Presenters

Dr. Debbie L. Sydow, President
Paul Edwards, Chief Business Officer
VA’S **ONLY** SELECTIVE, RESIDENTIAL 2-YR COLLEGE

- Affordable, reputable gateway to top-ranked universities
- Full-time faculty teach 78% of classes
- Exceptional Student Experience®
- Guaranteed transfer to 45 universities
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.
MARKET DEMAND

ADDRESSING THE SKILLS GAP

- Soft Skills
- Critical Thinking
- STEM
- Project Management / Logistics
- Cyber Security / AI

MULTIPLE ON- AND OFF-RAMPS

- Military Personnel & Veterans
- Dual Enrollment
- Degree Completion
- Competency-Based Education
COST OF DELIVERING QUALITY

Affordable Education

Investment in Infrastructure & Technology:
- anywhere and anytime access;
- improved data gathering and analytics

Improved Student Quality

Investment in Promoting Student Success:
- increasing the academic profile of new admits

Exceptional Student Experience

Customer Service:
- Improving the administrative experience for students and parents

Delivering on RBC-19
RBC-19 FINANCIAL GOALS

OPERATIONAL PLAN → SUSTAINABILITY

Financial STABILITY

Financial STRENGTH

Financial SUSTAINABILITY
• Align Resources with Strategic Plan & Six-Year Plan
• Address APA Audit Recommendations
• Maintain Institutional Support for ESE@RBC & SEM
• Fund the Promise Scholars Program
• Continue to Build and Grow New Revenue Streams
• Drive Quality: Student Profile, Instructional Excellence, Academic Support Programs & Services
• Build Sustainable Financial Infrastructure & Operations
• Build an Adequate Financial Base to Support Mission and Eliminate Structural Deficit
• Provide Competitive Salaries for Faculty and Staff
• Fund Innovation
• Build Financial Reserve
• Design & Finance SEM to Achieve Enrollment Goals
## Annual RBC Student Population Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Headcount</th>
<th>Annual FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013/14</td>
<td>1738</td>
<td>1017</td>
</tr>
<tr>
<td>2014/15</td>
<td>1815</td>
<td>1039</td>
</tr>
<tr>
<td>2015/16</td>
<td>2649</td>
<td>1257</td>
</tr>
<tr>
<td>2016/17</td>
<td>2807</td>
<td>1328</td>
</tr>
<tr>
<td>2017/18</td>
<td>2874</td>
<td>1264</td>
</tr>
</tbody>
</table>
STUDENT PROFILE

- Student Enrollment: 2,395
- Acceptance Rate: 58%
- Student/Instructor Ratio: 19:1
- Minority: 47%
- First Generation: 33%
- Commuters: 54%
- Residential: 46%
- FALL 2018 AVG. GPA: 3.0
Annual RBC Student Population vs State Funding

- **Annual Headcount**
- **Annual FTE**
- **GF Appropriation Per Head**

Yearly data from 2013-2014 to 2017-2018 is presented, showing trends in student population and state funding.
Course Offerings by Delivery Modality: Fall 2012 vs. Fall 2018

**2012**
- Traditional Courses: 95%
- Online Courses: 2%
- Evening Courses: 3%

**2018**
- Traditional Courses: 79.1%
- Online Courses: 17.2%
- Evening Courses: 1.2%
- Hybrid Courses: 1.2%
- Live Streaming: 1.2%
Minority, Pell-Eligible & Total Students: First-Time Students

% of Cohort

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall Retention</th>
<th>Minority Retention</th>
<th>Pell-Eligible Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>54.4%</td>
<td>48.0%</td>
<td>45.5%</td>
</tr>
<tr>
<td>2013</td>
<td>54.0%</td>
<td>50.0%</td>
<td>48.0%</td>
</tr>
<tr>
<td>2014</td>
<td>54.8%</td>
<td>48.0%</td>
<td>48.0%</td>
</tr>
<tr>
<td>2015</td>
<td>54.8%</td>
<td>48.0%</td>
<td>48.0%</td>
</tr>
<tr>
<td>2016</td>
<td>54.0%</td>
<td>48.0%</td>
<td>48.0%</td>
</tr>
<tr>
<td>2017</td>
<td>61.4%</td>
<td>50.0%</td>
<td>54.0%</td>
</tr>
</tbody>
</table>
President’s & Dean’s Lists: 2013-2018

109% Increase
Students Earning 3.8 GPA & Above

34% Increase
3.25 - 3.79 GPA
Comprehensive 4-Year pathway to RBC *and* W&M degree.

- Honors-caliber
- Pell-eligible
- In-state students

LITTLE OR NO DEBT
GLOBAL STUDENT SUCCESS PROGRAM

- Increased Campus Diversity
- Revenue Sharing
- Enhanced Experience for Local Students
- Process Improvement
- Wrap-Around Student Support
- Professional Development For Faculty
Paul Edwards
Chief Business Officer
FY20 Budgeted Revenues $19,985,467

FY 20 Budgeted Expenses $19,985,467
## FY20 Budgeted Revenues (in Millions)

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>3.34</td>
</tr>
<tr>
<td>Fees</td>
<td>1.81</td>
</tr>
<tr>
<td>Auxiliary</td>
<td>2.93</td>
</tr>
<tr>
<td>Appropriations</td>
<td>8.68</td>
</tr>
<tr>
<td>Other</td>
<td>3.23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19.99</strong></td>
</tr>
</tbody>
</table>

**FY20 Budgeted Revenues**

- **Tuition**: 3.34 million (16%)
- **Fees**: 1.81 million (9%)
- **Auxiliary**: 2.93 million (15%)
- **Appropriations**: 8.68 million (43%)
- **Other**: 3.23 million (17%)

**Grand Total**: 19.99 million
State General Fund Revenue

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>FY15</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>FY16</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>FY17</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>FY18</td>
<td>$7,000,000</td>
</tr>
<tr>
<td>FY19</td>
<td>$8,000,000</td>
</tr>
<tr>
<td>FY20</td>
<td>$9,000,000</td>
</tr>
</tbody>
</table>
Additional General Assembly Funding – FY19

$706,070
Improvements in Administrative Infrastructure
Additional General Assembly Funding – FY20

$729,350 - Administrative Infrastructure
$183,000 - Student Affordability
$250,000 - VITA offset
$262,000 – SSHE Operations & Maintenance
Additional General Assembly Funding – FY20

$301,112 - Generator For Library

$238,536 - Additional Financial Aid Support
2.75%  Across-the-Board Salary Increase for Staff
3%  Teaching & Research Faculty
2.25%  Merit-Based Salary Increase - Classified Employees Only
FY20 Budgeted Expenses (in Millions)

- Instruction: 3.92
- Academic Support: 0.47
- Student Services: 2.18
- Institutional Support: 4.25
- Operations & Maintenance: 1.75
- Scholarships & Fellowships: 3.19
- Auxiliary Enterprises: 2.44
- Other: 1.79

Total: 19.99
1. Are current expenditures adequate to meet the needs of the academic enterprise?

2. Are there opportunities for cost savings?

3. What’s the appropriate faculty-student ratio? Are additional faculty needed?

4. Is faculty compensation competitive? Is RBC able to attract high quality faculty?

5. Are there new programs or services that are needed?

6. Are there programs or services that can be or should be eliminated?

7. What is the state support expectation?
No Increase to Tuition & Fees for FY20
(pending Board action on 4/26/19)
QUESTIONS & COMMENTS