

RICHARD BLAND COLLEGE COMMITTEE

September 27, 2018

8:30 – 10:30 AM

Board Room – Blow Memorial Hall

Barbara Johnson, Chair

J.E. Lincoln Saunders, Vice Chair

- I. Introductory Remarks – Ms. Johnson
- II. Approval of Minutes – April 18, 2018
- III. General Reports
 - A. President and Administration – Tyler Hart for President Debbie Sydow
 - B. Report from Faculty Representative – Matt Smith
 - C. Report from Student Representative – Kayla Hand
- IV. Action Material
 - A. Approval of 2018-2019 Revised Operating Budget Resolution 1
 - B. Resolution to Approve Six-Year Plan Update Resolution 2
 - C. Resolution to Revise the Code of Ethics of Richard Bland College Resolution 3
 - D. Resolution of Appreciation - Hays T. Watkins, Jr. and Betty Wright Watkins Resolution 4
 - E. Resolution to Approve the College Succession Plan Resolution 5
 - F. Appointments to Fill Vacancy in the Instructional Faculty Resolution 6
 - G. Appointments to Fill Vacancy in the Professional Faculty Resolution 7
- V. Informational Material
 - A. Administrative Update: RBC-19 Progress Report Enclosure A
 - B. 2017-18 Operating Budget Update Enclosure B

RICHARD BLAND COLLEGE COMMITTEE
September 27, 2018

C. Report of the Faculty Representative

Enclosure C

D. Report of the Student Representative

Enclosure D

VI. Closed Session (if necessary)

VII. Discussion

VIII. Adjourn

MINUTES
Richard Bland College Committee
April 18, 2018
Board Room – Blow Memorial Hall

Attendees: John E. Littel, Chair; Warren W. Buck III, Vice Chair, Sue H. Gerdelman, William H. Payne II, Lisa E. Roday; Karen Kennedy Schultz; Brian P. Woolfolk, faculty representative Matthew J. Smith and student representative Kayla G. Zanders. Barbara L. Johnson listened on the phone. Board members present: S. Douglas Bunch, Christopher M. Little and staff liaison Terence A. Fasanella. Others present: President Debbie L. Sydow, Tiffany Birdsong, Kenneth LaTessa, Eric Kondzielawa, J. Tyler Hart, Rick Pearce, Henry R. Broaddus, Kent B. Erdahl, Samuel E. Jones, Deborah A. Love, Jeremy Martin, Carrie Nee, Cynthia Norwood, Joanne Williams, Brian W. Whitson, Amy S. Sebring, Michael J. Fox, Kate Conley, Sallie Marchello, Sandra J. Wilms and other College staff.

Chair John Littel called the Committee to order at 1:30 p.m. and offered brief opening remarks.

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of February 7, 2018. Motion was made by Ms. Roday, seconded by Ms. Schultz, and approved by voice vote of the Committee.

President Sydow briefly reported on the progress of RBC-19, noting that a major goal is academic quality improvement, and the College has made steady progress on that front over the past few years.

The extraordinary efforts of academic leaders over several years have culminated in a strong course and program-level assessment function. Building and successfully launching this assessment system provided the evidence of continuous improvement that enabled the College to be officially released from monitoring by the SACS Commission on Colleges in December.

Similarly, thanks to strong academic and administrative leadership, the Compliance Certification Report was completed and submitted on time, and the off-site review for reaffirmation of accreditation is currently underway. The College's Institutional Effectiveness Committee is optimistic that RBC's evidence of compliance with SACSCOC criteria is strong. The on-site review is scheduled for October 15-18 with more details to follow regarding desired Board participation.

In keeping with RBC's Strategic Enrollment Management plan, admissions standards were elevated, and, as a result, the incoming student cohort was one of the strongest in College history. The incoming class had an average GPA of 3.2. The Honors program is thriving; therefore, there simply could not have been a better time to launch the Promise Scholars initiative. The RBC Committee met four members of the inaugural cohort of Promise Scholars at their meeting on Wednesday, and at this meeting the students were introduced to the W&M Promise Fellows who will teach the W&M COLL courses and serve as academic advisors.

The APA's first independent audit of RBC in FY 16 (in response to a request from W&M's president and the Board's former audit committee chair) occurred at a time when the College lacked the necessary resources to build and stand up the administrative infrastructure required for

compliance. As expected, the FY 16 audit revealed multiple areas of non-compliance, including material weakness in controls over financial reporting and twelve significant deficiencies. Although the FY 17 audit was slightly better on the finance side (nine significant deficiencies) and markedly better on the IT and HR side, the College still does not have the resources required to operate an efficient and effective finance operation. We are grateful to W&M, and especially Sam Jones, Amy Sebring and Kent Erdahl, for their partnership as outlined in an MOU that President Reveley and I signed in November. They have assisted RBC staff in lobbying the General Assembly for additional state resources to address APA issues, and they have added significant value in terms of technical expertise. Working collaboratively, we will soon build and implement a Corrective Action Plan in response to the DOA Quality Assurance Audit and the FY 17 APA audit. Significant improvements are expected to result from getting the right finance staff in place and properly trained, and from having cross-institutional commitment to the Corrective Action Plan.

President Sydow concluded her remarks with an expression of appreciation to Chairman John Littel and all Board members for their belief in the College mission, and for their continued support. She expressed the hope that all would be able to attend the 2018 Commencement ceremony on May 12, noting that Governor Ralph Northam will be the keynote speaker, and Robert Jones will represent his classmates as this year's student speaker.

Following brief discussion, the administrative reports began with Interim Chief Financial Officer Director Rick Pearce commenting on the budget and RBC-19 financial goals. Mr. Pearce reviewed the proposed budget and tuition and fees. Mr. Littel and Mr. Jones commented that due to the fact that the General Assembly has not yet approved the state budget, the tuition and fees and budget resolutions will be approved preliminarily and if necessary will be amended in September based on General Assembly action. A brief discussion ensued.

Mr. Littel asked for a motion to approve **Resolution 9**, Approval of FY 2018-19 Tuition and Fees and **Resolution 10**, Approval of 2018-2019 Operating Budget Proposal. Motion was made by Ms. Roday, seconded by Ms. Schultz and approved by voice vote of the Committee.

Associate Provost for Enrollment Management and Student Success Danielle Williams reported on the enrollment management plan update. A brief discussion ensued.

Navitas Executive Director Maria Dezenberg reported on the Global Student Success program and internationalizing the education experience.

Associate Dean of Academic Support and Learning Resources reported on the adaptive strategy underway in planning for the next Strategic Plan. RBC-2025.

Faculty representative Professor Matt Smith, student representative Kayla Zanders led a question and answer session with several Promise Scholars. William & Mary Vice President for Strategic Initiatives and Public Affairs Henry Broaddus introduced several Promise Scholar Faculty Fellows, who briefly outlined their courses. A brief discussion ensued.

Richard Bland College Committee

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Mr. Littel asked President Sydow to briefly review the resolutions, then asked for a motion to approve them. Motion to approve **Resolutions 2 REVISED**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 3**, Approval of Academic Promotion; and **Resolution 28**, Faculty Leaves of Absence was made by Ms. Roday, seconded by Ms. Gerdelman and approved by voice vote of the Committee. (**Resolution 2R** is appended in final minutes.)

President Sydow introduced Chuck Moore, Director of Athletics and Head Basketball Coach and commented on the success of the intercollegiate athletic program under his leadership. Ms. Schultz moved adoption of **Resolution 4**, Resolution of Appreciation for Chuck Moore, Director of Athletics and Head Men's Basketball Coach. Motion was seconded by Mr. Payne and approved by voice vote.

President Sydow commented on two retirement resolutions. Ms. Roday moved adoption of **Resolution 5**, Retirement of Lois S. Wray, Registrar, and **Resolution 6**, Retirement of Gregory J. Taylor, Custodian. Motion was seconded by Ms. Schultz and approved by voice vote of the Committee.

College Counsel Cindy Norwood reviewed two resolutions on College regulations Following brief discussion, Ms. Roday moved adoption of **Resolution 7**, Resolution to Approve the Proposed Revisions to the Regulation Regarding Weapons on Campus, and **Resolution 8**, Resolution to Approve the Proposed Regulation Regarding Open Flames on Campus. Motion was seconded by Ms. Schultz and approved by voice vote of the Committee.

President Sydow reported on **HANDOUT Resolution 30**, Approval of Honorary Degree for Governor Northam and thanked Mr. Payne for his assistance. Ms. Roday moved adoption of Resolution 30. Motion was seconded by Ms. Schultz and approved by voice vote of the Committee. (**Resolution 30** is appended in final minutes.)

