

RICHARD BLAND COLLEGE COMMITTEE
November 21, 2013
4:15 – 5:45 p.m.
Board Room – Blow Memorial Hall

John E. Littel, Chair
Ann Green Baise, Vice Chair

- I. Introductory Remarks – Mr. Littel
- II. Approval of Minutes – September 26, 2013
- III. General Reports
 - A. Report from President Debbie L. Sydow
 1. Launching Intercollegiate Athletics – Chuck Moore
 - B. Report from Vice President, Administration and Finance – Annette S. Parker
 - C. Report from Director, Center for Strategic Initiatives – J. Tyler Hart
 - D. Report from Faculty Representative – Barbara M. Morgan
 - E. Report from Student Representative – Eric A. Monge
- IV. Action Material
 - A. Appointments to Fill Vacancies in the Professionals and Professional Faculty **Resolution 1**
 - B. 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, 2013 (*joint with William and Mary*). **Resolution 8**
- V. Informational Material
 - A. 2013-2014 Operating Budget Update **Enclosure A**
 - B. Capital Outlay Progress Report **Enclosure B**
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

RICHARD BLAND COLLEGE COMMITTEE

MINUTES – SEPTEMBER 26, 2013

MINUTES
Richard Bland College Committee
September 26, 2013
Board Conference Room – Blow Memorial Hall

Attendees: John E. Littel, Chair; Ann Green Baise, Vice Chair; Lynn M. Dillon; Sue H. Gerdelman; faculty representative Barbara M. Morgan and student representative Eric A. Monge. Others present: Rector Todd A. Stottlemyer; President Debbie L. Sydow, Jenifer L. Blair, C. Scott Davis, Chandragupta Gudena, Deborah A. Love, Sarah Melchior, Annette S. Parker, Sandra J. Wilms.

Chair John Littel called the Committee to order at 7:45 a.m. In his opening remarks, Mr. Littel reported on his visit to campus on September 18, where he met with a group of honors students and student-athletes. Progress on the strategic plan is evident and morale is improving.

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of April 18, 2013. Motion was made by Ms. Baise, seconded by Ms. Gerdelman, and approved by voice vote of the Committee.

President Sydow reviewed goals for 2013-2014 which align with the Strategic Plan, and noted the focus this year would be on enrollment, student enhancement and expanding the portfolio of academic programs.

Jenifer Blair and President Sydow presented a PowerPoint presentation focused on strategic enrollment management and admission criteria, noting quality improvements from 2011 to 2013. A brief discussion ensued.

Annette Parker reviewed the proposed reorganization and reallocation of resources to meet Phase 1 goals of the strategic plan, noting that increasing revenue was an important part of the plan. She discussed the \$700,000 shortfall and the plans underway to address it during 2013-2014. Ms. Parker and President Sydow discussed the new marketing material and branding work, noting that the updated website was recently launched. A brief discussion ensued.

Faculty representative Professor Barbara Morgan reported that the faculty were now working to bring the core curriculum in line with the Strategic Plan and the Faculty Senate was active. The faculty were also seeing the increased quality of the student body in their classes. Student representative Eric Monge reported on student appreciation for the honors program recognition, the new branding initiative and the improvements in the athletic programs. A brief discussion ensued.

President Sydow reviewed **Resolution 1**, Appointments to Fill Vacancies in the Instructional Faculty; and **Resolution 2**, Appointments to Fill Vacancies in the Professionals and Professional Faculty, noting that the College was starting to utilize more non-tenure track faculty. Mr. Littel reviewed the history behind the need for **Resolution 3**, Repurpose of a College Facility.

Noting that in accordance with the *Bylaws*, **Resolution 22**, 2014-2020 Six-Year Plan, and **Resolution 23**, 2014-2016 Operating Budget Requests, were distributed at the request of the President, Ms. Parker advised that they were being brought to the Committee on the same schedule as William and Mary's resolutions.

Following brief discussion on the action material, Mr. Littel asked for a motion to approve as a block **Resolution 1**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 2**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 3**, Repurpose of a College Facility; **HANDOUT Resolution 22**, 2014-2020 Six-Year Plan and **HANDOUT Resolution 23**, 2014-2016 Operating Budget Requests. Motion was made by Ms. Dillon, seconded by Ms. Gerdelman and approved by voice vote of the Committee. (**Resolution 22** and **Resolution 23** are appended.)

