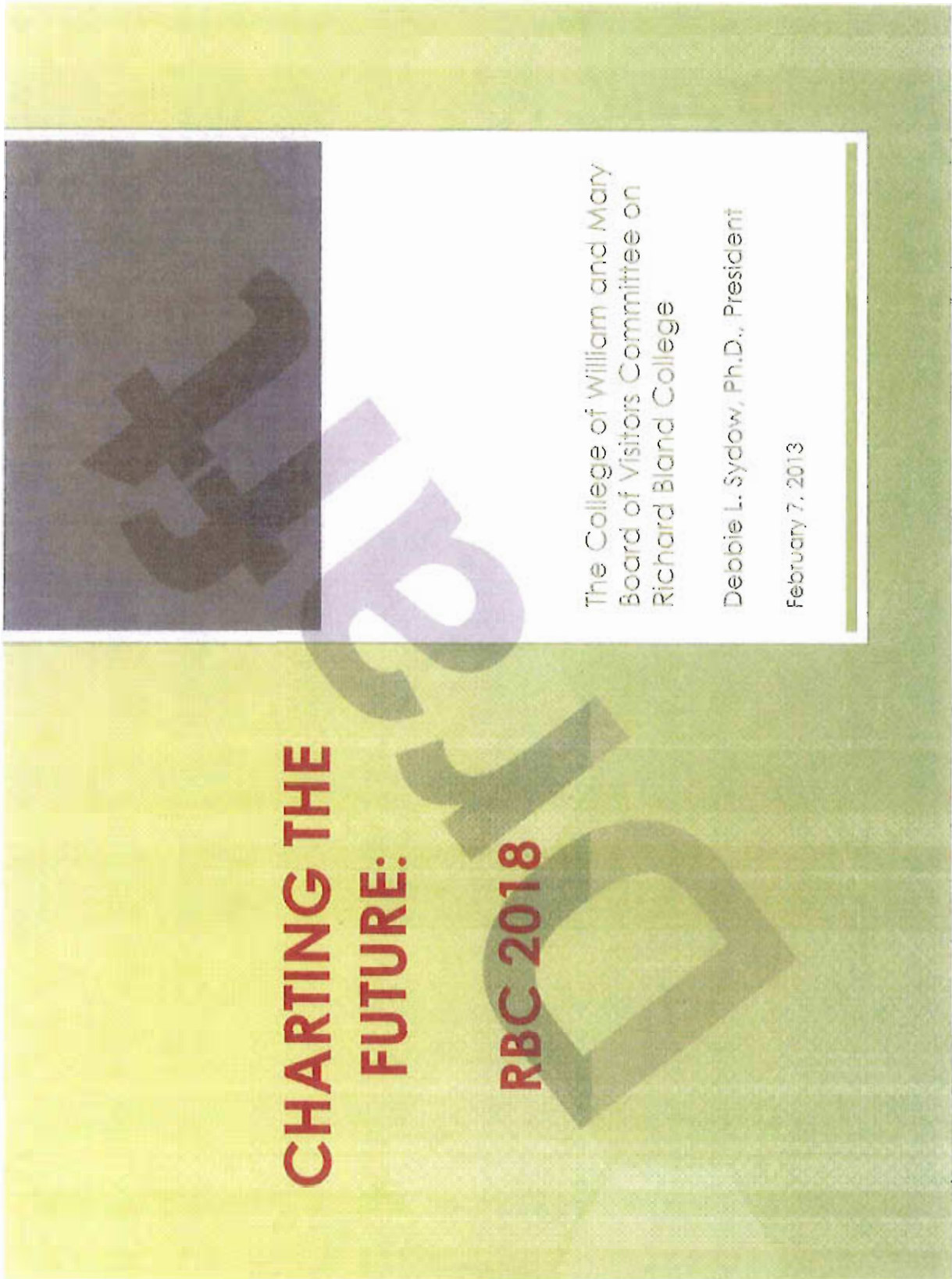
City of Richmond

Human Resources Division Chief, 2011-2012

Benefits Administrator, 2010-2011

Department of Defense

U.S. Army Officer, 1995-2010



**CHARTING THE
FUTURE:
RBC 2018**

The College of William and Mary
Board of Visitors Committee on
Richard Bland College