Following a brief discussion, Mr. Littel moved that the Richard Bland College Committee of the Board of Visitors of the College of William and Mary convene in closed session to discuss the evaluation of the performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals; and to discuss contracts for services or work to be performed by the College, as provided for in Section 2.2-3711.A.1. and 9. of the Code of Virginia. Motion was seconded by Mr. Buck. The observers were asked to leave the room and the Committee went into Closed Session at 3:00 p.m.

The Committee reconvened in open session at 4:34 p.m. Mr. Littel reviewed the topics discussed during the 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 Committee members conducted by Mr. Littel. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 4:35 p.m.

April 18, 2018

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:

7

NAYS:

0

ABSENT DURING CLOSED SESSION:



John E. Littel

Chair

Richard Bland College Committee

**RICHARD BLAND COLLEGE
APPROVAL OF 2018-2019 REVISED OPERATING BUDGET**

In April 2018, the Board of Visitors approved a preliminary operating budget for Richard Bland College (RBC), pending final fall enrollment, housing occupancy, and the FY 2019 Commonwealth of Virginia budget. The revised FY19 budget is presented below.

Revenue Budget

Three major sources of revenue support RBC's operations:

1. state general fund appropriations to support the academic mission (*i.e.*, E&G program) and need-based student financial aid,
2. student tuition and mandatory E&G fees to support the academic mission, and
3. student fees for auxiliary programs, including housing, dining, and athletics.

The revised FY19 budget reflects state general fund support appropriated for RBC in FY19 based on final actions of the 2018 General Assembly, Special Session I. In addition, it includes anticipated tuition revenue based on 23,500 credit hours for the 2018-19 academic year. (Note: Fall 2018 enrollments totaled 13,200 credit hours. Based on historical trends, Spring enrollments typically decline. However, even with anticipated declines in Spring 2019, the College anticipates meeting or exceeding the 23,500-credit hour total.)

Housing revenue reflects 355 filled beds for the Fall 2018 semester out of a total of 475 beds – an occupancy rate of approximately 75%. Although lower than the 85% target, the current occupancy level provides sufficient revenue to cover the operating costs of the housing program, including debt service on the dorms.

Other sources of auxiliary revenue are based on student dining contracts and the comprehensive auxiliary fee paid by students which is used to support athletics, student recreational services, parking and transportation and other student programs.

In total, projected revenues for FY19 are expected to reach \$18.35 million as reflected in the table below.

Expenditure Budget

For expenditures, the revised FY19 budget reflects anticipated personnel and non-personnel costs by major program (*i.e.*, Educational & General, Financial Aid, Auxiliary Services, and Sponsored Programs). In total, the revised FY19 operating budget shows an anticipated positive balance of just over \$444,000. However, as shown in the table below, the revised budget anticipates a deficit of approximately \$771,000 in the E&G program, while auxiliary enterprises

will generate a surplus of \$1.2 million. A portion of auxiliary revenues will be transferred as an indirect cost recovery to the E&G program, as required in the Code of Virginia, to recognize the administrative support provided by the College to auxiliary enterprises. To the extent indirect cost recoveries do not fully cover the deficit in the E&G program, surplus auxiliary revenue will be used in FY19 to bring the E&G program into balance. Going forward, RBC will work with the Board to set tuition and fees to better align with their intended use, while still ensuring that auxiliary services operate with a sufficient margin to generate fund balances to support future investments in auxiliary facilities and programs.

In total, expenditures for FY19 are expected to be \$17.90 million as shown in the table below.

FY19 Revised Operating Budget
All Sources and Uses, By Program

	Program				
	E&G	Financial Aid	Auxiliary Services	Sponsored Programs	Total
Revenues					
State general fund	\$7,483,321	\$987,077	\$0	\$0	\$8,470,398
Net tuition and mandatory E&G fees*	4,742,967	-	-	-	4,742,967
Grants and Contracts				15,000	15,000
Mandatory Non-E&G Fees (Comp Fee)	-	-	1,750,000	-	1,750,000
Housing Fees	-	-	2,466,150	-	2,466,150
Dining and Food Services Fees	-	-	903,650	-	903,650
Total, Revenues	\$12,226,288	\$987,077	\$5,119,800	\$15,000	\$18,348,165
Expenditures					
Personnel					
Instruction	3,237,585				
Academic Support	774,626				
Student Services	1,572,927				
Institutional Support	3,980,221				
Operation & Maintenance of Plant	993,900				
Housing/Residence Life			312,794		
Dining/Food Services			337,673		
Athletics			568,926		
Total, Personnel	10,559,259	-	1,219,393	-	11,778,652
Total, Non-Personnel Services	2,437,670	987,077	2,685,400	15,000	6,125,147
Total, Expenditures	\$12,996,929	\$987,077	\$3,904,793	\$15,000	\$17,903,799
Net Income	(\$770,641)	\$0	\$1,215,007	\$0	\$444,366

* Includes tuition waivers and uncollected debt

** Includes \$300,000 in debt service payments deferred from FY18

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the 2018-19 revised operating budget for Richard Bland College.

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE SIX-YEAR PLAN UPDATE**

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

WHEREAS, the College's Six-Year Plan is rooted in the RBC-19 Strategic Plan, goals set forth in the Governor's priorities for the Commonwealth, the Higher Education Opportunity Act, the Growth4VA campaign and the SCHEV strategic plan; 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 higher education option, 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, research, student service, and administrative operations; prioritized those expenditures; and recommended funding through a combination of Commonwealth, College, and reallocated funds; 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 the Plan will require a combination of tuition revenue, state support, and generated revenue;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves expenditures proposed in the College's updated Six-Year Plan and that the updated 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.

SIX-YEAR PLAN 2018-20 through 2024

Part II NARRATIVE

A. Institutional Mission & Vision with Contextual Overview

When the Board of Visitors approved RBC-19 in April of 2013, Richard Bland College of William & Mary (RBC) began researching data-driven solutions for student support. In January, 2015, a model was identified that aligned with the newly stated **Vision** of RBC: *Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education.* In April, 2015, with the financial support of the college Foundation, RBC entered into a partnership with IBM-Portal to launch the Exceptional Student Experience at Richard Bland College (ESE@RBC) in pursuit of the College's bold vision of 100% student success. The scope of the project was to build a predictive analytics tool that would alert the College when a student was at-risk.

The outcome of the project was designed to customize student support for all students, shifting to a "one size fits one" model of student support to improve retention and graduation. To achieve the results RBC needed from the predictive model, the College revisited business processes and synchronized limited resources to ensure that students were getting the most effective support. The result was a highly personalized, student-centric, wrap-around support and advising model that uses data to achieve better student outcomes and improved engagement and retention. Richard Bland College's **Mission** is 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.*

The IBM-Portal relationship brought much more than data to improve student success. It also brought contacts with colleges in the United Kingdom where a similar student-centric model had already been deployed. In November 2015, RBC's President, Dr. Debbie Sydow, visited Brockenhurst College to learn how they used the Learner Mentor student model, along with predictive student data, to improve student outcomes. Connecting with Brockenhurst allowed RBC to reflect on what other gaps existed in processes and what investments would be needed going forward. This process identified the need for an internal data warehouse that would allow for the connection of disparate data from a variety of systems, placing pertinent information about each student readily available to RBC advisors and support staff.

Beginning Fall 2016, after construction of a data warehouse to bring multiple data points together, RBC deployed its own model for the prediction of propensity of incoming freshman to drop. The model demonstrated a reliability factor of approximately 73%. Furthermore, by the

start of the Fall 2018 semester, Learner Mentors, faculty and support staff will have one system to view, utilize, and record student data and interventions. Bringing these resources in-house has made it possible for RBC to effectively streamline business processes and increase timeliness and accuracy of the data needed to improve student outcomes.

What started out as a pilot project to determine if RBC could use an effective data-driven approach to support student success has become the fundamental essence of RBC institutional culture. It is the College's primary objective to identify high-potential students not yet ready for or comfortable with a four-year institution, provide them with individualized and proactive support and walk them, hand-in-hand, from applicant to graduating on time to transferring to a 4-year college or entering the workforce with little to no college debt. All items in RBC's six-year plan focus on the achievement of that goal.

B. Prioritized Strategies

1. Administrative Stability / Risk Management

In order to effectively support RBC's mission, the College continues to explore ways to adequately and efficiently respond to recurring APA (Auditor of Public Accounts) recommendations through administrative infrastructure upgrades (technology solutions and adequate staffing of RBC finance functions) to minimize risk to the College and the Commonwealth.