Mr. Littel moved that the Committee convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Ms. Baise and approved by voice vote. The Committee went into Executive Session at 8:45 a.m.

The Committee reconvened in open session at 9:35 a.m. Mr. Littel reviewed the topic discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote of the Board members conducted by Executive Assistant to the Board Sandy Wilms. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 9:35 a.m.

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM AND MARY**

2014-2020 SIX-YEAR PLAN

WHEREAS, it is the mission of Richard Bland College to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of The College of William and Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation; and

WHEREAS, Richard Bland College has a longstanding tradition of providing the citizens of Central Virginia and the Commonwealth a high-value liberal arts education designed for transfer; and

WHEREAS, the Virginia Higher Education Opportunity Act of 2011 includes in the calculation of the cost of education “adjustments to the funding based on . . . specific institutional missions or conditions;” and

WHEREAS, in April, 2013 the aforesaid revised mission was approved by The College of William and Mary Board of Visitors; and

WHEREAS, in April 2013, the Board also approved the 2014-2019 Richard Bland College Strategic Plan (RBC-19); and

WHEREAS, the College’s Six-Year Plan is rooted in RBC-19 and the objectives of the Higher Education Opportunity Act (TJ21); and

WHEREAS, it is important to the vitality of the Commonwealth and the diversity of its higher education system for the College to continue to provide a distinctive kind of public education while ensuring that this education remains accessible and affordable to the citizens of the Commonwealth; and

WHEREAS, the College has determined those expenditures necessary to support and enhance its instructional, student service, and administrative operations, prioritized those expenditures, and recommended funding through a combination of Commonwealth, College, and reallocated revenue; and

WHEREAS, the College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities, aware that fulfilling the goals of RBC-19 will require a combination of such efforts, tuition revenue, state support and greater philanthropy;

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves expenditures proposed in the College’s Six-Year Plan, and that the Six-Year Plan be prepared and submitted according to the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education.

**RICHARD BLAND COLLEGE
OF THE COLLEGE OF WILLIAM & MARY**

SIX-YEAR PLAN (2014 through 2020)

A. Institutional Mission

To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation. This revised mission was approved by The College of William and Mary Board of Visitors in April 2013.

B. Strategies

Strategic Enrollment Management (SEM) Plan

- On July 1, 2013, the College hired a Vice President for Enrollment Services who will develop and implement a market-driven Strategic Enrollment Management (SEM) plan designed to achieve and maintain optimal enrollment at Richard Bland College through effective recruitment and retention.
- The College invested in a comprehensive branding study in 2013 to establish clarity about its mission and its promise to citizens of the Commonwealth. All college employees will be responsible for fulfilling the brand promise, and an investment will be made to market the College appropriately throughout the Commonwealth to ensure that prospective students and parents are aware of Richard Bland College's unique role as Virginia's only residential two-year college focused on affordable and high quality first- and second-year college coursework for those planning to transfer to selective universities.
- The College has redesigned the College website in support of SEM goals and objectives and continues to develop a robust web presence.
- The College will increase dual enrollment course offerings at 6 new high schools.
- The College will offer on-campus summer camps for dual enrollment.
- The College will offer all programming through non-traditional delivery modes (night, weekend, online, or offsite).
- The College will increase the number of Guaranteed Transfer and Articulation agreements to 40 with a focus of direct transfer to high-demand 4-year programs, e.g., STEM-h programs.
- The College will provide a robust student activities program based on student demand and participation, including intercollegiate athletics—NJCAA.

- The College will create an Academic Support and Student Counseling department that will develop an early academic warning system and intervention program to improve retention and graduation.
- The College created an Honors Program in fall 2013 that includes study abroad and a robust first-year experience.

Centralized One-Stop

- The College will re-engineer enrollment and support functions and co-locate all enrollment and support services to ensure optimal efficiency, convenience and ease for students at Richard Bland College with the big goal of creating a campus culture and environment that is singularly focused on student success.
- The College will realign all policies and procedures in support of a cross-functional, student-centered environment.
- 85% of student FAQ's will be answered by one-stop staff in person, by telephone or online.
- The One-Stop Center will house an advising center that will make accurate, consistent and high quality advising available to all students during College business hours, and all first-year students will receive advising at the One-Stop Center.
- Faculty advising will focus on assisting second year students in planning for degree completion and transfer.