Debbie L. Sydow, Ph.D., President

February 7, 2013

Mission

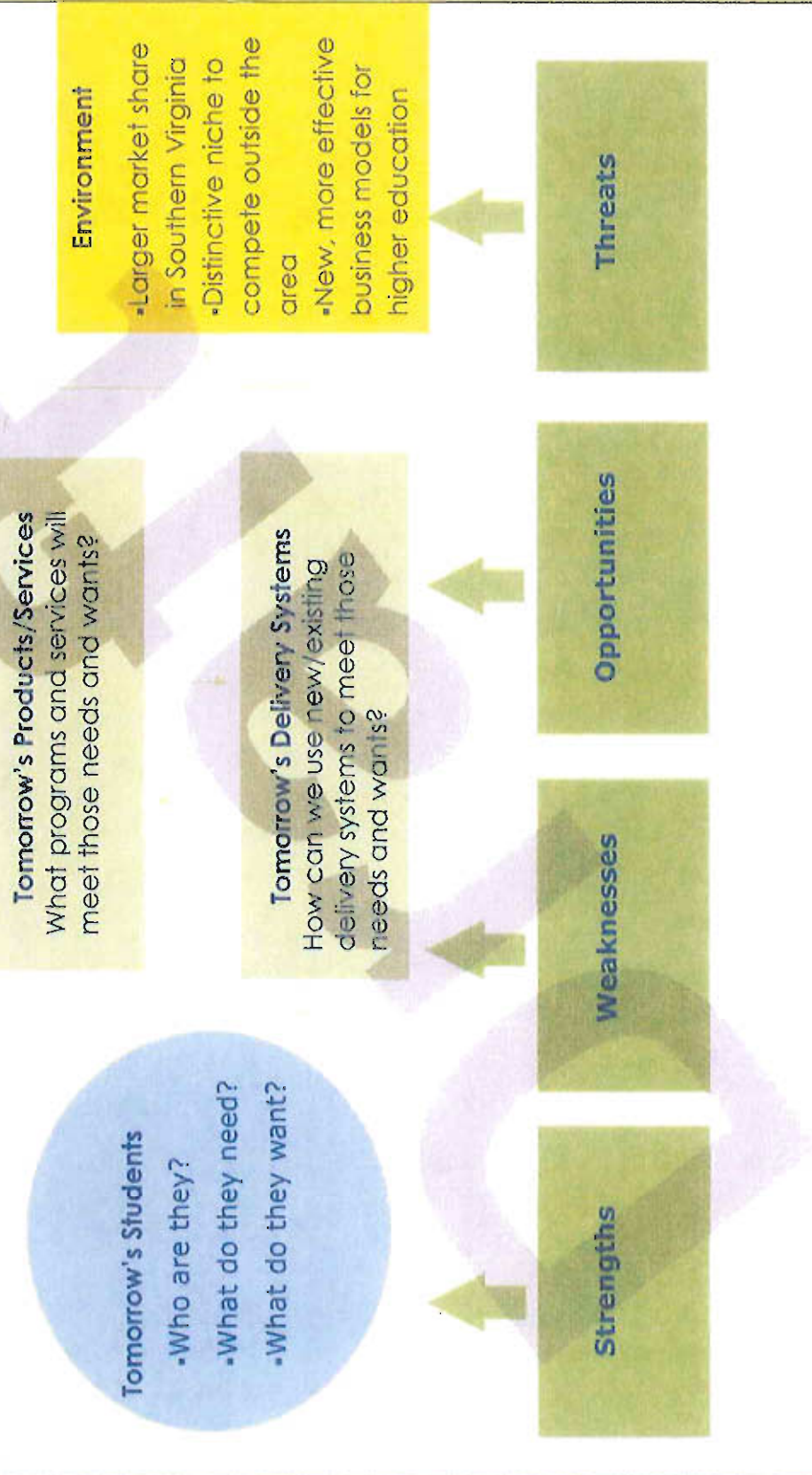
To serve as Virginia's university "gateway" by consistently delivering a distinctive learning experience and an excellent liberal arts education that aligns with university expectations for general education courses leading to associate's degrees designed for transfer and baccalaureate completion.

Vision

To be recognized as the college of choice for Virginia's university-bound students, offering a distinctively creative, rigorous and engaging learning experience to residential, commuter and distance students alike in an environment where the first priority is student success.

With values grounded in the liberal arts tradition and its relevance to the global 21st-century society and economy, the college delivers academic programs and services that: (1) are responsive to market-demand; (2) are custom-designed on the basis of current research and best practices in the discipline relative to learning outcomes; (3) teach the core knowledge and skills required for success in life and in careers; and (4) prepare students for seamless transfer to baccalaureate programs at selective colleges and universities.