The fundamental plan to accomplish the stability needed utilizes service-level agreements and in-house hiring based upon recommendations from a joint RBC and William & Mary Work Group. In December 2017, the Presidents of RBC and W&M entered into an MOU to improve financial operations at Richard Bland College by tapping the expertise of W&M talent, namely the CFO, who will oversee RBC's chief business officer for the duration of the agreement. Closer alignment with the Financial Operations team at W&M is expected to improve business processes and operational procedures.

To the extent that resources permit, the College will continue its painstaking efforts to establish adequate administrative staffing levels and a stable and efficient infrastructure. Based upon analysis conducted to date by William & Mary, external consultants, and RBC, an approximate \$1.8 million infrastructure investment (including personnel and technology) is needed to create a reliable, compliant administrative operation that minimizes risk to RBC, William & Mary, the BOV, and the Commonwealth of Virginia. RBC will make significant improvements with the \$550,000 included in General Fund Appropriations for FY 19 and FY 20. However, the remainder of the \$1.8 million (\$1,247,750) is still needed to ensure long-term sustainability. Without these funds, RBC continues to be at risk of a protracted stabilization endeavor.

In the current political environment and with additional funds from the General Assembly, RBC does not intend to increase annual tuition more than 3%-5% for the next biennium. RBC is cognizant of the level of risk that the current administrative infrastructure presents and has worked diligently over the last five years to balance investment in compliance with investment in the academic and student support services necessary to fulfill the College's core educational mission. Throughout, the administration has pursued innovation and demonstrated an entrepreneurial spirit, achieving notable success in growing enrollment (and related revenue) and, at the same time, generating new revenue through auxiliary operations and development efforts.

The College remains focused on its key strategic planning goals to:

- a. Achieve optimal enrollment and deliver academic programs and services that respond to market demand;
- b. Collect, analyze, disseminate and utilize pertinent performance-related information to drive quality and continuous improvements;
- c. Develop and implement revenue enhancement plans; and
- d. Deploy financial, physical, IT and human resources in direct support of the mission and vision.

Even as the College reaches a state of equilibrium for institutional and O&M spend, there is a continued focus on spans of controls, automation of processes, and technical improvements. The College continues to drive auxiliary revenue through multiple uses of its campus facilities, with a focus on strategic partnerships that advance the educational mission. The Dinwiddie County Teen Expo, Master Gardener's workshop, Jacob's Ladder, Chrysalis, Camp Rainbow, VA STEAM workshop, Pecan Festival and summer sports camps are just a few events recently hosted by RBC. Not only have these projects allowed for increased brand awareness and auxiliary revenue but they have improved community relations and have been (and will be) further expanded to provide experiential learning opportunities for RBC students.

2. Exceptional Student Experience (ESE@RBC)

With a continuing emphasis on retaining and graduating students on-time and debt-free, RBC continues to expand and improve the ESE@RBC program, which was piloted in FY16 and fully launched in FY17. ESE@RBC combines highly personalized student support with predictive analytics, alerting appropriate faculty and staff members when student behaviors or other obstacles threaten their academic success. Each student is assigned a Learner Mentor who serves as coach, guide, mentor and advisor, using real-time information to keep students on track to graduation.

ESE@RBC enhancements include cross-training and customer service training in all aspects of the student experience—making persistence a campus wide endeavor with all faculty and staff trained and bearing responsibility for student retention, graduation and transfer. In FY19 the College will develop a second-year experience course to build on the First Year Experience (FYE) piloted in FY 18. The goal of FYE is to equip students (approximately 2 in 5 of whom are first-generation) with the necessary study and life skills to excel.

Expanding on collaborations and professional development made possible by the Complete College America initiative (spearheaded by SCHEV), RBC will build out a comprehensive program designed to prepare undecided students (over 70% at RBC) to identify a major and a transfer goal in the first semester of their second year (\$50,000 in FY19 from Tuition and Fees, \$50,000 in FY 20 from Tuition and Fees).

In keeping with institutional effectiveness goals and continuous improvement processes, the College's Enrollment Management Plan was updated in 2017-18 with an ongoing focus on attracting students for whom Richard Bland is a good fit—this is a move away from generic recruitment strategies and activities and toward target marketing. With a data warehouse now in place, we have the ability to analyze historical trends in planning and decision-making processes. The availability of reliable information allowed the recruitment process to be refined. For the first time, the College utilized Whiteboard Higher Education's offerings, which are laser-focused on brand building, lead generation, interest cultivation, and conversion at all phases of the student recruitment funnel. In essence, we maximized return on a small recruitment budget, and Fall 2018 enrollment projections are very positive.

RBC's student profile has been shifting by design in accordance with RBC-19 target goals. Intercollegiate athletics was introduced in 2013, and there are now more than 80 student-athletes on campus, most of whom reside in residence halls. The Honors program, which was launched in 2014, is expanding and a new Promise Scholars pipeline to W&M was introduced in 2018. A partnership with Navitas is bringing more international students to campus, along with support services to ensure their success. Historical data indicates that students with a GPA of less than 2.5 do not typically succeed at Richard Bland. In the fall of 2017, RBC implemented an admission standards change, increasing the minimum GPA to 2.5. This increase in admission standards was planned for well in advance of implementation, with provisions made to ensure that GPA was only one of several criteria considered for admission.

Once again, in keeping with ongoing assessment and continuous improvement processes, RBC has refined its admission criteria and in Fall 2018 will provide a pathway by which high-potential students not meeting the GPA requirement but demonstrating the capacity for academic success through other admission criteria will be accepted to RBC contingent on their participation in the CHOICE (Creating Holistic Opportunities in the College Environment)

residential program. This living-learning community is designed to create an environment that supports student development through an interdisciplinary curriculum dedicated to student success and academic excellence.

3. Business Intelligence & Process Alignment

Business intelligence and process alignment enables data-driven decision-making and improved efficiencies, thereby contributing to high-performance operations and institutional effectiveness. High-performance business processes will continue to be established through:

- a. Evolution of the current analytical models, and supporting data warehouse, used for business intelligence, identification of student progress toward success and internal process improvements,
- b. Implementation of technologies that deliver metrics in real time through visualization and engagement at every level.

Merging the systems created as a part of ESE@RBC and the business intelligence initiative into a single, fluid structure will serve as a model for other institutions. Enhancements in real-time delivery and, more importantly, real-time data capture from discovered events that affect outcomes, will be a primary focus as the analytical models and processes are fine-tuned.

- o Staff two incremental FTE positions (BI/Database Developer and a mid-level Applications Developer) in FY 19 to accommodate data needs arising from expansion of ESE@RBC and BI requirements to support process initiatives: 2 FTE in FY19 - \$252,000 (salary and benefits).

High-performance business processes are key differentiators between good and great institutions. The primary way of reaching the “great” pinnacle is to execute business processes with maximum efficiency and effectiveness, and to make the smartest decisions possible.

4. Faculty & Staff Compensation

As part of an overall focus on improving the campus culture and workplace environment, in December 2017, RBC employees had an opportunity to participate in a workplace climate survey. The College seeks to utilize employee feedback from this survey to implement changes that will advance the college’s workplace culture. This will allow us to establish a competitive position with peer institutions with whom we compete for talented faculty and staff. The RBC workplace climate survey identified compensation as a top concern. To address this, the College will engage in total compensation studies for instructional faculty, administrative & professional faculty, as well as classified staff. The objective is to understand the fairness and competitiveness of our faculty and staff compensation in an effort to attract, retain, and motivate highly qualified employees to advance the College mission and strategic goals. Through

these compensation studies, the College will design compensation programs that are sustainable and equitable for the future, encourage retention, and avoid salary compression. Institutions often are unable to absorb the cost implications of a revised structure in one year so the goal is to appropriately realign RBC faculty and staff pay over time. Salary increases will likely include both an across-the-board percentage increase and a merit component based on annual evaluations.

5. Mission Aligned Academic Portfolio

Promise Scholars Program

The presidents of RBC and W&M signed an MOU in November 2017 creating the Promise Scholars program, designed to ease transfer for high-ability, Pell-eligible students from RBC to William & Mary. The program will provide William & Mary courses and faculty at Richard Bland, scholarship funds, guaranteed housing, peer-to-peer support and mentorship to eligible students who have committed to transferring to W&M. William & Mary has selected six Promise Fellows, and beginning Fall 2018, one of these faculty members will travel to the RBC campus to teach one of W&M's COLL courses each semester, giving these students the opportunity to participate in W&M's core curriculum and fulfill several transfer requirements required for cost containment and timely graduation.