Learning Outcomes Culture

- The College will assess all courses and programs on the basis of student learning outcomes, and modify offerings accordingly and with an emphasis on continuous improvement.
- The College will establish a culture of critical inquiry and innovation among students, faculty and staff.
- The College will reduce the full-time, tenure-track faculty teaching requirements to 12 credit hours to improve the quality of teaching and learning.
- The College will invest in faculty training and development to encourage continuous improvement and the utilization of best practices for inspiring and facilitating learning outcomes and student success.
- The College will establish a uniform standard for incoming students to be "remediation free" with a goal of reducing the need for developmental courses by 25% and increasing on-time degree completion.

Expanded Footprint

- The College will make all program offerings available via alternative delivery modes.
- The College will recruit students from densely populated areas, e.g., Northern Virginia, Tidewater region, making this unique residential, two-year, affordable college option available to more citizens of the Commonwealth.
- The College will establish strategic partnerships with public and private industry to facilitate programming designed to help students get jobs.
- The College will train faculty and staff on roles and responsibilities relative to the brand as identified in the branding study.
- The College will be recognized in the Commonwealth as a leader in the innovative utilization of instructional technologies and program delivery, e.g., MOOC-enhanced instruction. Faculty will utilize open source instructional materials to facilitate and inspire learning.

Academic Portfolio

- Through market/gap analysis and strategic partnerships, the College will expand its academic portfolio. One planned area of growth is in applied degree clusters (stackable credentials). Each strategic partner will lend resources and expertise to the development of a new set of academic program offerings centered on entrepreneurship. The vast majority of jobs are in small businesses, so the College seeks to drive entrepreneurship and economic development through the creation of a robust cluster of curricula in the following areas.
 1. Information Technology (Cyber Security, Computer Modeling, Simulation, & Gaming, and Logistics) – Building on a special appropriation from the Commonwealth in 2014, and in partnership with the Army’s Training Brain Operations Center (TBOC), these programs will focus on the technical side of design, allowing students to halt or prevent cyber-attacks (identified as a developing issue from TBOC and Army Logistic University). Students will use computer modeling, simulation and gaming to build training simulations that will enhance their academic experience in Logistics and Cyber Security. The Science & Technology Center that opened in 2008 provides ideal space for this type of programming.
 2. Technical and Creative Arts (Film production, Videography, Art Design) – These programs will merge elements of RBC’s existing art and business programs, as well as add new course offerings, to help students develop and practice entrepreneurial skills, utilizing the Center for Strategic Initiatives in conjunction with Virginia’s only full production film studio located in Petersburg, Virginia, through a strategic partnership with New Millennium Studios.
 3. Agribusiness – In a partnership with Virginia State University (VSU), Richard Bland College will develop an Agribusiness program that utilizes the abundant natural resources already present on campus, e.g., wetlands, pecan grove, Loblolly forests, for program development and living laboratories. Students will benefit from seamless and direct transfer into the School of

Agriculture at VSU. Leaving the agriculture course offerings to VSU, RBC will focus on the entrepreneurial aspects of Agri-business, thereby providing new, real-world program options to a broader array of students.

4. Equine Therapy – Partnering with VSU to pool resources, beginning Spring 2014, Richard Bland College will offer an Equine Growth and Learning Association psychology certificate program. This program will utilize appropriate tracts on the 770-acre campus to provide therapy to children, veterans and others through a proven method of study. Renovations to buildings on the East side of campus, particularly the Barn, will ultimately be necessary to support this program as it builds over time.

All of these unique, applied entrepreneurial programs will provide students with marketable skills that are directly aligned with local, regional and statewide industry needs. The core competencies of entrepreneurship will allow for a common curriculum and programs of study that will provide students with the hands-on experience and stackable credentials necessary to secure gainful employment. The Center for Strategic Innovation will provide the workspace needed for meaningful and productive collaboration between curriculum designers and strategic partners, and it will serve as an innovation center to drive continuous improvement in learning outcomes.