Snapshot of Strategic Planning Process



2013 – 2018 SWOT

Strengths

- Successful Alumni
- Highly credentialed faculty
- Staff are friendly and feel proud to work at RBC
- Location
- Strong economy
- Proximity to historic/tourist destinations
- Physical campus - pecan groves, wetlands, new buildings
- William and Mary brand name and affiliation
- Relationships (Army Logistics University, Dual Enrollment)
- Capacity for enrollment growth
- Unique status as state's only residential "junior college"
- Support of William and Mary Board of Visitors
- Size and scale – smallest public college with small class sizes
- Community's sense of "ownership"
- 50-year history with relatively unchanged mission
- High employee retention – good place to work
- Stable leadership
- Price

Opportunities

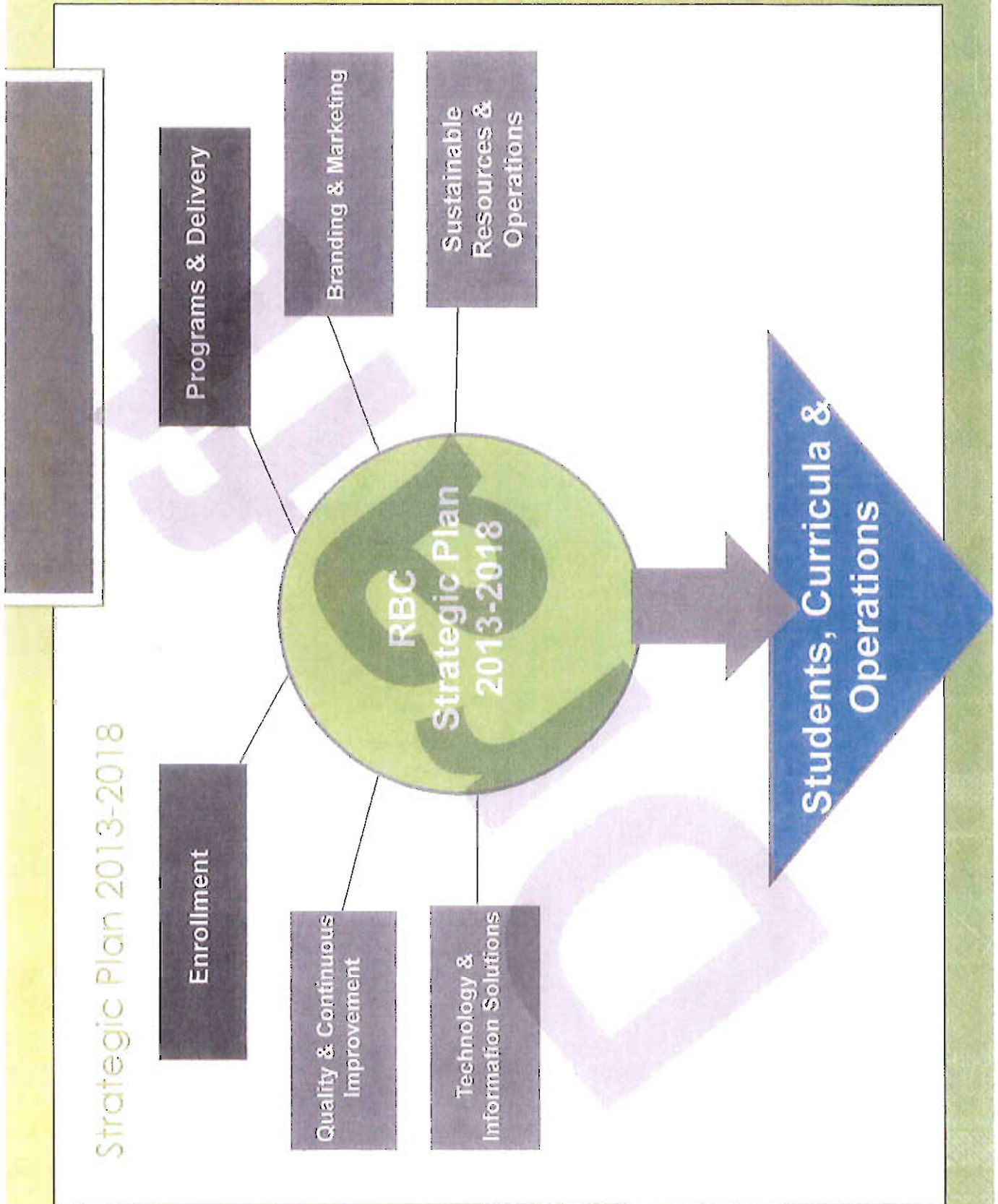
- Branding and marketing
- Align academic portfolio with demand, including Governor's Top Jobs 21 goals
- Capacity for:
 - Specialized programming in STEM-h, Logistics (ALU, et. al.)
 - Online, hybrid and innovative program delivery
 - Re-start escalation process to offer baccalaureate programs
 - Utilize existing resources (housing, groves, wetlands, expertise) to generate revenue
 - Build new revenue streams
 - Shared governance - tap collective intelligence
 - Reallocate and reinvest in quality improvements, innovation and new educational offerings