Work College Model Development

In FY 19, RBC will complete the discovery phase of a Work College model initiative focused on providing students with hands-on experiential learning through a guided work experience that is supplemental to their regular studies. RBC will explore opportunities to create a college environment where students, with proper supervision and training and using private and public sector partnerships, will obtain relevant skills while at the same time covering most, if not all, of the cost of their education. A pilot program with 20 - 50 students will be launched in FY 20.

RBC will utilize the existing Statesman Scholars program to reduce the cost to Virginia students with high-need and high potential. Currently, Statesman Scholars who are Federal Pell Eligible and have a high school GPA above a 3.5 are awarded a total financial aid package that includes federal, state, and institutional support. For these students, the College packages grants and scholarships cover up to 80% of total out-of-pocket costs. Of this population, the College would select a pilot group of students who would receive the remaining 20% as institutional work-study, making College free for this population.

In conjunction with private sector partnerships and RBC guided projects, students participating in the pilot would be employed in the areas of data analysis, logistics, project management, hospitality and other high-demand fields with professional growth in such sectors as a key

objective (\$50,000 in FY 19, \$100,000 in FY 20). To ensure that skills and experiences are relevant to the workforce, RBC will create a Business Council that meets at least two times each year to create a direct business link. RBC will also convene work sessions so that staff and faculty can hear directly from business leaders about the workforce needs of the region and state.

Dual Enrollment

Effective pathways for high school students to earn college credit and reduce overall college costs has become increasingly important as demonstrated by legislation passed by the General Assembly in 2018. It is more important than ever that institutions run quality programs that can meet the needs of the Commonwealth's school districts.

With the passing of House Bill 3, additional administrative burden will be placed on RBC's already small staff, risking losses in capacity in order to maintain quality and effectiveness. A study done by the VCCS indicated that the cost of running a quality dual enrollment program is approximately \$80 per credit hour per student. While maintaining current levels of service, RBC would like to investigate more efficient and cost effective models for providing dual enrollment coursework to our primary feeder schools without passing the increased cost to students or their families.

BANNER (ERP) Replacement – Project Canceled

In FY 2018, Richard Bland College (RBC) began a preliminary project to identify a replacement Enterprise Resource Planning (ERP) system because the existing platform, Ellucian Banner, is costly, inflexible and inappropriately scales to RBC. We requested funding for the costs associated with that replacement system. Since that time, William & Mary and RBC have signed a Memorandum of Understanding (MOU) with the charge of exploring shared services and other options for increased collaboration.

In accordance with the MOU, dated November 15, 2017, Richard Bland College agrees not to shift from the existing ERP because the move to a different system would make integration of financial reporting with William & Mary cumbersome. For this reason, RBC has removed this initiative from the institution's 6-year plan.

C. Evaluation of Prior Six-Year Plan

SEM Plan: During the 2017 & 2018 Biennium, the College continued the implementation on a Strategic Enrollment Management (SEM) plan that increased student headcount to 2,256 (well above the FY 19 target of 2,000), and 1,342 FTE toward a target of 1,500.

Centralized One-Stop: In 2017, the College fully implemented a new Exceptional Student Experience program that goes well beyond centralized services. This model assigns a caseload of

students to a Learner Mentor who becomes a primary point of contact and an advocate for the student throughout the learner journey. The program is still in its infancy, but early results are promising.

Learning Outcome Culture: The College completed its 5th Year Interim Report to SACSCOC in 2015 and a monitoring report in 2016. A second monitoring report was submitted in Fall 2017, and in December 2017, RBC was removed from monitoring with no further follow up required. A broad-based, course-level learning outcomes assessment program is now in place for all courses. Further, RBC is now assessing program-level outcomes for all identified curriculum goals in all programs at the College. The intent is to build learning outcomes assessment processes to ensure that course-level outcomes roll up into department-level outcomes, which roll up into program-level outcomes. Richard Bland College is currently going through SACSCOC reaffirmation as a member of the class of 2019. The Compliance Certification Report has been successfully completed, with the onsite review taking place in October, 2018.

Academic Portfolio: The College was approved by the Department of Education as an "Experimental Site" for Prior Learning Assessment and Competency Based Education (CBE) Credit (1 of only 3 colleges in Virginia). A recent redesign of the Associate of Arts curriculum and repackaging of the Associate of Science degrees have facilitated the delivery of CBE. The General Education core will require an e-Portfolio for all students. Students will have the opportunity to utilize portfolio assessments to receive credit without having to complete an entire 3-credit hour course. This will eliminate so-called "momentum blockers" that students experience when taking a class in which they have already mastered some or all of the content. Students can bridge the gap with online content toward the College's Associate Degrees.

The College has expanded online course offerings with the Associate of Business degree and Associate of Science available online, providing students the convenience they need to successfully complete a degree or certificate. The College has also implemented certificates of Liberal Arts, Project Management and Logistics, all of which can be obtained through distance learning.

Resource Alignment: Between 2012 and 2016, the College underwent an extensive re-organization to reduce administrative expenses and to reinvest in the core academic program of the institution. In FY 16 and 17, the investment focused on the Exceptional Student Experience, an innovative and highly promising student-success model. It also focused on strengthening core back office functions, an effort that will continue in order to achieve financial stability.

D. Tuition Rate Increases

After an extended period (20+ years) in which the College virtually froze tuition and fees at rates that were woefully insufficient to support basic operations and compliance, let alone keep up

with inflation, tuition/fee increases accomplishes two things. First, it brings the College into alignment with other residential colleges that provide robust student support services to promote student success, including the innovative ESE@RBC program. It also advances institutional effectiveness and compliance, providing necessary funding for baseline administrative support as dictated by best practices and the increasing volume of reporting required by state and federal entities.

Given the additional funds allocated by the General Assembly in the FY 19 budget and the current political environment, we do not intend to increase annual tuition more than 3%-5% for each year of the next biennium. This represents \$8 per credit hour at 3% and \$10 per credit hour at 5%.

Financial Aid

The College currently allocates \$91,872 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 (waivers) to advance SEM goals and to assist the high-need student demographic, which is increasing. The utilization of unfunded scholarships (waivers) will allow the College to assist more students by awarding additional institutional scholarships.

E. Contributions to Economic Development

The College is an economic driver in the depressed Petersburg region. According to a recent study by the Weldon Cooper Center at UVA, College expenditures in FY 2015 had an employment effect of 255 personnel and generated \$14 million in state GDP and \$1 million in state revenues. These estimates include the direct economic effect of college-related spending, as well as the economic indirect and induced effects (i.e., multiplier effects) that result from purchases and payroll turnover when money changes hands in the state economy. Human capital improvements are estimated to contribute a present value of \$7 million in GDP and approximately \$1 million in state tax revenue. The total economic contribution resulting from RBC operations during FY 2015 was \$21 million in GDP and total state tax.

Academic programming developed in response to high demand fields like logistics and project management have been added in recent years. The College is actively engaged with regional Chambers of Commerce, the Crater Planning District Commission and Petersburg Area Regional Tourism, providing a venue for their events as well as student and employee volunteers. The College's Pecan Festival, which attracted more than 12,000 visitors to campus last fall, generated significant tourism dollars for the Petersburg region. The Comprehensive Economic Development Strategy (CEDS)—a federal program—contributes to effective economic

development in America's communities and regions through a locally-based, regionally-driven economic development planning process. The College is represented on the Petersburg Chamber of Commerce, the Hopewell/Prince George Chamber of Commerce, the CEDS board and other economic development entities in the region. Additional opportunities to stimulate economic development in the surrounding region through community involvement and partnerships with Virginia's Gateway Region and Crater Planning District Commission are currently being explored.

F. Capital Outlay

The College's Board of Visitors approved priorities for the institution's six-year plan, including the following items, as part of the FY16–18 Biennium.

Construct/Renovate: Academic Innovation Center/Library Expansion
\$12,421,253 GF

Approved for detailed planning during FY 2018, the project provides an expanded concept of the library as a modern tool for fostering innovation in scholarship while also providing renewed space for study and collaboration. The Center for Teaching & Learning will provide a unique cultural center that inspires, supports, and contextualizes users' engagement with scholarship. A flexible, equipped space will inspire connected learning for a networked world through faculty development, student engagement, communities of practice, and technology-enhanced active learning. A renewed building filled with natural light, innovative media and displays of artwork and views of campus will engage imaginations and inspire conversation and reflection. This plan calls for approximately 10,000 sq. ft. of library resources, 7,000 sq. ft. of Information Technology Services and data center and 7,000 sq. ft. for academic innovation and training. A new elevator will be necessary to meet ADA requirements and to accommodate the change in space design.