Planning Culture

- All academic and administrative units will develop strategic plans that advance the College's mission, vision and strategic goals.
- The College will build systems (IT, staffing, budgeting, policy, etc.) to ensure that timely and accurate data is available to inform decisions and monitor progress towards goals.

Resource Alignment and Reallocation

- The College will administratively reorganize to ensure that (1) overhead expenses are minimized while elevating the professionalism of administrative staff, (2) optimal resources are invested in the core mission, and (3) timely and accurate data are available for decision making. Examples of these changes include reducing multiple administrative lines and reallocating part of the salary savings to hire a Vice President for Enrollment Services, Vice President for Administration and Finance, Chief Information Officer (CIO), and Comptroller.
- During FY13, the College began a Phase I reorganization to align with the goals of Top Jobs 21 and to redeploy resources into recruiting and retaining the right students and offering the right programming and delivery. Total Phase I reorganization: \$1,865,891. In FY14, the College will undertake a Phase II reorganization with the goal of reallocating an additional \$700,000 to support the goals outlined in RBC-19.

- The College intends to identify additional savings for reallocation of \$290,000 in the subsequent four years of the Six-Year Plan.

Sustainability

- The College will become more financially sustainable by increasing auxiliary revenue and reducing its reliance on the general fund appropriation.
- The College will move 95% of academic and student services to the West Side of Johnson Road to ensure student safety, optimal efficiency and the development of a more vibrant learning community.
- The College will increase safety and support features necessary to serve additional students at minimal additional cost by tapping existing capacity.

C. Financial Aid

The College currently allocates \$60,000 per year from tuition and fee revenue to offset the impact of tuition and fee increases on low- and middle-income students. This amount will continue in future years; however, instead of further investment, the college will utilize unfunded scholarships to advance SEM goals and to assist this student demographic. The utilization of unfunded scholarships will allow the college to assist more students by awarding additional institutional scholarships.

D. Evaluation of Prior Six-Year Plan

With funding for additional advisors and the additional appropriation for a highly robust distance learning platform (Main Street Virtual Learning or MSVL), the College is well on its way to offering the first completely online certificate program (stackable credential) in the Spring 2014 semester. Selected faculty members have been trained and are now certified to teach on the MSVL synchronous learning platform. With MSVL as its strategic partner, the College launched a "Language Institute" in the spring of 2013 and now offers over 70 different conversational languages in a completely place-neutral manner. Dual Enrollment and online offerings are both trending upward for the 2014 academic year. With additional advisors, the College was able to realign the advising program to better accommodate students' needs. Well trained advisors are now available during business hours, and faculty will begin to advise students on the basis of their major and completion/transfer goals. The College continues to make progress to improve advising services and has made significant strides to increase "program to program" articulation agreements with 4-year partners.

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM & MARY**

2014-2016 OPERATING BUDGET REQUESTS

Using guidance from the Governor's Office, the Secretary of Education, and the State Department of Planning and Budget, Richard Bland College of the College of William and Mary has developed operating budget requests for consideration by the Governor as part of the Commonwealth's 2014-16 budget development process.

The initial step in the Commonwealth's budget development process was the spring 2013 submission of a six year capital outlay plan by each agency and institution. This plan continues to be under review as the Governor finalizes his 2014-16 budget recommendations. Funding of new capital outlay projects remains heavily dependent on the state's ability to issue new long-term debt while maintaining its AAA bond rating.

Operating budget requests are limited in number and reflect assumptions underlying the College's Six Year Plan and fulfillment of the RBC Strategic Plan 2014-2019 (RBC-19). Funds are not requested for items typically considered "state-wide" issues by the Commonwealth of Virginia. State-wide issues include faculty and staff salaries, student financial assistance, and continuation of the Higher Education Equipment Trust Fund program.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the administration's recommended operating budget requests for Richard Bland College for submission to the Commonwealth as part of the 2014-16 budget development process.