Weaknesses

- Student completion rates (22%)
- Brand and image
- Lack of continuous improvement systems and transparent culture
- Data integrity
- Access to information
- Fragmented enrollment and advising systems
- 5% decrease in retention over previous 5 years
- 14% decrease in graduation rate over the previous 5 years
- No enrollment management plan
- Closed culture
- Silos, under-developed inter-departmental cooperation
- 86% of students from local area
- Limited opportunities to gain new industry knowledge and practices
- Inadequate technology infrastructure
- Limited, undifferentiated product line
- Limited meaningful and productive linkages with William and Mary
- Small size does not allow for economies of scale

Threats

- Public perception
- Obsolescence
- Inertia - no sense of urgency
- Changes in the higher education industry
 - Business model - declining public revenue, high cost of technology, etc.
 - New approaches and delivery systems to serve diverse students
- Accountability – shift from access to completion agenda
- Court injunction blocking escalation & related issues
- Increased competition
 - For-profits
 - Community colleges
- Comprehensiveness
- Demand for ROI



Enrollment

To achieve an enrollment target of 2,500 students by: (1) align enrollment-related policies, practices and services with the mission, vision, brand and strategic enrollment management (SEM) goals; (2) facilitating and inspiring learning through proven and innovative teaching and support methodologies; (3) establishing a culture of critical inquiry and discovery; and (4) improving retention, graduation and transfer rates.

Enrollment

Strategic Objective:	Richard Bland College will implement a data-driven strategic enrollment management plan that recruits and retains an academically prepared, diverse student body and prepares them for graduation and transfer.	
Strategies		
Enrollment		<ol style="list-style-type: none"> 1. Increase Annualized Full Time Equivalent (FTE) to 1,750. 2. Increase dual enrollment schools by 6. 3. Increase non-traditional (high school and adult) student population by 20 points above 2012 baseline.
Retention		<ol style="list-style-type: none"> 1. Increase mean 3-year retention rate by 7 points above 2012 baseline. 2. Reorganize academic advising to align resources with student needs. 3. Increase investment in student activities and support services. 4. Build and implement intercollegiate athletics program and join NJCAA . 5. Increase 3-year graduation rate by 10 points above 2012 baseline
Transfer	<p>Increase the number of Guaranteed Admissions Articulation agreements to 40 providing direct transfer into market driven fields.</p> <p>Strengthen partnerships with transfer partners (W&M, VCU, VSU, Longwood, etc.)</p> <p>Students will meet and/or exceed the expectations of transfer institutions by demonstrating academic excellence with appropriate subject area knowledge, skills and abilities.</p>	<ol style="list-style-type: none"> 1. Increase the number of Guaranteed Admissions Articulation agreements to 40 providing direct transfer into market driven fields. 2. Strengthen partnerships with transfer partners (W&M, VCU, VSU, Longwood, etc.) 3. Students will meet and/or exceed the expectations of transfer institutions by demonstrating academic excellence with appropriate subject area knowledge, skills and abilities.

Enrollment

Strategic Objective:	Richard Bland College will implement a centralized student services center to better serve new and enrolled students by the Fall of 2013	
Strategies		
One-Stop Student Center	85 % of students surface questions regarding admissions, financial aid, and registration will be answered in the one-stop student center. All students will be able to get advising during business hours at the one-stop center.	<ol style="list-style-type: none"> 1. 85 % of students surface questions regarding admissions, financial aid, and registration will be answered in the one-stop student center. 2. All students will be able to get advising during business hours at the one-stop center. 3. Students will rate their overall satisfaction with the college at 90% or higher.
Centralized Call-Center		<ol style="list-style-type: none"> 1. Implement a call center to field 100% of general calls to the college. 2. Remove direct phone numbers from the College website. 3. 70% of callers will be satisfied with the service provided through the call center.

Enrollment

Strategic Objective:	Richard Bland College develop and implement curricula that takes proven, best practices in teaching to facilitate and inspire learning through proven and innovative teaching and support methodologies.	
Strategies		
New and Existing Programs and Modalities	All courses and programs will be assessed and evaluated to ensure best practices are being used facilitate and inspire learning.	<ol style="list-style-type: none"> 1. Establish cross-curricula educational outcome that instills a habits and a culture of critical inquiry and innovation among students, faculty and staff. 2. CCSSE scores will be comparable with top-performing colleges in the 2018 CCSSE cohort. 3. All faculty full and part-time will be evaluated each semester to ensure established outcomes are being achieved. 4. Establish a uniform standard for students to be considered "remediation free" based on best practices and the students academic history (HS GPA, SAT, ACT, etc.).
Developmental Education	<ol style="list-style-type: none"> 1. Use data to adjust academic standards to ensure students admitted to the College are capable of college level work and transfer. 2. Re-design developmental education to focus on giving students the skills necessary to complete gateway mathematics and English courses. 3. Comprehensively use #s 1, 2 and 3 to reduce the number of developmental courses by 25%. 4. Evaluate all college prerequisites to ensure maximum student success and timely completion of a degree. 	<ol style="list-style-type: none"> 1. Evaluate course offerings to ensure maximum transferability and student demand. 2.
Prerequisites course offerings		

Programs & Delivery

RBC will establish and advance the RBC brand in targeted response to documented market demand by: (1) modifying existing and creating new curricula to provide the right and best portfolio of academic program offerings; and (2) delivering courses and programs at times, locations and modalities that optimize resources and accommodate student schedules and preferences.