Redundant High Speed Internet Connection
\$500,000 GF

Richard Bland College presently operates with single point of failure through its existing high speed internet connection. With more hosted services utilized by the college, student online interaction with campus services and a growing portfolio of online courses, a second high speed internet connection is essential to mitigate risk of an outage caused by provider issues or physical line loss. A critical failure of internet service would essentially close the campus until resolution, which could have a high impact on student success and revenue. Installation of the new line is estimated at \$500,000. The annual subscription cost of the redundant high speed internet service will run approximately \$50,000. RBC has been exploring broadband expansion with Dinwiddie County through the Tobacco Commission.

*Instructional Technology Update
\$486,000 HEETF*

Instructional technology deployed in McNeer Hall is approaching end-of-life. Costs estimated to install current, supported instructional technology is \$18,000 per classroom. With 27 classrooms in McNeer Hall, a \$486,000 investment is necessary.

*Backup Generators for buildings lacking electrical backup resources
\$600,000 GF*

Four buildings critical for college operations lack a backup generator. The estimated one time capital costs to acquire, install and configure all four of these incremental generators is \$600,000. Annual maintenance agreements for these incremental devices is estimated at \$4,000.

G. Restructuring

Richard Bland College is steadily building its administrative capacity to either restructure to a Level II institution in the next two years, or to become a part of William & Mary's Level III structure during their next renewal cycle as authorized by the legislation approved in the 2019 FY budget. In the interim, RBC seeks the ability to do the following in some structured capacity independent of the Level I institution requirements.

- 1. Procurement.** In an effort to better manage RBC's limited resources (both personnel and fiscal) and create efficiencies by leveraging an already proven concept and pre-approved set of contracts, RBC seeks to use VASCUPP (Virginia Association of College and University Procurement Personnel) contracts without additional approval from the Department of General Services (DGS).
- 2. Tuition Management.** Given the fluctuations in state funding and declining growth in overall state support over the last decade, it is essential to Richard Bland College's health that the Board of Visitors maintain the ability to set tuition and fees for its students. The Board of Visitors is uniquely positioned to understand the institution's operational model, financial needs, and market position relative to peer institutions both within and outside of the Commonwealth.
- 3. Carryforward of E&G Funds.** The College's ability to carry forward E&G funds from year to year is essential given the uncertainties of state funding and the volatility of higher education markets. Institutions must be able to manage funds prudently without fear of penalty if they spend less than budgeted in a given year. With that assurance, institutions can more effectively manage and establish reasonable reserves to ensure they remain financially solvent during economic downturns and do not have to seek additional state support or burden students with additional costs to cover those gaps.

**RICHARD BLAND COLLEGE
RESOLUTION TO REVISE THE CODE OF ETHICS OF RICHARD BLAND COLLEGE**

WHEREAS, Richard Bland College is committed to an environment of integrity and ethical behavior; and

WHEREAS, Richard Bland College seeks to make its policies more consistent with William & Mary, including the Code of Ethics; and

WHEREAS, the Code of Ethics of Richard Bland College, in conjunction with the College's Mission and Vision, guide the College's strategic planning; and

WHEREAS, the Code of Ethics of Richard Bland College was last revised by the Board on April 17, 2009; and

THEREFORE, BE IT RESOLVED, That upon recommendation of the President of Richard Bland College of William and Mary, the Board of Visitors approves the proposed revised Code of Ethics of Richard Bland College, a copy of which is attached hereto, and approves the appropriate revision of text related to the College's Code of Ethics, where appropriate, including but not limited to text in Article XII Section B of the Bylaws of the Board of Visitors and in the Richard Bland College Policy Manual.

THE RICHARD BLAND COLLEGE CODE OF ETHICS

At Richard Bland College of William & Mary ("College" or "RBC"), we are committed to ethical and lawful behavior in all College activities. Likewise, every member of the College community—employees, students, volunteers, contractors, and agents—is expected to obey all applicable laws, regulations, and policies, and to report any illegal or unethical action so that the College can investigate and take corrective steps as appropriate.

All Richard Bland College employees are expected to embrace the principles of our Code and:

1. Perform work responsibly and well for our students and other stakeholders.
2. Treat all people with dignity and respect.
3. Act with integrity in all interactions on campus and when representing the College off campus.
4. Ensure ethics in our business activities, safeguarding confidential information, avoiding conflicts of interest, and safeguarding College resources.
5. Accurately represent the mission, values, and accredited status of the College at all times.

**RICHARD BLAND COLLEGE
RESOLUTION OF APPRECIATION
HAYS T. WATKINS, JR. AND BETTY WRIGHT WATKINS**

WHEREAS, Hays T. Watkins, Jr. and Betty Wright Watkins have been steadfast advocates, ambassadors and benefactors in support of Richard Bland College of William and Mary, embracing and supporting the College's mission to make high quality educational programs and college credentials accessible to every member of the Commonwealth's diverse citizenry; and

WHEREAS, Hays and Betty Watkins are widely lauded and renowned for their longstanding, demonstrated commitment to the College of William and Mary, Richard Bland College and higher education, acting with the utmost wisdom, integrity, compassion and vigor to strengthen and improve the overall quality of learning and life for every Virginian; and

WHEREAS, Hays T. Watkins, Jr. served on the William & Mary Board of Visitors from 1984 to 1993, serving in the leadership role of Vice Rector from 1985 to 1987 and as Rector from 1987 to 1993; and

WHEREAS, Hays and Betty Watkins have directly contributed to the success of Richard Bland College through their faithful annual giving since 1994, including a major gift to *The Future of Richard Bland College* capital campaign, the College's first capital campaign that funded the construction of Residence Halls and an Athletic Complex; and

WHEREAS, in 2018 Hays and Betty Watkins contributed a leadership gift of \$1,000,000 in support of *Promise Scholars*, a comprehensive four-year program providing a pathway for high-achieving Richard Bland students who meet program requirements to graduate from William & Mary with little or no debt; and

WHEREAS, through extraordinary civic and corporate stewardship, Hays and Betty Watkins have consistently demonstrated the exponential power of service, volunteerism and philanthropy to uplift and transform a community and its people; and

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President of Richard Bland College, the William and Mary Board of Visitors extends appreciation to Hays T. Watkins, Jr. and Betty Wright Watkins for their extraordinary generosity in support of Richard Bland College and the Watkins Promise Scholarship.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same delivered to Hays and Betty Watkins.

**RICHARD BLAND COLLEGE
RESOLUTION TO APPROVE THE COLLEGE SUCCESSION PLAN**

WHEREAS, Code of Virginia §2.2-1209 directs public institutions of higher education to prepare succession plans for presentation to their boards of visitors and to share copies with the Commonwealth Department of Human Resource Management; and ("DHRM"); and

WHEREAS, DHRM developed a succession plan template with a focus on key personnel, executive positions, and those nearing retirement; and

WHEREAS, the College's Office of Human Resources worked with key leadership to identify factors that may have an impact on talent requirements and operational continuity; and

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President of Richard Bland College of William and Mary, the Board of Visitors approves the submission of the College's succession plan to DHRM.

BE IT FURTHER RESOLVED, that the Board of Visitors requests periodic updates to the College succession planning process.

**RICHARD BLAND COLLEGE
APPOINTMENT TO FILL VACANCY IN THE
INSTRUCTIONAL FACULTY**

Vacancies in the Instructional 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 this position:

CELIA BROCKWAY, Assistant Professor of Music, Effective August 10, 2018:

M.A., Music, University of Iowa, 2013

B. A., Music, Marietta College, 2011

Richard Bland College of William and Mary:

 Instructor of Music, 2016 – 2018

 Adjunct Instructor, Music Appreciation, 2014 - 2016

Virginia Opera:

 Chorus Member, 2016 – 2017

Virginia Chorale:

 Singer, 2013 – 2017

Voice Teacher, self-employed, 2010 – 2017

Virginia Cooperative Extension:

 Extension Agent for 4-H Youth Development, 2013 – 2015

**RICHARD BLAND COLLEGE
APPOINTMENT TO FILL VACANCY IN THE
PROFESSIONAL FACULTY**

Vacancies in the 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:

DAMIEN WESTFIELD, Head Men’s Soccer Coach/Instructor of Communications, effective May 7, 2018:

- Ph.D., Human Sciences; Leadership Studies, University of Nebraska-Lincoln, 2010
- M.A., Communication Studies, Bellevue University, 2007
- B.A., Organizational Communication, Creighton University, 2004
- A.S., Recreation and Leisure, Young Harris College, 2002

Young Harris College, 2015 - 2018:

- Volunteer Men’s Soccer Assistant Coach
- Adjunct Assistant Professor of Communication Studies