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM AND MARY**

2014-16 OPERATING BUDGET REQUESTS

Priority 1—Investment in Increased Enrollment	<u>FY 2014-15</u> \$125,000 GF	<u>FY 2015-16</u> \$150,000 GF
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This request provides funding to support in-state undergraduate enrollment growth to 2,000 students/1,500 FTEs at the College by 2019. The College plans to create and implement a data-driven Strategic Enrollment Management Plan (SEM) designed to support the recruitment and retention of an academically prepared, diverse student body and to prepare these students for graduation and transfer. Additionally, this request will support the creation of a Centralized One-Stop student services center to better serve new and enrolled students and to improve retention and graduation.

Priority 2—Investment in Academic and Co-Curricular Programming	<u>FY 2014-15</u> \$425,620 GF	<u>FY 2015-16</u> \$635,954 GF
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Using a combination of incremental and reallocated funds, the College is moving forward to establish a Learning Outcomes culture. The RBC Faculty will develop and deliver a core curriculum that reflects best practices in teaching, and will facilitate and inspire learning through proven and innovative methodologies designed to improve student learning, retention and completion rates. Additionally, the College will develop a robust portfolio of applied academic programs that are responsive to student demand, with an emphasis on convenience through new modalities and delivery times, and which are designed to improve student retention and completion rates.

Priority 3—Support Investment in Campus Safety	<u>FY 2014-15</u> \$35,000 GF	<u>FY 2015-16</u> \$35,000 GF
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The College will provide operational support and training in the proper use of high-tech systems to improve campus safety. This General Fund request for training supplements a request for the change of purpose of capital funding under an “Umbrella Project” (approved for RBC in 2012, but not yet expended) to support the creation of a comprehensive approach to campus safety. The capital plan calls for investment in surveillance cameras/monitors, communications equipment, proximity locks, lighting upgrades, etc.

**RICHARD BLAND COLLEGE OF
THE COLLEGE OF WILLIAM AND MARY**

2014-16 OPERATING BUDGET REQUESTS

Priority 4—Improve Operational Efficiency	<u>FY 2014-15</u>	<u>FY 2015-16</u>
Support Costs of Renovated Space	\$ 50,000 GF	\$ 85,000 GF
		\$100,000 GF

The College’s human and capital resources will be aligned in direct support of the student-centered mission and vision, and an environment that attracts and develops the right and best faculty and staff will be established and maintained. Further, the College will redesign processes and train employees to gain efficiencies by more effectively utilizing administrative systems for transaction recording and management reporting.

Further, the College will need \$100,000 to bring Ernst Hall back on line, following the completion of renovations, including cost of utilities, maintenance, cleaning, etc. Expected timeframe for occupancy is FY16.

September 26, 2013

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Richard Bland College Committee has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Richard Bland College Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Richard Bland College Committee.

VOTE


AYES:

5

NAYS:

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ABSENT DURING CLOSED SESSION:



John E. Littel
Chair
Richard Bland College Committee

**RICHARD BLAND COLLEGE
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONALS AND 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 appointments of the following individuals to fill these positions:

ERIC J. KONDZIELAWA, Director of Property Management and Security,
effective September 30, 2013:

B.A. (1990), Syracuse University
Licensed Class A Contractor – Virginia
Licensed General Contractor – Florida
Licensed General Contractor – Louisiana

North Star Companies
Project Manager, 2011-2013

I.H. Construction
Project Manager/Facilities Manager, 2005-2010

Nash Construction
Project Manager, 2002-2005

Utica Community Action
Director of Construction, 1995-2002

LATASHA ELEY, Assistant Director of Admissions, effective October 25, 2013:

Ph.D., University of Maryland, Baltimore County, doctoral program in progress
M.Ed. (2009), The College of William and Mary
B.A. (2007), Christopher Newport University

University of Maryland, Baltimore County
Teaching Assistant, 2012-2013

LATASHA ELEY *(continued)*:

University of Maryland, Baltimore County
Orientation Advisor, 2011-2012

U.S. Department of Education
Program Analyst, 2010-2013

Christopher Newport University
Admissions Officer, 2009-2010

The College of William and Mary
Program Assistant, 2008

The College of William and Mary
Graduate Assistant, 2007-2008

**RICHARD BLAND COLLEGE
2013-14 OPERATING BUDGET UPDATE**

EDUCATIONAL & GENERAL

	Actual 2010-11	Actual 2011-12	Actual 2012-13	Approved 2013-14	To Date 9/30/2013
<u>REVENUE</u>					
General Funds	\$ 5,234,621	\$ 4,908,736	\$ 5,238,116	\$ 5,473,340	\$ 1,195,268
Nongeneral	3,714,578	3,733,224	3,876,508	4,448,906	2,016,052
Central Appropriations	(133,352)	86,971	198,551	150,000	86,933
Prior Year Reappropriations	24,800	177,533	96,131	10,000	-
ARRA	200,000	520,569	-	-	-
General Fund Reversion	-	-	-	-	-
General Fund Carryover	-	(96,131)	(26,971)	-	-
TOTAL REVENUE	\$ 9,040,646	\$ 9,330,902	\$ 9,382,335	\$ 10,082,246	\$ 3,298,253
<u>EXPENDITURES</u>					
Instruction	\$ 2,890,044	\$ 2,180,586	\$ 3,319,124	\$ 4,002,960	\$ 997,722
Public Service	-	400	-	1,080	-
Academic Support	291,137	312,967	309,205	457,000	122,972
Student Services	988,523	1,072,911	1,131,591	1,327,800	359,649
Institutional Support	2,773,697	2,748,172	2,702,558	2,820,000	862,351
Operation of Plant	1,719,711	1,957,696	1,802,893	1,379,920	505,596
ARRA	200,000	520,579	-	-	-
Contingency	-	-	-	93,486	-
TOTAL EXPENDITURES	\$ 8,863,114	\$ 8,793,311	\$ 9,265,371	\$ 10,082,246	\$ 2,848,290

**RICHARD BLAND COLLEGE
2013-14 OPERATING BUDGET UPDATE**

**SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID**

<u>REVENUE</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Approved</u> <u>2013-14</u>	<u>To Date</u> <u>9/30/13</u>
General Funds	\$ 331,255	\$ 398,528	\$ 447,803	\$ 454,107 *	\$ 219,373
Nongeneral Funds	50,000	60,000	60,000	60,000	27,950
<u>TOTAL REVENUE</u>	\$ 381,255	\$ 458,528	\$ 507,803	\$ 514,107	\$ 247,323
*Includes CS, CSAP, and VMSDEP					
<u>EXPENDITURES</u>					
Scholarships	\$ 381,255	\$ 458,528	\$ 507,803	\$ 514,107	\$ 247,223

**FINANCIAL ASSISTANCE
FOR E&G PROGRAMS**

<u>REVENUE</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Approved</u> <u>2013-14</u>	<u>To Date</u> <u>9/30/13</u>
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds*	25,000	54,054	54,054	25,000	1,142
<u>TOTAL REVENUE</u>	\$ 25,000	\$ -	\$ 54,054	\$ 25,000	\$ 1,142
<u>EXPENDITURES</u>					
Sponsored Programs	\$ 7,863	\$ -	\$ 54,054	\$ 25,000	\$ 1,142

* EOY amount reflects budgeted Federal College Work Study and an unanticipated federal grant.

**RICHARD BLAND COLLEGE
2013-14 OPERATING BUDGET UPDATE**

AUXILIARY ENTERPRISES

	Actual 2010-11	Actual 2011-12	Actual 2012-13	Approved 2013-14	To Date 9/30/13
Beginning Fund Balance	\$ 1,655,677	\$ 1,659,215	\$ 1,722,962	\$ 878,117	\$ 878,117
<u>REVENUE</u>					
Residences	2,073,819	2,125,838	2,140,560	2,600,000	1,128,468
Special Funds	9,840	5,100	-	10,000	-
Auxiliary Fees	164,692	172,976	188,360	120,094	74,322
Parking	144,915	133,603	123,925	140,000	62,020
Athletics	22,910	23,813	30,030	100,000	143,850
Student Activity Fee				100,000	36,000
Health Services	148,635	141,975	135,375	-	-
Food/Vending Services	79,500	91,490	93,975	80,000	11,425
TOTAL REVENUE	\$ 2,644,311	\$ 2,694,795	\$ 2,712,225	\$ 3,150,094	\$ 1,456,085