Enrollment

Strategic Objective:	Richard Bland College will expand the footprint in the higher education marketplace and in response to documented market demand establish and advance the RBC brand in target markets	
Strategies		
Branding		<p>Complete a branding study to refine and articulate the College's promise to students, the Commonwealth, and external stakeholders.</p> <ol style="list-style-type: none"> 1. 100% of faculty and staff will be coached and coached on the RBC Brand and how to communicate the brand to stakeholders. 2. The College will be recognized in the Commonwealth as a leader in Non-traditional program delivery.
non-Traditional Program Delivery		<p>Establish a formal MOU partnership with Army Logistics University to provide academic instruction simultaneously with military training to ensure maximum Military experience (ACE) credit and timely completion of academic credential.</p> <ol style="list-style-type: none"> 1. Establish accelerated degree completion programs at 100% of Higher Education Centers throughout the Commonwealth in response to market demand. 2.
New Markets		

Enrollment

Strategic Objective:	Richard Bland College will develop a robust portfolio of academic programs that are responsive to student demand especially concerning modalities and deliver times.	
Strategies		
New Programming	<ol style="list-style-type: none"> 1. Eliminate degree emphasis options. Build 6 new associates degrees from new and existing emphasis options based on market demand and transfer options. 2. 3. Build 10 certificates (stackable credentials) that build to the associate degree. 	<p>All program offerings will be available through modalities based on student need and demand.</p> <ul style="list-style-type: none"> - Distance - Evening and weekend - Accelerated programs
Modalities		
Dual enrollment	<ol style="list-style-type: none"> 1. Build academic credentials that can be delivered prior to high school graduation. 2. Increase dual credit courses offered at partner high schools. 	

Resources & Operations

To maintain a high performance organization and to ensure financial and environmental sustainability, pertinent performance-related information will be collected, analyzed, disseminated and used to drive quality and continuous improvement, and all fiscal, physical, IT and human resources will be deployed efficiently, effectively and in direct support of the mission, vision and strategic goals.

Resources & Operations

Strategic Objective:	Richard Bland College will become an organization where accurate data informs decisions and supports progress towards the mission, vision and strategic goals of the College.
Strategies	
Planning	<p>All academic and administrative units will develop plans that advance the College's mission, vision and strategic goals.</p> <ol style="list-style-type: none"> 1. Establish and participate in the common data set for submission of college surveys to ensure consistent and accurate reporting.
Data Integrity	<ol style="list-style-type: none"> 1. Submit all reports accurate and on-time (Federal, state and external survey). Train data users on locating and extracting needed data with limited assistance from ITS. 2. 3.
Data Dashboards	<p>All academic and administrative units will develop data-dashboards that</p> <ol style="list-style-type: none"> 1. monitor progress and inform decisions.

Resources & Operations

Strategic Objective:	Richard Bland College's human and capital resources will be aligned in direct support to our student centered mission and vision, in a supportive environment that attracts and develops the right and best faculty and staff.	
Strategies		
Human Resources	<p>Develop and implement a strategic human resource plan to ensure the right and best people are aligned in the right full-time faculty, administrative faculty and staff positions to advance the mission of the college.</p> <ol style="list-style-type: none"> 1. Build a qualified, reliable and diverse part-time instructional workforce that advances the mission of the college. 2. Build a planning and evaluation infrastructure that ensures adaptable, continuous improvement of all academic and administrative functions of the college. 3. Maintain an organization chart that ensures efficiency and effectiveness throughout the organization and that all positions directly impact or directly support the College's mission, vision and strategic goals. 4. Build and implement an evidence based technology infrastructure that ensures all academic and administrative departments are operating at optimal efficiency. 	
Technology	<ol style="list-style-type: none"> 1. Develop an end-user, customer service culture that supports the College's mission, vision and strategic goals. 2. Create an open and transparent culture where fiscal and physical resources are re-allocated and re-purposed to support the College's mission, vision and strategic goals. 	
Fiscal and Physical Plant	<ol style="list-style-type: none"> 1. Build a zero-based budgeting system that prioritizes maximum impact at the minimum cost in direct support of the College's mission, vision and strategic goals. 2. Complete renovation of Ernst Hall. 3. 100% of the College's classrooms will be smart classrooms. 4. Complete phase II of the residential village housing 1,000 additional residential students. 	