Truett-McConnell College, 2011 - 2015:

- Head Men’s Soccer Coach
- Assistant Professor of Leadership and Communication Studies

Century Converting Recycling:

- Assistant Manager/Supervisor, 2004 – 2010

Elite Summer Camp Soccer Coach:

- Clemson University, 2016 – 2018
- Mercer University, 2016 – 2018
- Emory University, 2016 – 2018
- North Carolina State University, 2017
- East Tennessee State University, 2017
- Lander University, 2017
- Air Force Academy, 2015
- Creighton University, 2002 – 2010

Head Soccer Coach:

- Lanier Sharks, Boys U16 and U17, 2013 – 2016
- Omaha FC Academy, Boys U9 and U14, 2010
- Nebraska FC, Assistant, Boys U15, 2010
- Bellevue West High, 2006 - 2007



Richard Bland College
of WILLIAM & MARY

PROGRESS REPORT
September 2018

Dr. Kenneth O. LaTessa
Acting Provost

Academics

Director of Academics

Dr. Mary Gurnick, Professor of Chemistry, has assumed the role of Acting Director of Academics in 2018-19 to ensure appropriate oversight of academic departments, programs and services. In response to a recommendation from the Search Committee for Provost, President Sydow has charged the Academic Standards Committee of the Faculty Assembly to review the current structure for academic administration and to recommend changes, as appropriate, on the basis of best practices and optimal effectiveness and efficiency.

Pharm. D. Agreement

On July 18, 2018, Richard Bland College and Shenandoah University signed an articulation agreement that allows five RBC students to transfer to Shenandoah's four-year Doctor of Pharmacy (Pharm.D.) curriculum each year. As per the agreement, Shenandoah will give priority admission to RBC students who score in the 50th percentile or greater on the Pharmacy College Admission Test (PCAT), earn a 3.2GPA or above (overall and in prerequisite courses) and complete a successful interview, along with completing all other admission requirements. Discussions are now underway to develop a similar agreement for Shenandoah University's Nursing program.

Athletics

Under Acting Director of Athletics, Scott Newton, the RBC Athletic Department has had a successful start to the academic year. 81 student-athletes are participating in sports programs: men's basketball (15), men's soccer (25), men's golf (4), women's softball (20), women's volleyball (17).

The men's soccer team, led by first-year head coach Damien Westfield, started 5-0-1, and they have not allowed a goal this season to date. Mr. Ethan Patrick joined the team as a part-time assistant coach.

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The second season of the volleyball program at RBC has been exciting with the Lady Statesmen participating in NJCAA Division I and beginning the year at 8-4. The team enjoyed a recent win at the Eagle Invitational Tournament at Wake Tech. Part-time Assistant Coach Sami Page was added to help Coach Scott Newton with the team. Bryant Marks is serving as a volunteer assistant.

The Athletics Department also added part-time Assistant Basketball Coach, Raheem Martin and part-time Assistant Basketball Coach/Sports Performance Coach, Vince Thibodeau.

Celia Brockway, Assistant Professor of Music, has been reappointed as the Faculty Athletics Representative and will continue to chair the Faculty Committee for Student Athlete Success.

Enrollment Management

Fall 2018 Enrollment

Final census numbers for Fall 2018 enrollment (excluding dual enrollment) are summarized in Table 1, along with a side-by-side comparison of Fall 2017. Credit hours increased by 5.1% while student body headcount went up 4.4%. Approximately 25-30 students who had confirmed for the fall semester deferred to the spring. The GPA of the entering class is 3.14

Table 1: Fall 2018 vs Fall 2017 Enrollment

	Credit Hours			Headcount		
	2018	2017	% Change	2018	2017	% Change
Continuing	5,969	5,211	14.5%	462	399	15.8%
New	5,967	5,757	3.6%	410	403	1.7%
Re-admit	308	442	-30.3%	32	46	-30.4%
Transfer	368	518	-29.0%	29	42	-31.0%
High School Programs	517	564	-8.3%	35	37	-5.4%
Total	13,129	12,492	5.1%	968	927	4.4%

The impact of changes in admission standards continues to have a positive effect on retention rates. The Fall-to-Fall retention rate for the 2017 cohort of first-time students (graduates excluded) dramatically increased to 61.9%, surpassing Richard Bland's highest rate of 58.5% achieved with the 2013 cohort.

Promise Scholars

The inaugural Promise Scholars cohort consist of 11 sophomores and 15 freshmen. Sophomore students are enrolled in Dr. Iyabo Osiapem's COLL 100 course, focusing on Rastafari. Freshmen students are participating in the Honors Program curriculum, which has program goals of critical thinking, independent research, interdisciplinary learning, and engagement. In addition to their course work, all Promise Scholars are offered supplemental educational opportunities. The first such program takes place September 21st when these students travel to James Monroe's Highland. In November students will be guests at William & Mary's Student Academic Festival. Efforts are ongoing to engage these students in more activities with W&M faculty and at W&M; therefore, additional supplemental educational experiences are planned for the

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spring semester. Promise Scholars are also involved in the ASPIRE Living & Learning Community in Residence Halls, which offers programming focused on student success and service learning.

Recruitment for the fall 2019 Promise cohort is currently underway. On October 20, the Promise Scholars program will be a featured highlight of the Fall Open House at RBC. New promotional materials, an interest form, and application will be released to the Promise Scholars website prior to October 1.

2019-20 Recruitment Efforts

Fall 2019 recruitment efforts are well underway with the counselor travel season beginning in September. The Office of Admissions has scheduled over 150 high school visits throughout the state, with a goal of doubling the 110 visits made last year. Region and high school targets have been derived from last year's applicant and enrolled student data. Additionally, Richard Bland will host two on-site admissions days with participation from primary feeder schools, including Matoaca, Dinwiddie, Colonial Heights, Petersburg, Hopewell, Prince George and Sussex.

Richard Bland College has renewed the marketing agreement with Whiteboard Higher Education for application development. Last year, results showed a 29% match rate for students who applied to the college through the Whiteboard search. For students engaging with targeted marketing campaigns, the match rate was even higher at 44%. This year's campaign, which involves both junior and senior search, is comprehensive and includes a generous series of electronic and printed outreach.

Information & Technology Services

On July 2, 2018, Richard Bland College went live with the production instance of Banner 9. All functional units are actively using the upgraded system. The final steps in the migration project involve the upgrade of the Oracle database system to version 12 and then decommission of the Banner 8 instance. The project is on track to complete at the end of October.

After several attempts to bring the system online, Student Success and Information & Technology Services made the decision to end the relationship with Nuro Retention and temporarily revert back to Dropout Detective as the case management system for student support and retention efforts. The inability of the software vendor to follow through with promised outcomes and functionality drove the decision. Investigation of new comprehensive systems that can help support objectives for the Exceptional Student Experience are underway.

The College continues to struggle with the implementation of a system for online proctoring, a system that is required for SACSCOC reaffirmation. The procurement of Examity, our selected platform, has been delayed because of a VITA program called ECOS requiring that Tier 1 institutions submit to scanning of software as a service (SaaS) platforms that transfer personally identifiable information (PII). The cost of the service will be approximately \$12,000 per year for a solution costing about \$5,000 per year. Richard Bland College is currently in discussions with Radford University, the originator of the VASCUPP contract with Examity, to determine if an agreement can be made that would allow us to use their institution as the agency of oversight for the system. If a solution is not in place by our SACSCOC site visit in October, it is highly likely

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that the College will be cited for non-compliance. The ramifications of this issue will continue to cause trouble in the future as systems and platforms currently utilized at RBC come up for renewal.

Student Life

Exceptional Student Experience

Rhonda Lubbe, Executive Assistant to the Provost, will be transitioning in the coming months into a new role as Program Manager for Strategic Initiatives. This role will report directly to the Provost and work closely with a cross-functional team of professionals to develop, implement, direct and oversee special projects to support Richard Bland College's strategic priorities. Mrs. Lubbe's first assignment will focus on detailed development of a long-range plan for the Exceptional Student Experience program, ensuring that objectives are clearly outlined and metrics for success are developed and assessed.

The Exceptional Student Experience program—inclusive of learner mentors staff—has been reorganized under the leadership of Dr. Corey Scott, Assistant Provost for Student Life, whose expertise in student development is expected to enhance program development going forward. In partnership with the Program Manager for Strategic Initiatives, as well as other key functional units, the program is going through an evaluation process that will enable RBC to enhance the student experience by focusing on strategic interventions that are driven by data points and success metrics that are monitored continuously and at different levels. Additionally, Dr. Scott has been asked to lead a new Academic Resources unit that centralizes ADA, tutoring, writing center, testing center and study abroad, all key aspects of the Exceptional Student Experience, for consistency and continuity with the overall strategic objectives of ESE@RBC.