EXPENDITURES

Residences	\$ 348,679	\$ 461,371	\$ 877,838	\$ 700,000	\$ 311,917
Debt Service on Residence Halls	1,608,874	1,608,874	1,452,891	1,200,000	580,832
General Operating	232,473	110,957	356,460	100,000	38,854
Parking	138,013	2,223	388,210	50,000	46,944
Athletics	18,805	20,103	25,264	150,000	59,317
Health Services	20,150	17,929	10,141	-	900
Food Services	87,778	94,592	91,266	55,000	11,628
Indirect Costs	186,000	315,000	355,000	225,000	
Renewal/Replacement	-	-	-	500,000	8,957
TOTAL EXPENDITURES	\$ 2,640,772	\$ 2,631,049	\$ 3,557,070	\$ 2,980,000	\$ 1,059,349

Ending Fund Balance	\$ 1,659,216	\$ 1,722,961	\$ 878,117	\$ 1,048,211	\$ 1,274,853
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PRIVATE FUNDS

<u>REVENUE</u>					
Private Funds	\$ 7,690	\$ 16,033	\$ 16,021	\$ 22,000	\$ -
<u>EXPENDITURES</u>					
Scholarships	\$ 21,193	\$ 15,700	\$ 15,700	\$ 22,000	\$ 9,500

**RICHARD BLAND COLLEGE
CAPITAL OUTLAY PROGRESS REPORT**

Ernst Hall Renovations

Ernst Hall, constructed in the 1960's as the College's science building, was vacated in 2011 when academic computing and biology, chemistry, physics, and mathematics classrooms and laboratories moved into the newly constructed James B. McNeer Hall. Ernst is slated to become home to Humanities and Social Sciences, as part of a long range plan to create a cohesive academic quadrangle on the west side of Johnson Road. The move will also improve accessibility and safety for students and faculty who currently cross Johnson Road between classes.

During spring 2013, faculty and staff participated with architects and the administration in classroom utilization and space planning. The detailed design phase of the Ernst Hall project has now been completed and the Bureau of Capital Outlay Management (BCOM) has concluded its value engineering process. BCOM replied to the process with only two suggestions, affirming that the design – completed by architects RRMM of Chesapeake, VA – conforms to their expectations closely. Construction funding, of \$7,800,000, has been approved by both BCOM and DPB. Currently, we are negotiating the RRMM for their fee to take the project to working drawings and construction administration. Additionally, we are prequalifying general contractors to ensure we have identified appropriate contractors to include in the RFP process. Construction is still planned to begin in early 2014 with opening scheduled for fall 2015.

2012 Umbrella Maintenance Project – Various Projects

This \$1.4 million project, approved by the Commonwealth in 2012, had initially been slated to include replacing the chiller in Statesman Hall, converting the key system at the Center for Student Affairs, and making significant improvements to the Maintenance Building, including upgrading the electrical system, adding sprinkler and monitored fire alarm systems, and installing an emergency power generator. The original project also included the construction of a metal storage facility near the Maintenance Building, where custodial and maintenance departments could stock supplies and materials and maintain, repair and store equipment.

After the Umbrella Project was approved, the William & Mary Board of Visitors approved the College's five-year strategic plan (RBC-19), setting the focus and direction of RBC's growth and renovation on the west side of Johnson Road. With the exception of the installation of a chiller in Statesman Hall (gymnasium), all of the aforementioned sub-projects focused renovations on the east side of Johnson Road. It was determined that it

November 20-22, 2013

Page 2 of 4

should be requested that funds provided by the Commonwealth align with the direction of RBC-19 and focus on building and renovation on the west side of Johnson Road, where

the new residence halls, the Library and Student Commons, McNeer Hall and Ernst Hall are all located.

To date, \$112,000 of the \$1.4 million 2012 Umbrella Project has been approved for detailed planning. The College is in the process of requesting approval by the Commonwealth to use the remainder of appropriated funds to align with the goals of RBC-19. These include replacing the chiller in Statesman Hall (as originally intended), providing access controls to Statesman Hall (controlled keycard access and safety), and providing the infrastructure for and constructing a consolidated storage facility on the west, rather than east, side of Johnson Road, thus improving efficiency for facilities staff when working on the academic, athletic and residential facilities of the campus.