Resources & Operations

Strategic Objective:	Richard Bland College will ensure economic and environmental sustainability by investing resources efficiently and effectively in a culture of transparency and collaboration in alignment with the college's mission and vision.	
Strategies		
Economic		<p>The College infrastructure will be aligned to maximize efficiencies centered on student success.</p> <ol style="list-style-type: none"> 1. Decrease reliance on Commonwealth of Virginia General Fund Appropriation by 5 points below 2012 baseline. 2. Increase Commonwealth of Virginia Non-General Fund Revenue through expansion of current revenue streams and the creation and management of new revenue streams. 3. The Richard Bland Foundation will launch a new capital campaign. 4. The College will become 80% paperless. 5. 95% of academic and student services will be relocated to the west side of Johnson Road to ensure student safety, and optimal efficiency. 6. Implement an environmental sustainability plan that allows the College to sign the American College and University President's Climate Commitment.
Environmental		<ol style="list-style-type: none"> 1. Develop a program to maintain the wetlands on College grounds. 2. Reduce the College's carbon footprint. 3. Implement a comprehensive recycling initiative in all academic and administrative units across campus. 4.

**RICHARD BLAND COLLEGE
PART-TIME ADMINISTRATIVE ASSIGNMENTS**

On January 10, Ms. Annette Parker, a retired executive from Dickinson College, began a part-time administrative assignment that will run through June 30, 2013. Ms. Parker will be responsible for overseeing systems alignment throughout all administrative processes in the interest of reduced costs and improved functionality. Her focus will be to eliminate silos, to integrate IT solutions, and to build high-performance, cross-functional teams throughout all administrative operations. Specific assignments include general oversight of resource management, capital projects (including plans for the renovation of Ernst Hall), IT systems and other high-priority institutional initiatives. In a part-time capacity and in the same timeframe, Mr. Thomas Burton will assume general oversight of institutional advancement with primary responsibility for transitioning the College to a new and significantly more robust fund raising management platform, The Raiser's Edge. Both Ms. Parker and Mr. Burton are highly regarded professionals in their respective areas of expertise. Both served as external consultants to RBC in the fall, so they are familiar with the campus.

**Biography for Annette Smith Parker
Interim Chief Operating Officer
Richard Bland College**

**Principal, Causeway Consulting LLC
Vice President and Treasurer/CFO, Dickinson College (1998-2010)**

Annette Smith Parker retired as Vice President and Treasurer/CFO at Dickinson College on December 31, 2010, and served through July 2011 as Consulting Vice President for the College during the transition to a new CFO. A summa cum laude 1973 graduate of Dickinson with a degree in Fine Arts and Art History, Ms. Parker returned to her alma mater in 1988 as Assistant Treasurer and, in March 1992, became Associate Vice President and Comptroller of the College, before stepping up as Vice President and Treasurer in the fall of 1998. Ms. Parker received her M.B.A. in accounting from Shippensburg University in 1987. She served on the business and economics faculty at Wilson College in Chambersburg, Pennsylvania from 1985 through 1988, after holding progressively responsible financial management positions in state and local government.

A June 2006 article about Dickinson in the Chronicle of Higher Education began, "If Dickinson College were a corporation, Wall Street would view it as a classic turnaround story." During her tenure as CFO, the College's financial position was transformed and its profile among top-tier national liberal arts colleges was secured. Significant financial metrics improved from a 10% operating deficit in 1998 to a position of financial strength and sustainability by 2010. During this period, the endowment more than doubled to over \$350 million; the asset to debt ratio improved to a solid 2:1; unrestricted net assets improved to over 60% of total assets (improving debt capacity and institutional flexibility significantly); reserves were strengthened; and the

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operating deficits of the late 1990s were transformed to consistent annual operating surpluses. Investment portfolio returns ranked within the top seven percent of all colleges and universities nationwide between 2006 and 2010. All financial goals set out for 2010 were achieved by 2007. In January 2011, based on FY10 results, Standard & Poor's assigned the College's bonds an "A+" rating with a "stable" outlook – a three-step improvement from the BBB+ rating Ms. Parker inherited in 1998 and the highest bond rating in Dickinson's 228-year history.

Ms. Parker consults on mission-driven strategic planning, branding, finances and investments with accrediting bodies, educational groups, private colleges and independent preparatory schools, specializing in guiding non-profits through the process of assessing and developing the right support structures for endowment management. She is a frequent speaker at professional conferences and writes on higher education finances. Ms. Parker currently serves part-time as Interim Chief Operating Officer (COO) at Richard Bland College, Petersburg, VA, with responsibilities for finance, plant and IT, and as Corporate Director of Investment Management at Presbyterian Senior Living, the 4th largest non-profit senior nursing care provider in the U.S. Ms. Parker chairs the Board of Governors at Stuart Hall School in Staunton, Virginia, her preparatory school alma mater.