The newly renovated Commerce Hall has become the home of the learning community named CHOICE (Creating Holistic Opportunities in the College Environment). The collaborative program focuses on college readiness and includes an interdisciplinary curriculum, required study hall, 1-on-1 mentoring and a dedicated live-in program director. Although open to any student interested in a structure environment, a pilot was launched that allowed new students with a 2.0 – 2.49 GPA to be provisionally admitted to RBC with a commitment to join in the program. The pilot cohort is made up of 50 students.

Ms. Carol Kelejian
Director of Institutional Research

Institutional Effectiveness

Reaffirmation of Accreditation

In May 2018, RBC received the Off-Site Reaffirmation Committee's findings based upon their review of the Compliance Certification Report. The Off-Site Committee found the College to be in compliance with 61 of the 72 Principles of Accreditation, a result that SACSCOC Vice President Stephanie Kirschmann described as very positive. The College has since prepared and submitted a Focused Report to address the findings of non-compliance. Our thanks and appreciation go to Rector John Littel and members of the Board of Visitors for their assistance with Standard 4.2.g related to Board self-evaluation.

SACSCOC has appointed the On-Site Reaffirmation Committee. Chairing the On-Site Committee will be Dr. Robert Boehmer, President of East Georgia State College in Swainsboro, Georgia.

Other members of the On-Site Committee are:

- Dr. Paul Fowler (Louisiana State University at Eunice; Eunice, LA)
- Dr. Kimberly Gold (Robeson Community College; Lumberton, NC)
- Mr. Ralph Johnson (Delgado Community College; New Orleans, LA)
- Dr. Lisa Harper (Tyler Junior College; Tyler, TX)
- Dr. Damon Kennedy (Midland College; Midland, TX)
- Ms. Toni Sacry (Robeson Community College; Lumberton, NC) – observer

The Lead QEP Evaluator is Dr. Heather Hollimon, Associate Professor of Political Science at Brenau University in Gainesville, Georgia. SACSCOC Vice President Stephanie Kirschmann will serve as the Commission's staff representative for the reaffirmation visit.

On August 30, 2018, the completed Focused Report and the RBC Quality Enhancement Plan were mailed to the Commission and to members of the On-Site Reaffirmation Committee who are scheduled to conduct their review on October 15-18, 2018.

September 26-28, 2018

Dr . Tyler Hart

Acting Chief Development Officer

Major Gifts

The Development Team closed out FY 2018 on a high note by securing the largest donation the college has ever received, a \$1 million pledge by Hays and Betty Watkins to create the Hays and Betty Watkins Promise Scholarship. Earnings from this endowment will be used to create scholarships to support students who are Pell-eligible, Virginia residents who intend to transfer to William & Mary after completing two years at Richard Bland. This gift serves as an endorsement of the MOU signed in November, 2017, to create the Promise Scholars pilot program, and it will go a long way toward supporting the program's long-term success.

A naming ceremony to establish the new Hays and Betty Watkins Promise Scholarship is planned for September 19, 2018. In addition to expressing appreciation to Mr. and Mrs. Watkins for their extraordinarily generous gift, the event will also allow for a meet-and-greet with W&M President Katherine Rowe.

Mary Morton Parsons Library and Café Renovation

Thanks to a successful mini-campaign (\$150,000) and a matching grant from Mary Morton Parsons, the Library and Café underwent a major facelift prior to the return of students and faculty this fall. Students continue to make this building the "hub" of campus, and we have heard very positive feedback from students about the new Café layout and a brighter, warmer environment in the Library.

Total Giving

Total giving to the Richard Bland College Foundation increased 322% in FY 2018, inclusive of the \$150,000 from Mary Morton Parsons Foundation for the Library Building Project and \$500,000 of the \$1 million commitment to create the Hays and Betty Watkins Promise Scholarship endowment fund.

Fiscal Year	Annual	Endowment	Other	Total
2015	\$83,453	\$73,003	\$51,075	\$207,532
2016	\$62,711	\$31,668	\$24,455	\$118,834
2017	\$75,180	\$79,856	\$76,500	\$231,536
2018	\$101,592	\$656,974	\$247,400	\$1,005,966

Mr. Eric Kondzielawa
Director of Operations & Capital Assets

Café and Library Renovation

Construction began on May 15, 2018. Completed August 16, 2018 on time and under budget. This phase of the project was funded through a \$300,000 gift from the RBC Foundation that includes a \$150,000 grant from the Mary Morton Parsons Foundation.



Commerce Hall Renovation

The \$4.2 million Commerce Hall (formerly HSS) renovation project is complete, and students from the CHOICE living-learning community have moved in. Commerce Hall houses 73 students. This project came in on time and under budget.

Auxiliary Services

Through the leasing of Residence Halls/ Campus facilities, the Richard Bland Foundation golf tournament, as well as weddings and event rentals, Auxiliaries has netted revenue in excess of \$67,000 this fiscal year to date. Additional auxiliary revenue will come from bookstore commission, vending commission, residence halls, and dining services as the fiscal year progresses.

Mr. Jeffrey Brown
Director, Campus Safety & Police

Police

The Department used the summer months to review and update policies specific to campus safety. Several policies were amended or developed to include:

- Campus Parking, Vehicle Registration and Traffic Rules
- Missing Persons
- Weapons
- Open Flames on Campus
- Lost and Found Center and Unclaimed Property

Active Shooter training and functional scale exercise was completed in July. Several College staff members participated in the exercise.

The Department applied for and received a \$1,000 grant from Walmart to purchase equipment for active shooter training.

Commerce Hall – With the opening of a new residence hall, several concerns were addressed to ensure the safety of the residents:

- Security cameras (x11) were installed
- Alertus beacons were installed (x7)
- Campus Safety Officers (CSO) were hired and trained to perform front desk security.
- The new hall is located in Prince George County. New processes were established for bringing criminal violators through the criminal justice system (different magistrate, court system and jail).

Library and Café renovations included enhanced security measures, to include installation of four new security cameras.

Compliance presentations on the Clery Act and Title IX were presented to students, faculty and staff during the month of August.

The Department promoted the College ID and parking decal program and made them available to faculty, students and staff in the renovated library space during the first two weeks of classes.

RICHARD BLAND COLLEGE
2017-2018 Budget Update June 30, 2018

Note:	REVENUES	Original FY18 Budget	Adjustments to Budget	Revised FY18 Budget	FY18 Actuals as of 6/30/18	ACTUAL TO REVISED BUDGET
	Tuition & Fees	4,269,750	-	4,269,750	\$ 3,731,678	87.4%
2	Auxiliary Charges (Room, Board, Fees)	5,483,148	-	5,483,148	\$ 4,129,079	75.3%
1	State GF Appropriations	6,550,112	281,023	6,831,135	\$ 6,831,135	100.0%
	Prior Year GF Carry Over	-	536,991	536,991	\$ 536,991	100.0%
	Total Revenues	\$ 16,303,010	\$ 818,014	\$ 17,121,024	\$ 15,228,883	88.9%
Note:	EXPENDITURES	Original FY18 Budget	Adjustments to Budget	Revised FY18 Budget	FY18 Actuals as of 6/30/18	ACTUAL TO REVISED BUDGET
	Salaries & Wages	8,744,593	-	8,744,593	\$ 8,063,325	92.2%
	Fringe Benefits	2,808,538	-	2,808,538	\$ 3,213,574	114.4%
	Capital Lease Residence Halls	1,293,690	-	1,293,690	\$ 909,509	70.3%
2	Information Technology	949,049	-	949,049	\$ 460,009	48.5%
	Maintenance and Operations	1,600,000	-	1,600,000	\$ 1,777,124	111.1%
3	Other	550,000	-	550,000	\$ 707,539	128.6%
	Total Expenditures	\$ 15,945,870	\$ -	\$ 15,945,870	\$ 15,131,080	94.9%

Notes:

- 1 Adjustment to budget reflects General Fund Central Appropriations for salary actions, fringe benefit rate changes and related items.
- 2 Actual revenue reflects lower room occupancy and meal plan participation than expected.
- 3 Other includes one-time expenditures for SACS Reaccreditation, temporary staffing and skilled services for non-capital projects such as the soccer field and kitchen renovations. Additionally, the spring 2017 book voucher bill was paid in July 2017.