RBC's First Pecan Harvest

The campus at Richard Bland includes 509 mature pecan trees on 35 acres, the oldest and largest pecan grove in Virginia. Staff members have been working with the Virginia Department of Forestry and VSU's agriculture program to establish best practices for the future care of the groves, and with the Virginia Farm Bureau to learn about harvesting and marketing the first commercially harvested RBC pecan crop. With the first frost, the nuts have begun to drop and staff and student workers are sweeping, cleaning, sorting, packaging, etc. While the groves have not yet been certified organic, they have always been maintained according to organic standards and will be marketed as "Virginia's Finest"—locally and all-naturally grown. Response to the initiative has been very positive and the press has been quite good:

http://www.timesdispatch.com/news/local/tri-cities/petersburg/richard-bland-tapping-a-natural-resource-pecans/article_6893243e-619d-5eab-808a-0ba52aab2c0b.html

Forestry Master Planning Study

In collaboration with the Virginia Department of Forestry (DOF), a preliminary Forestry Master Plan has been developed to establish best practices and, ultimately, a long-term master plan for the 637 acres of forestland on RBC's campus. The goals established for the project include:

- Creating an environment that is optimally conducive to student recruitment, engagement and learning and well-suited to educational programming and entrepreneurial activities
- Managing timberlands for generation of revenue and creation of self-sustaining operations
- Marking and protecting historic and environmentally significant resources
- Focusing on care of wildlife, forest health, and long-term viability

November 20-22, 2013

Page 3 of 4

Recommendations from DOF include managing and improving the pecan groves; timbering sections of the forestland sequentially (one section every five years or so) to

create a 20 to 25- year cycle for reforestation and reharvesting; targeted thinning and preserving some sections of mixed species forests for entrepreneurial and recreational use; and protecting the wetlands on campus. The plan also proposes clearing pines closest to Halifax Road and Carson Drive back 100 feet from the roads and planting a double row of pecan trees in that cleared space to enhance both driving safety and to create a new campus entrance off Halifax Road. (This is the route the VA Department of Transportation prefers for vehicular traffic off Routes 95 and 85.)

There is significant interest on campus in the potential timbering process, and the draft Forestry plan is currently under discussion in the College's shared governance system.

Updated Master Planning Study

RRMM, the Chesapeake, VA, architectural firm designing the renovations to Ernst Hall, has agreed to work with the campus to update the campus master plan *pro bono*. This work has begun and a copy of the current iteration is attached. In particular, proposed changes include:

- Redesigning RBC's main entrance to bring students and visitors into the College from Halifax Road (from the west). This concept has also been recommended by the VA Departments of Forestry and Transportation, as noted above.
- Repositioning proposed dorms to the corner of Johnson and Carson roads to increase the sense of vibrant campus activity when visitors approach from the north and to improve pedestrian access from residential to academic and athletic facilities. (Previous plans had placed student housing expansion to the west of Patriot and Freedom Halls.)
- The athletics complex includes the possibility of a new field house next to Statesman Hall, the existing gymnasium. The track would be relocated to the most northern boundary of campus and would become the first view of RBC when entering campus from the north. These additions place all athletics in the North West Quadrant to be contiguous to parking and Statesman Hall.
- Academic activity becomes concentrated in the lower left or southwestern quadrant. The proposed Academic Innovation and Resource Center – which formed the core of the Capital Six-Year Plan proposed to the state last summer – becomes a primary focal point when entering campus either from the south or the north and forms an academic quadrangle with McNeer, Ernst and the existing Student Commons/Library. This latter building is anticipated to become a One Stop Shop for student support services and administrative space after the library and IT move to the new Academic Innovation and Resource Center.
- An outdoor amphitheater is also planned in the green space just to the north of McNeer, further enhancing activity in the academic quad.

November 20-22, 2013

Page 4 of 4

- The eastern half of campus becomes “green,” enhancing our pecan groves and providing opportunities for other sustainability initiatives, academic projects and

agribusiness-related activities. (Conversations with VSU’s School of Agriculture are ongoing.) In the build out of a behavioral science associates degree, the concept of an equine therapy curriculum is being considered. The red building in the lower right corner of the campus map represents the possible site for a new barn or arena to complement the existing Barn. Extensive forest resources are expected to provide recreational opportunities, such as expanding our nature trails and wetlands research.