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**RICHARD BLAND COLLEGE
2012-2013 OPERATING BUDGET UPDATE**

EDUCATIONAL & GENERAL

	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>To Date</u> <u>12/31/12</u>
<u>REVENUE</u>					
General Funds	\$ 6,062,200	\$ 5,234,621	\$ 4,908,736	\$ 5,245,000	\$ 5,238,116
Nongeneral	3,509,190	3,714,578	3,733,224	4,200,000	2,638,529
Central Appropriations	(148,222)	(133,352)	86,971	37,000	197,421
Prior Year Reappropriations	112	24,800	177,533	150,000	96,131
ARRA	155,539	200,000	520,569	-	-
General Fund Reversion	(819,526)	-	-	-	-
General Fund Carryover	-	-	(96,131)	-	-
TOTAL REVENUE	\$ 8,759,293	\$ 9,040,646	\$ 9,330,902	\$ 9,632,000	\$ 8,170,197
<u>EXPENDITURES</u>					
Instruction	\$ 3,082,695	\$ 2,890,044	\$ 2,180,586	\$ 3,637,000	\$ 2,005,218
Public Service	-	-	400	1,000	-
Academic Support	329,583	291,137	312,967	40,000	175,871
Student Services	984,503	988,523	1,072,911	1,160,000	648,349
Institutional Support	2,766,213	2,773,697	2,748,172	2,750,000	1,650,319
Operation of Plant	1,415,317	1,719,711	1,957,696	1,324,000	1,085,827
ARRA	155,539	200,000	520,579	-	-
Contingency	-	-	-	360,000	-
TOTAL EXPENDITURES	\$ 8,733,850	\$ 8,863,114	\$ 8,793,311	\$ 9,272,000	\$ 5,565,584

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RICHARD BLAND COLLEGE
2012-2013 OPERATING BUDGET UPDATE
SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID

<u>REVENUE</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>To Date</u> <u>12/31/12</u>
General Funds	\$ 313,819	\$ 331,255	\$ 398,528	\$ 381,736	\$ 232,657
Nongeneral Funds	40,000	50,000	60,000	60,000	24,832
<u>TOTAL REVENUE</u>	<u>\$ 353,819</u>	<u>\$ 381,255</u>	<u>\$ 458,528</u>	<u>\$ 441,736</u>	<u>\$ 257,489</u>
<u>EXPENDITURES</u>					
Scholarships	\$ 353,819	\$ 381,255	\$ 458,528	\$ 441,736	\$ 257,489

FINANCIAL ASSISTANCE FOR E&G PROGRAMS
SPONSORED PROGRAMS

<u>REVENUE</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>To Date</u> <u>12/31/12</u>
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds	19,700	9,668	10,708	25,000	3,086
<u>TOTAL REVENUE</u>	<u>\$ 19,700</u>	<u>\$ 9,668</u>	<u>\$ 10,708</u>	<u>\$ 25,000</u>	<u>\$ 3,086</u>
<u>EXPENDITURES</u>					
Sponsored Programs	\$ 19,700	\$ 9,668	\$ 10,708	\$ -	\$ 3,086

**RICHARD BLAND COLLEGE
2012-2013 OPERATING BUDGET UPDATE**

AUXILIARY ENTERPRISES

	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>To Date</u> <u>12/31/12</u>
<u>REVENUE</u>					
Fund Balance	\$ 1,704,628	\$ 1,655,677	\$ 1,659,215	\$ 1,006,000	\$ 1,722,961
Residences	1,832,350	2,073,819	2,125,838	2,250,000	1,076,545
Special Funds	9,480	9,840	5,100	30,000	-
General Auxiliary Income	159,304	164,692	172,976	150,000	96,269
Parking	147,640	144,915	133,603	140,000	72,710
Intramural Athletics	22,100	22,910	23,813	25,000	16,524
Health Services	151,503	148,635	141,975	150,000	75,600
Food Services	79,275	79,500	91,490	80,000	52,805
TOTAL REVENUE	\$ 4,106,280	\$ 4,299,988	\$ 4,354,010	\$ 3,831,000	\$ 3,113,415