Richard Bland College
of WILLIAM & MARY

**REPORT OF THE RBC FACULTY REPRESENTATIVE
SEPTEMBER 2018**

Dr. Matthew Smith

W&M Board of Visitors, RBC Faculty Representative

IMPACT: Improving Mental Power and Critical Thinking

The RBC Quality Enhancement Plan (QEP) has been submitted to SACSCOC as part of the reaffirmation process. The QEP topic selection and plan development involved significant broad-based institutional input, under the guidance of the QEP Steering Committee (QEPSC) and its chair, Dr. David Morgan (Physics & Astronomy). The QEPSC will give a brief overview of the QEP at the September meeting of the Board.



The executive summary for IMPACT, provided below, provides a succinct overview of the QEP.

Mission Statement

The Richard Bland College QEP will focus on improving the critical thinking skills of its students by promoting curricular and pedagogical innovations in the classroom, better assessing students' higher-order thinking and metacognitive abilities, and developing a college culture of engaged reflection and dialog, with the aim of better preparing its graduates for baccalaureate study and beyond.

This intensive focus on critical thinking and the associated pedagogical innovations inspired by the QEP will directly support the College's stated mission "[t]o 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." These new curricular efforts also support several specific goals of the RBC-19 Strategic Plan, including to "facilitate and inspire learning through proven and innovative teaching and support methodologies", to "modify existing and create new curricula to provide the right and best portfolio of academic program offerings", and to "serve as a beta site for innovative solutions in higher education instruction, academic support and management."

The selection of "critical thinking" as the QEP topic was informed by a multi-phase process that involved faculty, staff, and students at the college. The topic represents a strongly-identified instructional need at RBC. It was one of a small number of topics that 100% of faculty survey respondents ranked either "important" or "very important", and it received a clear majority vote in the final topic selection ballots.

The QEP Task Force worked with academic departments and the Instructional Programs and Curriculum Committee to draft language for student learning outcomes related to critical thinking. The QEP's five learning outcomes encompass such skills as clearly articulating a question or issue, evaluating sources of information, constructing and critiquing logical arguments, and synthesizing information in order to draw informed conclusions.

The five-year QEP plan includes initiatives and actions related to professional development, student assessment, critical thinking pedagogy, course and curriculum design, student learning experiences inside the classroom, and campus culture and events outside the classroom. The execution of the QEP will be guided by the QEP Steering Committee (QEPSC), which will be made up of faculty and staff and chaired by an RBC faculty member. The QEPSC will report to the Provost and work alongside the Institutional Effectiveness Committee in its role of overseeing the SACS reaffirmation process.

New Faculty

We are excited to welcome Professor Celia Brockway as Assistant Professor of Music and Honors/Promise Scholars Coordinator. Professor Brockway began at Richard Bland in 2016 as an adjunct instructor in Music, and shortly thereafter, she created the new MUS 123 Introduction to Rock 'n' Roll course. Professor Brockway currently chairs the Faculty Committee for Student Athlete Success, in addition to her duties as Honor Coordinator. She earned her M.A. in Music (Vocal Performance) from the University of Iowa.

Faculty Updates, Accolades, Honors, and Distinctions

Professor Celia Brockway (Honors/Promise Scholars)

This year's inaugural class of Promise Scholars includes 15 freshmen and 11 sophomores. In addition, there are 53 other students in the RBC Honors Program. Four music students embarked upon a music therapy field trip to Central State Hospital in Petersburg.

Jamie Camp (Communications)

Ms. Camp recently started her doctoral studies in Strategic Leadership through Liberty University.

Professor Dan Franke (History)

In July, Professor Franke represented the College at the International Medieval Congress in Leeds, U.K., with nearly 3,000 scholars of medieval studies in attendance. He organized five conference panels on the theme of "medieval and modern nationalism" with an international

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line-up of scholars from across the world, including India, the UK, Denmark, the US, and Ireland. A conference volume in the journal *The Medieval Globe* is currently in development.

Professor Franke is also collaborating with the William & Mary Institute for Pilgrimage Studies to create a place for a Richard Bland student on the annual Study Abroad Program to Santiago de Compostela.

Faculty Publications and Presentations

Professor Dan Franke

Professor Franke presented a paper at the International Medieval Congress in Leeds, U.K., on the topic of strategy and statecraft in medieval warfare. He also recently had a proposal accepted to a volume from the U.S. Air Force Academy on military leadership, with a planned publication date in Spring 2019.

Professor David McCarthy (History)

Professor McCarthy brings the spying conducted on American citizens by the Central Intelligence Agency (CIA) during the Vietnam War to captivating heights in his first and newly published book, *Selling the CIA: Public Relations and the Culture of Secrecy*. Mired by national criticism, government investigation and damaging headlines, Professor McCarthy describes how the CIA turned to a public relations campaign to rebuild its faltering reputation. Professor McCarthy deftly describes the campaign, designed to project the CIA as an open and accountable agency while placing a positive spin on the secrecy taking place within the organization. *Selling the CIA* expertly spotlights how the agency's success in outmaneuvering Congress, while avoiding public scrutiny, became a direct threat to American democracy.

For more information, please see Professor McCarthy's interview on WTVR:

<https://wtvr.com/2018/07/05/selling-the-cia> or visit the book's page on the publisher's website at <https://kansaspress.ku.edu/subjects/intelligence-studies/978-0-7006-2642-7.html>

RBC QEP Steering Committee Members

Members of the RBC QEP Steering Committee will be presenting a brief overview of the QEP entitled "IMPACT: Improving Mental Power and Critical Thinking" at the RBC Committee meeting of the Board this month. The members of the QEPSC, who have worked tirelessly for the last year to produce an outstanding and IMPACT(full) QEP, are listed below.

David Morgan (Chair)
Dan Zelinski
Daniel P. Franke
Vanessa Stout
Alice Henton

Associate Professor of Physics and Astronomy
Professor of Philosophy & Religion
Assistant Professor of History
Assistant Professor of Sociology
Assistant Professor of English

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Celia Brockway
Shawn Holt
Carol Kelejian
Carly Winfield Baskerville
Cathryn Coffey
Alexis M. Pedrick
Alexis L. Ange

Assistant Professor of Music, Honors Program Coordinator
Professor of Biology, Chair of Natural Sciences & Mathematics
Director of Institutional Research
Reference & Instructional Design Librarian
Learner Mentor
RBC Student
RBC Student



Richard Bland College
of WILLIAM & MARY

**REPORT OF THE RBC STUDENT REPRESENTATIVE
SEPTEMBER 2018**

Ms. Kayla Hand

Renovated Café and Library

- The extensive renovations in the Café and Library were very refreshing to the returning students, particularly the addition of new lighting, furnishings and color. The new space energizing.
- The addition of the Deli and Pizza station are highly popular and to my observation, the more sought after lunch and dinner option.
- The food is also a hit with the students, and they are eating in the Café more instead of their dorms. The new food options are better quality compared to the previous year.
- The Library, from the student perspective, seems much busier with students since the renovation.

Athletics

- The new athletic director is doing an amazing job, and the whole process of transitioning from one athletic director to the next has been very smooth.
- The new head coaches who have been hired for this year bring a new life to the athletic department.
- The new workout coach is exceptional, and we have had zero injuries from workouts, unlike the year before.
- More students are coming to the games to support their fellow athletes.

Dorm Life

- The dorms are bustling this year compared to the previous year. Having more students in the dorms provides the opportunity for other students to find new friends and meet new people.

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- Fellow students have commented positively on the new programs set up in different dorms, such as the Aspire living-learning community.
- The new dorms in Commerce are brand new this year, and I have only heard positive things from other students living there, including my softball teammate.

Academics

- Professors are invested into their students' success and are easily approachable. Office hours are always convenient and accessible, and the small class size makes it easier to build a personal relationship with your professor.
- The support around campus is undeniable. If you feel like you are struggling, the options to get extra help, for example through tutoring, are made known to the students by Learner Mentors, professors or others.
- The writing lab is a student favorite and even though I have not yet sought writing support, given the amount of positive feedback from fellow students and teammates, I will be taking advantage with my next essay.

Quality Enhancement Plan

- As a student, I was very excited to hear about a plan to teach students how to improve critical thinking skills.
- I am hoping the QEP will be able to teach my fellow students how to utilize information that we are given in class to engage in more in-depth learning. The goal is to apply this information in our everyday lives instead of just remembering it for a test or quiz and completely forgetting about it.
- My teachers are already introducing the QEP into classrooms by having us engage in discussions about how we are able to synthesize information obtained from reading and use logic to draw an informed conclusion.
- I believe this program will allow Richard Bland graduates to receive a job that is more secure and higher paying than a typical job because this program is teaching us how to articulate problems and think for ourselves instead of being "copy and paste" types of employees.