EXPENDITURES

Residences	\$ 1,981,918	\$ 1,957,553	\$ 2,185,739	\$ 2,300,000	\$ 1,474,355
General Operating	138,660	232,473	155,463	100,000	98,911
Parking	9,000	138,013	52,223	70,000	69,083
Intramural Athletics	12,640	18,805	25,103	25,000	7,866
Health Services	14,142	20,150	117,929	40,000	5,127
Food Services	98,726	87,778	94,592	75,000	58,807
Indirect Costs	194,317	186,000	-	175,000	-
Renewal/Replacement	-	-	-	525,000	-
TOTAL EXPENDITURES	\$ 2,449,403	\$ 2,640,772	\$ 2,631,049	\$ 3,310,000	\$ 1,714,149

PRIVATE FUNDS

<u>REVENUE</u>					
Private Funds	\$ 14,215	\$ 7,690	\$ 16,033	\$ 22,000	\$ 8,011
<u>EXPENDITURES</u>					
Scholarships	\$ 15,600	\$ 21,193	\$ 15,700	\$ 22,000	\$ 7,600

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**RICHARD BLAND COLLEGE
2012-2013 ENROLLMENT UPDATE**

	Actual FTE	Goal FTE	% Difference	# of FTE Over(Under) Goal
2011-2012 Annualized FTE	1,160			
Summer 2012	141	193	-26.94%	(52)
Fall 2012	1,122	1,167	-3.86%	(45)
Spring 2013 (estimated on first day of class)	951	1,012		
Pamplin Park	5			
Flex Start	25			
Estimated Spring 2013 Total	981	1,012	-3.06%	(31)
Summer 2013 (estimated)	141	141		
Pamplin Park	18			
Expanded Online Offerings (4 new courses)	15			
Summer HS Program (2 cohorts)	20			
Summer Developmental	51			
Estimated Summer 2013 Total	245	141	73.76%	104
2012-2013 Expected Annualized FTE	1,174	1,160	1.21%	14

**RICHARD BLAND COLLEGE
2013 GENERAL ASSEMBLY UPDATE**

Senate Bill 912 and House Bill 2249

Senator Frank Ruff and Delegate Kirk Cox have sponsored Bills in their respective chamber to resolve the Colleges concern of duplication of services and added costs by removing Richard Bland College from the authority of The College of William and Mary building official as specified in the 2009 Management Agreement for Capital Projects between the Commonwealth and William & Mary. Richard Bland would revert back to the authority of the building official through the Bureau of Capital Outlay Management (BCOM) in the Department of General Services. As of the drafting of this update, the Senate Bill was reported out of the Senate Finance Committee unanimously in favor. Delegate Cox's Bill has not been reported out of committee.

Amendment to Governor's Budget

Delegate Kirk Cox and Senator Frank Ruff are patrons in their respective chamber for an amendment to the Governor's Budget to include an additional \$125,000 for Richard Bland College to establish a distance learning platform and to train faculty. President Sydow made a presentation to the Higher Education Sub-committee at the request of Delegate Cox. The presentation was well received by the members of this committee.

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**RICHARD BLAND COLLEGE
FACULTY REPRESENTATIVE REPORT**

Faculty Senate

The faculty senate held its first meeting on Tuesday, January 15, 2013 to elect officers as follows:

Chair - Professor Jill Mitten

Vice Chair – Professor Patricia Crocker

Secretary – Professor Amy Beumer

Division meetings were held separately to elect two executive senators to represent each division as follows:

Humanities and Social Sciences – Professor Barbara Morgan

Science and Quantitative Methods – Professor Kevin Peters

Athletics and Recreation

Per Mr. Chuck Moore, Director of Athletics and Recreation, Richard Bland College is now an official member of the National Junior College Athletic Association (NJCAA). RBC will compete beginning the 2013-2014 academic year in men's soccer, softball, and men's and women's basketball.

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**RICHARD BLAND COLLEGE
STUDENT REPRESENTATIVE REPORT**

As we start the New Year, Richard Bland is as active as ever! This semester will cause many changes on campus and for our community. As we start this semester students are joining clubs and organizations as well as getting settled into their classes. For the students that will be graduating, they will now be planning where they will be transferring to in the fall or will be getting ready to join the work force.

As stated in my last report, our new Director of Athletics will be adding NJCAA sports to Richard Bland next year and this is a topic of conversation on campus for many students. Many are interested and excited for this new endeavor. It will bring new students to campus that wish to continue sports in their college careers, and will hopefully allow on campus residents more opportunity's to become involved. This will also give commuters more opportunities to come and support their new sports teams.

In our Residence halls, new opportunities for programs are up and coming. Resident Advisors will be focusing this semester on promoting programs that will benefit residents in their daily lives. They hope to promote programs for health and wellness but also programs on "how to build a resume" or "life after RBC...now what?" RA's will also seek to enlist the help of our professors and other professionals on campus to come and teach programs. Students will be able to see a real life connection to what they are learning about and how they can apply it in their everyday lives or their lives in the future.

Respectfully submitted,

Jessica Salazar
Richard Bland College Student Representative